

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

**David L. Pells**

Welcome to the November 2021 edition of the PM World Journal (PMWJ), the 111<sup>th</sup> monthly edition. This month's PMWJ contains 27 new works by 27 different authors representing 15 different countries. This is another slim but powerful edition, with some great interviews, papers, articles and reports. I don't think any readers will be disappointed. That includes those of you who are regular authors. It has been encouraging to see more authors referencing earlier works previously published in the PMWJ; this edition offers even more good food for thought.

Online traffic to the PMWJ website continues to grow, now at around 10,500 per month (350/day). The PMWJ Table of Contents is emailed to around 3,000 each month, including previous authors, book reviewers and other stakeholders. We don't send other email blasts out, either directly or via social media. I personally dislike receiving unsolicited emails and don't much care for social media notices either, most of which I find to be self-promotional and uninteresting. Obviously, we don't do a great deal of marketing; if you find this edition useful or interesting, please forward the PMWJ URL to your friends, colleagues or students. Word-of-mouth is better advertising anyway.

That all said, distribution of the PMWJ is about to grow dramatically. In September we signed an MOU for cooperation and mutual support with Project Management South Africa that includes distribution of our table of contents to their members (I think several hundred, maybe a thousand). We are now about to announce a similar relationship with ISIPM in Rome whereby the PMWJ contents will be emailed to their 4,000+ members each month as well. We are looking for other PM organizations for similar opportunities to cooperate. For those without their own newsletters or publications, perhaps the PMWJ can provide a significant new member benefit.

Now this month in the journal. First, my apologies for posting this welcome article a day late. It seems that I am now the most frequent bottleneck to on-time publication (which also explains why I've not authored any editorials lately, although I have many topics I'd like to weigh in on!) But not to worry; we start this month with three tremendous interviews, one by Spring in Beijing and two by Yasmina Khelifi in Paris. Spring captured some momentum from Val Jonas in the UK on risk management; Yasmina cornered Frédéric Casagrande, winner of a Europe PMO Leader of the Year award and three top IPMA leaders, with all sharing useful and interesting experiences and insights.

Each of the four Featured Papers this month is a heavy lift. The first, "The Nexus between Organizational Climate, Collaboratist Leadership and Industry 4.0 Readiness within the Construction Industry", is a research paper by newly-crowned PhD Dr. Daniel Farai Zhou

---

<sup>1</sup> How to cite this paper: Pells, D.L. (2021). Welcome to the November 2021 PMWJ; *PM World Journal*, Vol. X, Issue XI, November.

along with professors Dr. Cecile Schultz and Dr. Pieter Steyn at Cranefield College in South Africa. The second paper with a title almost too long to insert by Alan Stretton in Australia extends his strategic management model with a focus on organizational benefits, contexts and operations. The third featured paper is by Dr. Paul Giammalvo in Jakarta and contains serious push-back against the many widely-promoted product-focused project management models and standards, including the new PMBOK7 from PMI. The 4<sup>th</sup> paper titled “Customer service and project performance at state-owned enterprises: Towards a sustainable mechanism”, also from South Africa and by Ashley Majika, addresses a seriously deficient sector that needs better PM. If you’ve got time, don’t miss these new contributions.

Perhaps no less serious is the Series article by Prof Darren Dalcher this month, “The power and peril of common standards: Knowledge and standards in project-work”. With news standards from PMI and ISO hitting the street, this is a timely topic and article. Darren’s guest this month in the Advances in Project Management Series is Robert Butrick, also based in UK, with “Portfolios, programmes and projects in context”, another timely and relevant topic that deserves much more discussion in some circles. Frank Saladis in New York has contributed an article on a topic he has recently been researching (and consulting on), “Leading Digital Transformation” – I’m sure he is not alone, as this is also a ‘hot topic’ in the PM world.

We’ve managed to attract three good Advisory articles this month. Bob Prieto in Florida provides some guidance on “Project Administration: Traditional Responsibilities and Future Directions”. Srinivasan Radhakrishnan in Arizona has authored “Managing People in Projects – an Effective Strategy”. Angelica Larios in Mexico City has contributed “Improving strategy through organizational design in I.T. consulting firms”.

Five interesting Commentaries are included. Dr. Ken Smith in Manila, one of our older and more experienced authors, has authored “Musings on Management of the Planning Kind: The ‘Learning Curve’ Conundrum”, sharing a model he learned decades ago that might still have some legs. Erica Solberg, based somewhere in the USA, has shared an article that was originally featured on their corporate website, titled “The Construction Materials Shortage: The Story So far.” I’m not sure about the situation elsewhere in the world, but here in the USA, many construction projects are behind schedule due to materials shortages (part of the big supply chain backlog, but in basic building materials, not computer chips or consumer goods!).

Sébastien Martin and Dr. Virginie Nahas in France have co-authored a newsy article about a new initiative by French and German youth titled “The VFAJ-DFSJ, a French-German citizen platform of French and German youth who want a Europe that prepares the future.” John Cable from the University of Maryland near Washington, DC, but now semi-retired in Florida, has authored “If you Build it, will they come? It Depends! Do you have a strategy?” This is another interesting discussion of a powerful presentation at the most recent UMD project management symposium in April. Finally, a late entry, “Why am I passionate about Projects?” is by Manuel A. Ancizu Beramendi, another author new to the PMWJ. Commentary articles may be opinion pieces, but they often also offer significant insights and knowledge. So please give them a look.

This edition of the PMWJ contains six excellent and interesting reports, the first by honorary academic advisor Dr. Brane Semolic in Slovenia and five by dedicated PMWJ correspondents in Switzerland, France, Spain, India and Finland. Brane's report is on their recent successful 20th Global Festival of Knowledge. Check it out and visit their new interactive "platform"; it's impressive. Antonio Bassi in Lugano has shared the results of a recent survey of Swiss and Italian companies in the region on organizational project management conducted by faculty at the University of Applied Science of Southern Switzerland. The results may or may not surprise you, depending on your knowledge of that part of Europe.

Yasmina Khelifi in Paris has provided an update on PM in France covering both PMI France and SmaP, the French member of IPMA. Her section on SmaP is an interview with SmaP president Frédéric d'Arrentières. It's great! Alfonso Bucero in his PM Update from Madrid also covers two good topics, AEDIP and the XVIII Annual Congress of Project Managers, an event that I have not previously heard about. Thank you, Alfonso. Kartik Ramamurthy in Bengaluru, India has also provided a very full report, covering PMO Global Alliance and PMOGA India Hub developments. They've been very busy lately. Finally, Dr. Jouko Vaskimo has provided an update from Finland with paragraphs about both Project Management Association Finland and the PMI Finland chapter, as well as about some of the largest projects underway around his country. Jouko's monthly updates have allowed us to follow the progress on these massive power, transportation and infrastructure projects, which has been and remains fascinating (and one or two may even be on plan, but not all!).

We've published another older paper by Bob Prieto in our Second Editions category, this one another 2008 paper previously published in the discontinued PM World Today eJournal that I also once edited. His older papers are too good to waste, and as I still have many of the original PMWT files, it's relatively easy to get author approval and to reformat these for PMWJ publication. So here's another, this one titled "Public Private Partnership: The New Infrastructure Mega Projects". Considering that the U.S. congress just passed a billion dollar infrastructure funding bill, this old paper could not be more timely here.

Two books reviews are included this month. Rama Lanka in Dallas has reviewed "*Pursuing Enterprise Outcomes: Maximizing Business Value and Improving Strategy for Organizations and Teams*" by Alex Yakyma. Ms. Lanka found and purchased this book on her own, then authored a thorough review. We're glad she did. The second book review is by Yasmina Khelifi in Paris, who was extremely busy in October. Following a short review of Antonio Nieto-Rodriguez's major new 330+ page book published by HBR, "*Harvard Business Review Project Management Handbook: How to Launch, Lead and Sponsor Successful Projects*", she jumps into a delightful interview with Antonio himself. So you get two perspectives, Yasmina's and the author's, who is one of the better known PM thought leaders in the world today. Thank you to Yasmina and to Antonio.

That's it for November.

Stay safe and have a great month!

## About the Author



### David L. Pells

Editor/Publisher, PMWJ  
Texas, USA



**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: 2330-4880). 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](mailto: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/>