

Welcome to the May 2021 PMWJ¹

David L. Pells

Welcome to the May 2021 edition of the PM World Journal, the 105th monthly edition. While this edition has slightly less content than usual with only 28 new works, its international range remains high. 36 authors representing 16 different countries are included. The diversity of topics is also great, with some significant contributions to the greater project management body of knowledge included.

We start with two letters to the editor. The first is from Federico Minelle in Rome who has commented on parts 3 and 4 of my recent editorial on “PM needs a Higher Purpose”. Owen Podger in Bali has sent a few comments on “Greenhouse, Coastal Risks and Project Management.” Please read their notes (and maybe the rest of this edition), then consider sending a letter to the editor (email) to me.

I am delighted to include three interesting interviews this month, authored by three of our most intrepid correspondents, Yu Yanjuan (Spring) in China, Angelica Larios in Mexico and Aina Aliieva in Canada. Spring’s interview is with Agile guru Henny Portman in The Netherlands; Angelica has interviewed Siemens Mobility project manager Amanda Anders in the U.S.; Aina has captured some good answers from Agile pioneer Mark Burrows in the UK. These are all terrific!

Nine featured papers are included this month (ten if the last one arrives soon enough to include), representing some serious research results on a variety of important topics. Yosep Wain in Jakarta shares his knowledge related to cost estimates for big EPC projects. Dr. Ronald Kwena in Kigali shares results of research into development projects in Kenya while Dr. Isaac Abuya in Nairobi introduces an entirely new topic in his paper on “Thinking and Working Politically as a Project Manager.” Dr. Pawel Barseghyan is back with a new paper on the mathematics of human interactions, part 1 of a new series on “Quantitative description of the dynamics of interactions of living systems by method of state equations.” Dr. Lalamani Budeli in South Africa is back with another paper related to two hot topics (AI and Industry 4.0), this one titled “Artificial intelligence system to improve asset management program in industry 4.0: Manufacturing case study.”

Professor Lavagnon Ika in Canada and co-authors Dr. Jean Couillard and Serge Garon have authored an important new paper on the subject of “Coping with Project Complexity: The Complexity Based Project Management Framework.” Others have developed models for dealing with complexity in projects. Perhaps this one will actually prove useful and will catch on.

“Online Communication to Increase Project Value by Enhancing Stakeholder Engagement” is a new paper by stakeholder management expert Massimo Pirozzi in

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Rome, this one co-authored with his son Marco Pirozzi. Marco is an experienced communications and social networking professional; together they have introduced some really interesting ideas for advancing stakeholder engagement.

“Effective Project Management: A Veritable Tool for Successful Construction Project Procurements in Nigeria” and “Value Management Concept Awareness for Construction Projects in Akwa Ibom and Rivers State” are each co-authored by three academic researchers at Nigerian universities. While the issues raised and points made in these papers might appear to be locally-oriented, the topics addressed and solutions suggested can be applicable for construction projects in many other places.

Four series articles are included this month. Prof John Cable has authored “Speaker Guidance”, a short new article in his series on “Converting to online teaching”. Alan Stretton in Australia has a sixth and final article in his series on “Revisiting Organisational Strategic Management”. Prof Darren Dalcher has authored “Scaling to business agility” as an introduction to this month’s ‘Advances in PM’ article by Peter Taylor on “Make Your Business Agile: A Roadmap for Transforming Your Management and Adapting to the ‘New Normal’”. Peter’s article is based on his new book on the same topic being published this month by Routledge. Don’t miss these excellent articles by true project management experts.

We’re always happy to include advisory and commentary articles, as these are more personal contributions with (generally) good advice or well-informed opinions. The advisory article by Srinivasan Radhakrishnan in the USA provides good context for applying basic project management. Alan Stretton in Australia has authored this second contribution this month, in reaction to my recent ‘PM needs a Higher Purpose’ editorial, specifically suggesting an important way forward for PM professional bodies to actually achieve a “higher purpose”. Read, then let us know your reaction.

Reports by Dr. Jouko Vaskimo in Finland and Miles Shepherd in UK colorfully describe major projects and recent developments in their respective countries. Three Second Edition paper are included this month, two previously published in the former *PM World Today* eJournal that was discontinued in 2012. The third paper was presented at the 2021 University of Maryland PM symposium last month, the first of several that we will republish in coming months. The paper by Ana Maria Rodriguez and Adriana Salomon in Argentina is part 3 of their case study on “The Rosario Habitat Program Experience..” first published in 2010 (both English & Spanish versions). Bob Prieto’s 2008 paper on “Governance: Key to Successful Program Management Delivery” is also included. The UMD paper is by Susan Hostetter and John Walsh at the U.S. Census Bureau.

So all told, another solid edition. No editorial this month though. They are too taxing; I needed to take a break. If you are reading this, you are most likely an experienced PM professional, student or teacher. In that case, become an author, share your research or knowledge, send us something to publish.

Stay safe and have a good month.

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.

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