

Welcome to the April 2021 PMWJ¹

David L. Pells

Welcome to the April 2021 edition of the PM World Journal, the 104th monthly edition. This is another full and diverse edition, with 30 works by 32 different authors in 20 different countries. The diversity of topics is especially interesting, ranging from managing effective meetings to pandemic risk prevention to housing projects in Nigeria to rework on engineering and construction projects.

Many of you may be happy to see that I've concluded my long editorial on "project management needs a higher purpose" this month. In the concluding part 4, I offer some thoughts on future developments in the PM field, and what steps both organizations and professional might take to engage in confronting the black elephants, those global problems we all know about but have a hard time dealing with - like climate change, pandemics, homelessness and others. I firmly believe the current pandemic has shaken many of us out of our career silos, awakened a new sense of social responsibility. We all know that big problems can only be solved through big programs and projects, the very initiatives that many in our field study and manage on a daily basis.

I also wanted to bring more attention to the importance of project management for disaster response and recovery efforts. Many emergencies and disasters are no longer unpredictable. With the drought continuing in America's southwest, we know there will be many wildfires again this Spring and Summer. We know that every hurricane season brings big storms from the Atlantic, that flooding will occur near rivers, that oil and chemical spills will occur, that migrations will continue, that new diseases will emerge, that extreme weather and conflicts will happen. We as a profession need to create models, guides and networks for emergency response projects; as I've suggested in my editorial, the way forward is by cooperating with other organizations and experts who already have experience on these types of projects.

The two interviews this month are very interesting, and quite different. Ipek in Turkey has interviewed Ms. Sierra Hampton-Simmons, PMI's Director of Certification Products, on recent changes to the PMP certification exam, including reasons for the changes. Spring in China has interviewed Gary Nelson, game designer, project manager and author of a series of books on project management written for children. This was the first I've learned about Gary's *Project Kids Adventures* series of six books, brilliantly created as stories about projects that young people can understand and relate to. Don't miss these interviews.

Eight featured papers are included this month, by authors in five countries. From Italy we have two papers directly related to the ongoing pandemic. The first by Marianna

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Spezie and Damiano Bragantini is titled “Promoting the Development of a Pandemic Risk Prevention and Monitoring System in Health Organizations for Post Covid-19 Restart.” Massimo Pirozzi and Dr. Lidia Strigari have authored “Project Management for Healthcare: the Case of Translational Research.” These are serious efforts to expand project management into the critical medical research and delivery sectors, so much more obviously important now.

From Nigeria come two research papers related to managing events and housing projects, from Dr. Francis Amaeshi and Donatus Azunna at FUTO in Imo State and Enugu State University of Science &Technology Business School in Enugu State, and by Drs. Francis P. Udoudoh and Luna Edidem Bassey at the University of Uyo, respectively. Bob Prieto is back with another important paper focused on “Rework in Engineering and Construction Projects”, a common problem on many construction projects that far too few companies plan for, to their detriment. Dr. Pavel Barseghyan is back with part 2 of his “Quantitative analysis of the efficiency and productivity of the activity of human systems”, this time looking at the relationship of team productivity to work difficulty. Alexey Lobzov in Russia has authored an interesting paper on “portfolio balancing and project selection” and Mohamad-Fadil Haraké in France has created a serious research paper on “public sector project management in post-conflict countries”. These are all well worth reading.

Four series articles are included this month. Prof John Cable at the University of Maryland has provided another in his series on converting to online teach, this one on “Managing Effective Meetings – Virtual or In Person”. Frank Saladis in New York has authored another article in his series on “Positive Leadership in Project Management”, titled “The Demands of Leadership”. As Frank describes, leadership carries some duties and responsibilities. Dr. David Hillson, aka The Risk Doctor, has provided another of his Risk Doctor Briefings this month on the topic of “Should we use external risk consultants?” It’s a good question; David provides some useful perspective.

Alan Stretton in Sydney (yes, that waterlogged Australian city) has provided the 5th article in his series on “Revisiting Organizational Strategic Management”. Alan’s articles are often rather serious, lengthy and fully referenced papers and this one is no exception. His title and topic this month: “Accelerating global and VUCA-related disruptors as drivers for organizational strategic responses”. As Alan demonstrates, the Covid-19 Pandemic, climate change and other global factors are making strategic planning a rather complicated (even complex) process. Alan has also contributed a commentary article this month, in response to part 2 of my “higher purpose” editorial. Alan relates organizational vision and mission with ‘strategic drivers’, which is also directly related to his recent writing on organizational strategic planning. Great context! And seriously good writing again from Alan, one of the most knowledgeable persons in the PM field that I know.

Three other commentary articles are also worth mentioning. Henny Portman asks the question “Will the Project Manager Survive in the agile world?”, then provides his personal opinion with comments. Reinhard Wagner takes up the issue of government PM capacity, suggesting that “Society needs to join forces to meet contemporary challenges” with his native Germany serving the example. Aina Aliieva in Ontario

introduces us to a new social app that just might be useful to many in the project management field, something called “Clubhouse”. She describes her experience. Thank you to these authors for sharing their experiences and personal perspectives.

Two advisory articles are also included this month, by returning authors Angelica Larios in Mexico and Dr. Ken Smith, American but I think still sheltering in place in Manila. Reports are also provided by Ipek Sahra Ozguler in Istanbul, Dr. Jouko Vaskimo in Helsinki, Alfonso Bucero in Madrid and Reinhard Wagner in Munich. Ipek’s report is a summary of speeches presented at the recent Project XPO virtual conference, while Reinhard’s describes some results of the just completed virtua PM Summit 2021 MENA. Reports from Jouko and Alfonso are regional updates from Finland and Spain.

We continue our tradition of including previously published works in our Second Editions category, with five included this month. “Evolution of Owner’s Role under Program Management” is another of Bob Prieto’s works previously published in the now defunct *PM World Today* eJournal (in this case, in 2008). “The Rosario Habitat Program Experience, part 2” by Ana Maria Rodriguez and Adriana Salomón was also previously published in the PMWT (in 2009). Both English and Spanish language versions are provided. Owen Podger in Bali, Indonesia has shared a quite dated but still relevant paper titled “Greenhouse comes to Banjarmasin: A Call for Assistance to the Developing World”, originally presented at a climate change conference in Sydney in 1988 (can you believe that?). Ryan Daugherty, a recently arrived author to the PMWJ, has provided a 2020 paper titled “Adaptive Teams: Rethinking the ‘Box’”, co-authored with Dave Ellison. We welcomed this new (old) papers and especially wanted to get them into the PM World Library.

This edition concludes with some recently published breaking news articles. Several go back a month or two but are still current and still deserve attention. I hope you all don’t mind. We’ll add a few more during the month.

Thank you for reading the PMWJ, and

Have a safe and healthy April.

About the Author



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David L. Pells, PMI Fellow, HonFAPM, ISIPM, PMA, SOVNET 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 project management advisor for U.S. national laboratories and international programs, 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, as founder and president of several PMI chapters, founder of PMI's first SIG (Project Earth), and member of the PMI board of directors 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; the Instituto Italiano di Project Management (ISIMP - Italy); Project Management Associates (PMA - India); and the Russian Project Management Association (SOVNET). In 2010 he was made 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.

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