

Welcome to the September 2020 PMWJ¹

David L. Pells

Welcome to the September 2020 edition of the PM World Journal, the 97th monthly edition. As the Covid-19 pandemic continues around the world, and especially here in the United States where we just passed 6 million cases, and as the November U.S. presidential election approaches, it seems the project management professional community is slowly coming back to life. But what life is it now, our project management lives? Nearly every PM professional body is publishing articles about the new normal of virtual work, virtual teams, virtual reality. Up until last year, virtual project management was a special topic; now it is a way of life for everyone. For some, it's not that bad; for others it is traumatic, even sad and depressing without face-to-face conversations with colleagues and customers.

While it seems that some trends (virtual work, gig work, digitalization) have accelerated this year, I think there are new trends just emerging that will impact many in our field. There are indications that when vaccines are released, the pandemic eases and lockdowns let up, our working world will remain completely changed. There are some serious implications that will affect the PM profession.

Virtual teaming, meetings, training, communications, and many other aspects of our work will be the norm. Many companies will remain downsized, having proven that big offices are not needed. Many professionals working on projects will be laid off, out of work, or forced to relocate. Fewer will enjoy employer benefits, such as health insurance or paid vacations. With the global economy so depressed, there will be fewer projects, programs and opportunities. Some countries and some industries have been devastated; during the coming rebuild, priorities will change, different skills and knowledge may be needed, different types of projects and programs will be required. Globalization has been slowed, even reversed in some ways, affecting future supply chains, organizations and industries.

And some industries and organizations have thrived and grown, for example, online retail, food production and markets, social media, anything internet related it seems. There are also new risks emerging, related to cybercrime, fake news, misinformation, anti-democratic politics, digital warfare. It seems the world has become more dangerous!

Nevertheless, we'll keep producing the PMWJ. I'm happy to say that this month's edition contains 32 works by 36 authors in 18 different countries. The current works also cover a good variety of topics in multiple categories – an interesting letter to the editor, a great interview, eight solid featured papers, eight outstanding series articles, three useful advisories, a personal commentary, informative reports from three countries, five potentially impactful second edition papers, and reviews of two recent books.

¹ How to cite this paper: Pells, D.L. (2020). Welcome to the September 2020 PMWJ; *PM World Journal*, Vol. IX, Issue IX, September.

Alan Stretton has authored another serious paper on one of his recent chosen themes, the relationship of benefits realization to strategic management. Alan's PMWJ papers are always insightful; his interview with Spring in China is enlightening.

Another regular contributor, Bob Prieto, has contributed another paper based on his vast experience in and knowledge of the engineering and construction sector. In particular, he understands the complexity and challenges of planning very large projects and programs. His paper this month on project startup should be useful to many readers.

Marisa Silva and Henny Portman are back with a new paper describing "project creatures that accelerate and enhance a portfolio of projects." This is an entertaining and enlightening follow on to their award-winning 2019 paper about "creatures that slow portfolio delivery." Don't skip this one, it's great!

Two serious research papers address quality this month in two different industries: ISO 9001 and TQM in construction by Lalamani Budelli in South Africa, and PM and Quality in healthcare, by Vladimir Dobin and Bruce Lazar in the USA. EVM is back in this edition with a long technical description of integrated project controls used on a major highway program, authored by Massimolouigi Casinelli in Italy. Steven Kopsichke in Florida has authored a paper on a topic close to my heart, continuing education for project managers.

We also feature a new paper by Prof Adebayo Fashina and one of his research teams in Somaliland, covering three very important topics in their economy – project management, small and medium enterprises, and construction projects. We are very happy to publish these types of papers, as they include lessons for all of us in how they understand and describe their local conditions and issues facing project management there.

The series articles this month are important. We are honored to have very well-known PM experts and leaders contributing on a regular basis, on topics of interest to many readers worldwide. The topics covered this month include converting to online teaching, smarter portfolio management, stakeholder relations and communications, the stakeholder paradox, the risk mindset and leadership in project management. Thank you so much to John Cable, Iain Fraser, Massimo Pirozzi, Dr. David Hillson, Dr. Darren Dalcher, Frank Saladis, Fernando Santiago and Dr. Alexia Nalewaik.

The advisories, commentary, reports, second editions and book reviews are all worth reading, but take your time. You don't need to read everything at once. Return to the PMWJ every few days. That way you can see any new 'breaking news'. And please visit the PMWL where we are adding more content daily. Select a favorite author or two to follow, find their author profiles in the PMWL, read their previous works. Trust me, you will learn something new.

Sorry there was no editorial this month. I'm still working on it.

Thank you for reading the PMWJ. Thanks to all of our authors this month. Stay safe, have a good month.

About the Author



David L. Pells

Editor/Publisher, PMWJ
Texas, USA



David L. Pells is Managing Editor and publisher of the **PM World Journal** (www.pmworldjournal.com) and Managing Director of the PM World Library (www.pmworldlibrary.net). David is an internationally recognized leader in the field of professional project management with more than 40 years of experience on a variety of programs and projects, including engineering, construction, energy, defense, transit, technology and nuclear security, and project sizes ranging from thousands to billions of dollars. He occasionally acts as program management advisor for U.S. national laboratories, and currently serves as an independent advisor for a major U.S. national security program.

David Pells has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world. David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; Project Management Associates (PMA) in India; the Istituto Italiano di Project Management (ISIPM); and the Russian Project Management Association (SOVNET). He was named an honorary member of the Project Management Association of Nepal in 2010.

Former managing editor of *PM World Today*, he is the creator, editor and publisher of the *PM World Journal* (ISSN: 2330-4880). David has a BA in Business Administration from the University of Washington and an MBA from Idaho State University in the USA. He has published widely and spoken at events worldwide. David lives near Dallas, Texas and can be contacted at editor@pmworldjournal.com.

To view other works by David Pells, visit his author showcase in the PM World Library at <https://pmworldlibrary.net/authors/david-l-pells/>