

Welcome to the December 2020 PMWJ¹

David L. Pells

Welcome to the December 2020 edition of the PM World Journal, the 100th monthly edition. This is a milestone that we are proud of, but one that would have been impossible without the support of our authors, advisors, correspondents and readers. Thank you to all who have contributed over the last eight plus years.

Thank you to Miles Shepherd in the UK and Alfonso Bucero in Spain for their congratulatory letters to the editor this month, and for their continuing contributions to the journal each month. Also, thanks and recognition to Spring (Yu Yanjuan) at PM Review in Beijing for continuing to send her interesting interviews with global leaders in the PM world for republication in the PMWJ. One of her recent interviewees happened to be with frequent journal contributor, Walt Lipke, so happy to include it this month.

We have seven featured papers again this month, including new ones from Bob Prieto in the USA and Dr. Lalamani Budeli in South Africa. Bob important new paper is on the subject of correlation in programs and projects, a topic not well understood nor factored in many plans, dramatically increasing risks. Lalamani's paper is on the hot topic of data mining and machine learning as related to engineering, industrial systems and project management. Martin Hopkinson in UK is also back with a new paper on a topic dear to many British citizens, the massive high speed rail project known as HS2. Unsurprisingly and as Martin argues, the project's business case is in crisis.

I am very excited to publish a paper this month co-authored by Massimo Pirozzi and Dr. Lidia Strigari in Italy titled "Project Management for Evidence Based Medicine: Some innovative approaches to support effective healthcare projects." This is a very timely topic as medical research and healthcare have risen to the top of the world's agenda during the current Covid-19 pandemic. Massimo is an author, correspondent and longtime friend of the PMWJ who has focused on stakeholders in recent years. Lidia is that rare medical doctor with a project management certification. Their writing represents a critical teaming or PM with healthcare; also happy to say that they have agreed to authoring a new series on the subject for us in 2021.

The three other featured papers this month include a new paper by Armenian mathematician Dr. Pavel Barseghyan who lives in Plano, Texas. Dr. Barseghyan, with whom I have met and who has extensive experience in the semiconductor industry, has developed over the last ten years some rather interesting (and somewhat complex) mathematical models of human behavior. The title is too long to repeat here, but take a look at his writing, especially if you have an engineering or science background. Two papers are included by Dr. Adebayo Fashina (Nigeria/Somaliland) and co-authored by

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his research team of Funke Fakunle, Jama Sala, Sakariye Abdilahi and Mustafe Omar. Their papers summarize research results related to project management in the construction sector in Somaliland. By the way, we're happy to provide a publishing vehicle for sharing such research results, which may be of limited interest to many readers but may be extremely useful to those working in similar locations and conditions. Frankly, I learn a lot from such papers so let's not arrogantly discount serious research results from lesser-known African countries.

This milestone edition also includes seven strong contributions from our regular series authors. I'm happy to continue the series on converting to online teaching by Prof John Cable at the University of Maryland. Dr. David Hillson in the UK has provided another short but meaningful risk doctor briefing, this month on quantitative risk analysis. PMI Fellow Frank Saladis in New York has authored a new article in his series on positive leadership in project management. Don't miss these short but highly useful articles.

Alan Stretton's second series article on revisiting organizational strategic management to accommodate change (in covid heightened VUCA conditions) is titled "Augmenting a recursive strategic management model to accommodate changes impacting outcomes and benefits." Based on his decades of experience and knowledge, Alan continues to provide clarity on some of the most important (challenging) topics in the PM field. Oliver Lehmann in Germany, Routledge author and recent founder of the Project Business Foundation, has authored another important article in his series about project business management, this one titled "Business Acumen and Business Spirit." For those of you working in such project-based businesses as project services, suppliers or contractors, let Oliver guide you. Read his articles and visit his foundation.

I was also happy to have Prof Darren Dalcher come in at the last minute with two new articles in his Advances in Project Management series of articles by authors of books published by Routledge (and other publishers in the Taylor and Francis family). Darren corralled Robert Buttrick to provide another article, this one titled "Defining the boundaries of portfolios" based on his recent book *The Programme and Portfolio Workout*. Darren's accompanying article titled "Thinking in portfolios" provides very useful context for both reading and appreciating the Buttrick paper. Read Darren's article, then Robert's for maximum value this month.

Two useful advisory articles are included this month, by Angelica Larios in Mexico City and Stanimir Sotirov in Dublin. The two commentary articles are by Michael Marshall, PhD, in Georgia, USA and Doctoral student Gareth Pugsley in Wales. Advisory and commentary articles provide interesting personal perspective on issue that often have broad relevance. These four are no exception. Three regional reports are included this month from Miles Shepherd (UK), Alfonso Bucero (Spain) and Jouko Vaskimo (Finland). The reports from Miles and Jouko describe some big projects in their respective countries; the reports from Miles of course sometimes wander into esoteric topics, so be prepared to be entertained. Alfonso's report again provides an update from the PMI Madrid Spain chapter, which he co-founded many years ago.

We again include an older paper by Bob Prieto in the Second Editions category, in month's case, a paper on "Opportunity Analysis under Strategic Program Management" originally published in PM World Today in 2010. A new book review by Valentina Rada in San Antonio, Texas is also included, a review of a book that is also ten years old by the late Prof David Cleland and the late Lewis Ireland titled "*Project Manager's Portable Handbook*". I'm happy to see a good older book get new and well-deserved attention.

Finally, please see the news article from Riga, Latvia by Emils Pulmanis. They've decided to try to hold the 10th International Scientific Conference on Project Management in the Baltic States in person in 2021. Normally held in April, the conference will be held during 3-4 June 2021 at the University of Latvia in Riga. If the pandemic is still widespread, they will either hold the conference virtually or simply publish the papers in their annual proceedings. As their official media partner, we follow their event closely each year, then republish selected conference papers in the PMWJ. They've had good speakers and excellent papers in previous years so we believe it's a very good regional event. If you're up for a visit to an historic old city on the Baltic Sea, check out their call for papers in this month's PMWJ.

If you have authored an article or paper about any aspect of program or project management, please email it to me for consideration. Generally anything received by the 20th of the month can be included in the next monthly edition, so research results can be shared quickly. All works published in the PMWJ are archived in the PM World Library and indexed (included in their business source complete database) by EBSCO, so authors gain widespread recognition and visibility.

Thank you for reading the PMWJ this month. Stay safe, and Good luck with your projects.

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 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 in Addison, Texas (near Dallas) 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/>