

## Welcome to the November 2020 PMWJ<sup>1</sup>

David L. Pells

Welcome to the November 2020 edition of the PM World Journal, the 99<sup>th</sup> monthly edition of this global publication. This month we include 30 works by 30 different authors representing 14 countries. This month's edition is also late, for which I apologize. Unfortunately, our website crashed again and it's taken a few days to recover. Fortunately, all works published in the PMWJ are archived in the PM World Library, where I've also been working on restoring tables of contents for all previously published journal editions, with links to all works archived in the library. History not fully recovered but it will have to suffice.

Meanwhile, the presidential election in the United States has come and gone, and we have a new President-Elect, former VP Joseph Biden. President Trump has vowed not to concede nor to support a peaceful transition to a new administration, and he has already mounting lawsuits to try to change the election results. But his divisive, corrupt, incompetent and disastrous administration is coming to an end. Biden was only named the winner on Saturday, 7 November; since then many world leaders have been contacting him with congratulations, while his supporters have been celebrating in the streets and parks around the country. Whether President Trump wants to leave or not, as a Biden supporter stated this week, "The United States is perfectly capable of escorting intruders out of the White House."

So now we will move on, with this country re-engaging with the world on such important issues as fighting the pandemic and climate change, advancing international security, promoting human rights, global trade and economic development and, most importantly, addressing the other global black elephants made more dire by Covid-19 such as health, education, nutrition and poverty. Based on the large percentage of the U.S. population supporting Donald Trump, it may be decades before the world can rely on U.S. leadership again. Nevertheless, we at PM World will continue to advance modern program and project management around the world from our little perch in North Texas. Over the last 8+ years, we have published 3,748 works by 1,600 different authors in dozens of countries; we have touched thousands of readers around the world. For me, it has been worthwhile and rewarding. I hope you all agree.

It seems that my editorial on "Whatever Happened to Organizational PM Maturity" in the October PMWJ caught the attention of a few readers, as we had five letters to the editor on the topic this month. All of them are substantive, so take a look. We then start this edition with an excellent interview with Elizabeth Harrin in UK by Spring in China. Elizabeth really is one of the world's most thoughtful contributors on issues related to humans working on projects, and especially women.

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<sup>1</sup> How to cite this paper: Pells, D.L. (2020). Welcome to the November 2020 PMWJ; *PM World Journal*, Vol. IX, Issue XI, November.

Five featured papers are included this month, four by previous authors and one by a new contributor in California, Dr. Dale Deardorff. The papers by Bob Prieto, Dr. Lalamani Budeli, Danilo Arba and Eduardo Miranda are serious new contributions to the PM body of knowledge. Dr. Deardorff's paper titled "Pracademic Project Management" is aimed at practicing project management professionals and is based on a teaching approach they are using at California State University Northridge.

In the series articles category this month, I am excited to introduce a new series by Alan Stretton, once again on how projects, programs, portfolios and strategies are, or should be, directly related. His new series is titled "Revisiting organizational strategic management" and his new model titled "A recursive organisational strategic management model". According to Alan's introduction: "In the current VUCA (Volatile, Uncertain, Complex, Ambiguous) environment which has been so dramatically exacerbated by the Covid-19 virus, it would appear timely to revisit some aspects of organisational strategic management processes. We will be looking at the following subjects in this series of five articles that revisit some aspects of organisational strategic management:

1. A recursive organisational strategic management model, and responsibilities for managing various stages;
2. Augmenting the recursive strategic management model to help manage changes impacting outcomes and benefits;
3. Deliberate and emergent strategies, and a classification of strategic drivers;
4. Incorporating strategic drivers into the recursive strategic management model, and discussing differences between industries;
5. Accelerated VUCA-related disruptors as strategic drivers, and organising for rapid strategic responses.

This is an important new series on a new model that should be useful to many organizations around the PM world.

Other excellent articles continue series themes by Prof John Cable (converting to online teaching), Iain Fraser (smarter portfolio management) and Massimo Pirozzi (the stakeholder perspective). For Iain and Massimo, these article conclude their series; we are very grateful for their contributions this year.

Capping the series contributions, Prof Darren Dalcher is back with another very significant article titled "Spare a thought for governance: curating a better future". Darren's article was stimulated by the accompanying guest article by Robert Butrick this month titled "Governance in a portfolio, programme and project managed context". Both articles are excellent, but I want to quote Darren's introduction:

*"It seems that governance and effective decision making have never been more important and critical to sustaining human endeavours. The aftermath of the Covid-19 pandemic has served as a cruel reminder of the need for effective and rational decision-making capability within leadership at all levels... The Governance Institute of Australia refers to four key*

*components of governance as transparency, accountability, stewardship and integrity...”*

It seems to me that in America and some other countries, reliable (and ethical) governance and governing institutions have been either entirely missing or badly distorted. Thank you, Darren, for this very timely and relevant article.

Three useful advisory articles are included this month by Charles Villanyi Boker in Canada (on complexity), Angelica Larios in Mexico (on culture) and Dr. Ken Smith in Hawaii by way of Manila during pandemic lockdown (on personality typing). Rebecca Winston in Idaho has contributed a good commentary article on cognitive readiness.

Two important previously published papers are included in the Second Editions category this month. Bob Prieto’s 2008 paper on “Foundations, Frameworks and Lessons Learned in Program Management” was originally published in the *PM World Today* eJournal. The paper by Dr. Aaron Shenhar and Max Wideman titled “Optimizing Success by matching Management Style to Project Type” was originally published in 2000 by the late David Curling on the PMForum.org website. These three authors are some of the most experienced and respected leaders in the project management field. Don’t miss every chance to learn from them, even from works authored some years ago.

Thank you to PMWJ correspondents Alfonso Bucero in Spain, Miles Shepherd in UK and Jouko Vaskimo in Finland for their interesting and entertaining reports this month. These three deeply experienced and highly accomplished professional leaders remain engaged, reporting on professional activities, major projects and trends affecting projects in their respective parts of the world. We’re grateful for their reports and for their perspectives on the state of the profession in their countries.

Finally, three new book reviews are included this month. Our book reviews are not authored for Amazon or promotional websites, but to offer useful feedback from PM professionals. The idea is to create new knowledge through the book review process. Take a look and let us know if it’s working.

Thank you for reading the PMWJ this month. Let’s hope vaccines are available for Covid-19 soon, that the pandemic begins to subside, and that we can resume more normal lives, even though it will be in the “new normal” of remote working, learning and growing. Nevertheless, let us stay connected to others and to our common humanity. Let us learn from the past but work together to create a better world.

Good luck with your projects.

David Pells  
Managing Editor

## About the Author



### David L. Pells

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**David L. Pells** is Managing Editor and publisher of the **PM World Journal** ([www.pmworldjournal.com](http://www.pmworldjournal.com)) and Managing Director of the PM World Library ([www.pmworldlibrary.net](http://www.pmworldlibrary.net)). David is an internationally recognized leader in the field of professional project management with more than 35 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 project management advisor for U.S. national laboratories and international programs, and currently serves as an independent advisor for a major U.S. national nuclear 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 - India); the Instituto Italiano di Project Management (ISIPM); and the Russian Project Management Association (SOVNET). Since 2010 he is an honorary member of the Project Management Association of Nepal.

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 conferences and events worldwide. David lives near Dallas, Texas and can be contacted at [editor@pmworldjournal.com](mailto:editor@pmworldjournal.com).

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