

## Welcome to the September 2021 PMWJ<sup>1</sup>

David L. Pells

Welcome to the September 2021 edition of the PM World Journal, the 109<sup>th</sup> monthly edition. This month's PMWJ contains 19 new works by 25 different authors representing 13 different countries. This is one of the slimmest editions we have published in years, the fewest works, fewest authors, fewest countries. But I am quite happy. I wanted to slow down, stop fighting the calendar and deadlines, and still we have some great content from more than a dozen countries.

Working nonstop through the pandemic, attending virtual meetings, communicating digitally with authors, advisors and friends around the world, worrying about everyone and everything, watching the news too closely as conflicts, cybercrime and climate change accelerate. It's been a stressful two years! So I've been taking a little more time off.

On Saturday, my wife and I drove two hours north to Hugo, Oklahoma to visit Showmans Rest, the Circus cemetery where famous American circus performers and personalities are buried. We paid our respects to Popcorn the Clown, The Great Huberto (tightrope walker), Queen of the Bareback Riders Zefta Loyal, Elephant Trainer John Carroll, Ringleader John Strong and many others. It was a unique experience, to say the least. See for yourself at <https://www.atlasobscura.com/places/showmen-s-rest>



Not sure why I'm sharing this story, but I've been thinking about legacies ever since the trip. Maybe I need to author an editorial on the topic, but what will our legacies be? Individually and as a profession? What differences, what contributions will we make over our careers? These seem more important questions as I get older. Do we all need to accomplish great things? Do we need to become successful or famous? Does helping others matter? Does sharing knowledge and wisdom count? These thoughts also take me back to my editorials earlier this year on "Project Management needs a Higher Purpose." But on a personal level, maybe the *PM World Journal* can also provide a vehicle for individuals to add to their professional legacies by documenting experiences and information, sharing knowledge that might help others.

And just as I write these words, I learn that the great Professor Peter Morris has died. Peter was Professor Emeritus of Construction and Project Management at University College London and one of the world's leading figures in the PM profession. His 2013

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book “Reconstructing Project Management” is one of the best PM books ever written, in my opinion. I had the unique opportunity to meet Peter in Moscow in 1993, Washington, DC in 1994, New Orleans in 1995 and other places over the years. We’ve been friends and colleagues for many years. His legacy is complete, but still, such sad news! He will be missed and very long remembered.

The first significant contributions this month are again two excellent interviews. Spring in Beijing has interviewed Michael Pace, assistant professor at Texas A&M University and new president of IPMA-USA (formerly asapm). While I do not know Prof Pace and was not familiar with his background at all, I found his answers and thoughts accurate and interesting. I agreed with his points completely. The second interview is by one of our newest correspondents, Yasmina Khalifi in Paris, who posed some good questions to Michel Operto, co-founder of PMI France more than 25 years ago. Michel reflects on his 30 years of experience in the PM field working on technology projects. His answers should be of interest to many readers.

Three featured papers are included this month. Alan Stretton has expanded his strategic perspective with “Representative examples of operational users converting project-related outputs to outcomes and benefits within an organizational strategic-and-operations framework.” He provides further arguments that it is users who are most responsible for benefits realization; please study this new paper and send us some feedback.

Two papers by academic researchers in Nigeria are also included this month, each one with four co-authors primarily associated with the Department of Building at Nnamdi Azikiwe University in Awka. “Assessing the Impact of Risk Management Techniques on the Cost of Building Projects in South-East Nigeria” documents the results of a study by Okechekwu Ekwelem, Dr. Kevin Okolie, Dr. Fidelis Ezeokoli and Michael Okongwu. “Investigation of Environmental Factors Causing Dysfunctions with Project Teams in South-South Geopolitical Zone of Nigeria” describes the results of a research project by Kakorinama Kelly-George, Dr. Okolie, Dr. Ezeokoli and Mr. Okongwu. As mentioned in previous editions, the results of these research studies in Nigeria can just as easily be applied in many other locations in Africa and elsewhere.

One series author is back this month, Dr. Jeremy Bellah at the University of Oklahoma in the USA. He has authored “Part 4, Complete Redesign”, in his series on “Developing a Standards-Based PMIS”. If you have ever worked for a PM software vendor or been involved in developing a PM-related software application, these articles are for you.

Dr. Ken Smith has followed his August advisory article on “Benefit Cost Analysis” with a sister article titled “Comprehending Cost:Effectiveness” analysis. Ken again shares his knowledge on another fundamental aspect of project management. The second advisory this month comes from Mr. Gaurang Vora in Mumbai, India: “Leadership – Fulcrum Above and Beyond”. This is part one of a three-part series.

Four commentaries are included this month. These are thought pieces weighing on the minds of experienced PM leaders and practitioners. PMWJ advisor Massiom Pirozzi in

Rome has authored “The Everlasting Importance of a Common Project Management Language”. It seems that terminology is once again a potential problem as new standards come into use around the world. “Project Managers’ RACism Problem” is an article by new-to-the-PMWJ author Timothy Grayson in Canada. This is a surprisingly interesting topic. Dr. Torrill Bigg, Chief Carbon Reduction Engineer at Tunley Engineering in the UK, has shared useful info in her piece titled “Now Net Zero Carbon Differs from Carbon Neutral.” If we are dealing with sustainability issues, we need to get these concepts straight (another terminology issue?). Prof John Cable, Director of the PM Center for Excellence at the University of Maryland, has authored another synopsis of a major presentation at their 2021 Virtual PM Symposium in May on a relevant and interesting topic: “The Workplace Moving Forward: How the Pandemic Changed the Workplace.”

I was very happy to receive a new case study from Seamus Woods in Ireland. Seamus, who has many years of experience in the Irish healthcare system, has authored a full on case study titled “A Strategic Management and Portfolio approach to improving health outcomes of people living with life-limiting conditions in the Mid-West of Ireland.” Under today’s pandemic circumstances, we welcome any serious works about project, program or portfolio management in the medical or healthcare industries.

Five reports are included this month, three by our regular monthly contributors Alfonso Bucero in Spain, Miles Shepherd in UK and Dr. Jouko Vaskimo in Finland. As usual, their interesting reports cover both PM professional developments as well as major projects underway in their respective countries. Ipek Ozguler has provided another of her Insights series article, Digital Transformation – Sustainable Supply Chain, with insightful comments from Raji Sivaraman. The fifth report is by new international correspondent Kartikeyan Ramamurthy in Bengaluru, India who will now be reporting on a regular basis from the PMO Global Alliance India Hub. This is his first report, so give it a read to learn about the PMOGA.

We are again republishing another older paper by Bob Prieto. If you are a regular reader of the PMWJ, then you will be familiar with Bob’s writing on the planning and management mega programs in the engineering, construction and infrastructure domains. His older papers this month is his 2010 paper on the focus, roles and responsibilities of a program management office for such big programs.

We close with a review of the book “The Business of WE” by Dr. Marjorie Anne Fox in San Antonio, Texas as well as several recently published breaking news articles.

So, this is a shorter edition of the PMWJ, but still full of heavy-hitting content and well worth reading. Thanks to all of the authors!

Have a good 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](http://www.peworldjournal.com)) and Managing Director of the PM World Library ([www.peworldlibrary.net](http://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: 2330-4480). 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](mailto:editor@peworldjournal.com).

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