

Welcome to the June 2021 PMWJ¹

David L. Pells

Welcome to the June 2021 edition of the PM World Journal (PMWJ), the 106th monthly edition. This is one of our slimmest issues in recent months, with only 23 works by 24 different authors included. Nevertheless, it contains some deep and powerful new works. This edition also reflects the continued diversity of our stakeholders, with 16 different countries represented among the authors.

As we go to press this month, the Covid-19 pandemic rages on in many countries, in both large countries (Brazil, India) and much smaller ones (Bolivia has one of the highest per capital infection rates in the world). Here in the USA, the pandemic is receding, mask-wearing is no longer required in most places (for those who are vaccinated), and the economy is starting to bounce back. Not so fast in Europe, as another new variant appears to be more contagious. I read an article in the Seattle Times this morning about a study of covid infections in Washington state where the list of infected persons was cross referenced to the state's vaccination database, showing that 97% of infections were of unvaccinated persons. A similar study in rural Oregon showed a correction of 98% of infections to lack of vaccination.

This research is both heartening and unsettling. It demonstrates the efficacy of current covid vaccinations. It also highlights the continuing risks to those without vaccinations; here in the USA, those include anti-vaccers, anti-maskers and conspiracy theory believers, many in rural counties and southern states. It also highlights the dangers to so many people around the world in countries still without enough vaccines. If you haven't received your vaccination shots yet, please do so as soon as possible. Odds are it might save your life and those closest to you.

Meanwhile, this edition starts with two good interviews: Spring's new interview with the ever-interesting Peter Taylor, partially based on his newest book on PMOs; and Aina Aliieva's very interesting interview with World Cup winning South African Rugby player and coach Gurthrö Garth Steenkamp (Coach G). Scrum in Agile is one thing, in Rugby it's much more – the analogy is very good.

Six Featured Papers are included this month, on such interesting topics as applicability of agile PM to construction, effects of gender on performance perceptions, quantitative analysis of productivity gaps versus investment, elimination of cost flow fraud in capital projects, influence of motivation factors on project performance, and potential for PM associations to help solve global problems. These are all well-researched and defended papers, so please consider a serious reading.

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Three series authors are back with new contributions: Non-verbal communications in teleconferencing by Prof John Cable; Audits and Project Business Healing Days by Oliver Lehmann; and Project Cost Functions, article three in his series on developing a standards-based project management information system by Prof Jeremy Bellah. These are followed by an advisory article by Angelica Larios on ‘Agility in Business’ and two outstanding, perhaps controversial, commentary articles by Bob Prieto and Paul Giammalvo. All heavy hitters!

We are very happy to include a first regional report by Allesandro Quagliarini, our newest international correspondent in Italy. His interesting report not only discusses project management in Italy during the pandemic, but Italy’s ambitious post-covid “National Plan of Recovery and Resilience” that will be substantially funded by the European Union. Miles Shepherd and Jouko Vaskimo continue their great reporting about PM and major projects in the UK and Finland, respectively.

Four new works are included in our Second Editions category this month, beginning with a 2011 paper by Bob Prieto on the role of functional organizations in large engineering and construction programs. We continue to recapture Bob’s important older papers so they are available in the PM World Library going forward. Three additional papers are included from the recently concluded 2021 virtual University of Maryland (UMD) Project Management Symposium, for which the PMWJ was a media partner (our 8th year running). In his UMD paper, Nana Kwame describes the metrics-based PMO that he led for DC Water that also won PMI’s PMO of the Year Award last year. Benjamin Anyacho’s UMD paper describes “The Knowledge Café”, a very interesting approach to capturing and sharing project knowledge in real time – in other words, with more agility. The UMD paper by Joseph Lukas, reflecting his many years of teaching and consulting work, is titled “The Evolution from Project to Business Manager”. It’s now clear that all project managers need more general business knowledge, communication skills and agility.

This edition concludes with a review by our Canadian correspondent Aina Aliieva of a very interesting book, *Digital Body Language: How to Build Trust and Connection, No Matter the Distance.* It’s an illuminating write-up about dealing with our ‘new normal’ of remote teamwork. Finally, links to several recent news articles can be found.

Thank you to all of the authors who contributed to this edition. And thank you all for reading. We couldn’t keep going without you.

Have a good and safe month, and
Good luck with your projects.

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.peworldjournal.com) and Managing Director of the PM World Library (www.peworldlibrary.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@peworldjournal.com.

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