

Welcome to the January 2022 PMWJ¹

David L. Pells

Happy new year and welcome to the January 2022 edition of the PM World Journal (PMWJ), the 113th monthly edition. This month's PMWJ contains 25 new works by 27 different authors representing 14 different countries. I am very happy to see the PMWJ remain a highly diverse publication, with so many different authors and countries represented in the contents again this month. It's something I am definitely proud of. Speaking of achievements, let's look back at the last year for a few minutes.

Some 2021 Results

Over 12 monthly editions last year, we published an astonishing 336 different works by 125 different authors residing in 45 different countries (an average of 28 works by 30 different authors in 15 countries every month). Although a majority of our readers are in countries where English is the predominant language, as can be seen in the flag counter on the PMWJ home page, the diversity supports our mission to promote knowledge sharing worldwide. I continue to learn something new every month from authors in many countries; none of us knows everything. We need to continue sharing experiences and information. Continuous learning is so critical in the project management field, where no one can possibly experience all there is to know.

Readership seems to be holding steady at around 300-400 unique visitors to the PMWJ website per day (according to our ISP). Traffic to the PM World Library (PMWL), where all works in the PMWJ are archived, has been slightly higher at around 500/day. Total works in the PM World Collection in the PMWL totaled 4,139 at the end of the year, by 1,696 different authors (each of whom has an author showcase in the PMWL). In May we announced the winners of the PMWJ Editor's Choice Awards for 2020, in four categories (papers, articles, reports and interviews, case studies and stories). We will do so again for 2021 works again this year, and much earlier in the year this time.

The PMWJ could not be successful without the support of our advisors and correspondents, for which I am extremely grateful. Many are regular authors and contributors to the journal each month; others weigh in periodically behind the scenes. During 2021 we were happy and honored to welcome the following five new honorary global advisors: Reinhard Wagner, former GPM and IPMA chair in March; Mary McKinlay, Fellow of both APM and IPMA, in July; Prof Mladen Radujkovi, PhD, former IPMA chair, in August; Yanping Chen, PhD, PMI Fellow and former director, in October; and Antonio Nieto Rodriguez, Fellow and former chair of PMI, in November. The [PMWJ Honorary Global Advisors Team](#) now consists of 25 Fellows and former leaders of the world's largest and most influential project management associations.

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The following professors were named honorary academic advisors for the PMWJ in 2021: Prof Bill Moylan, PhD, Eastern Michigan University, USA; Prof Natalie Drouin, PhD, Université du Québec à Montréal, Canada; Prof Iris Tommelein, PhD, University of California at Berkeley, USA; and Prof Vito Introna, PhD, University of Rome “Tor Vergata”, Italy (agreed in 2021, announced on 4 January 2022). The [PMWJ Honorary Academic Advisory team](#) now includes 29 highly-respected academic leaders in the project management field at major universities around the world. We will continue to invite academic leaders to participate as interest in both the PMWJ and PMWL among university students continues to grow.

I was very happy to introduce the following seven new PMWJ international correspondents in 2021: Alessandro Quagliarini (Italy), Antonio Bassi (Switzerland), Yasmina Khelifi (France), Laurie Ferrier (Belgium), Kartikyan Ramamurthy (India), Obi Omoregie (UAE), and Arief Prasetyo (Indonesia). Our correspondents provide regular reports, articles and interviews and are both invaluable and so greatly appreciated. The [PMWJ International Correspondents Team](#) now includes 25 dynamic project professionals, including several globally-recognized experts and leaders.

I want to also mention our two Research Scholars who joined the PMWL team last year, Dr. Mohamad-Fadl Harake at the University of Poitier in France and Dr. Virginie Nahas at the American University of the Middle East in Kuwait. One new Research Intern signed up in 2021 to help provide new resources for the PMWJ, Mr. Victor Dantas, a graduate student at Fundação Getúlio Vargas (FGV - *Getúlio Vargas Foundation*) in São Paulo, Brazil. Thank you to all of these individuals for their contributions and support.

Finally, we established two major cooperation agreements in 2021, with PMSA in South Africa and ISIPM in Italy. In October, we signed an historic “Memorandum of Understanding for Cooperation and Mutual Support” with PMSA (Project Management South Africa) through which we will publish works by PMSA members, support their annual conference, provide the PMWJ table of contents each month for sharing with their members, and other mutually agreed actions. In November we signed an even more robust agreement with ISIPM (Istituto Italiano di Project Management), for whom we have acted as media partner for their annual PMexpo conference for the past few years. In addition to actively supporting these professional bodies, these agreements are expected to help increase our readership and influence in their respective important countries.

While 2021 was rocked by social, political and economic turmoil caused by the Covid-19 pandemic (and now the Omicron surge), the attempted presidential coup and continued political conflicts in the USA (and many other countries), natural disasters and other ‘black elephants’, we continued to produce and grow the PMWJ and PMWL. This could not happen without our authors and readers, so thank you all so much.

Looking ahead (Just a little)

It looks like 2022 will again be full of conflict, turmoil and volatility. VUCA (volatility, uncertainty, complexity, ambiguity) conditions for projects and project management will continue unabated. The covid pandemic continues, income inequality continues to grow,

military conflict appears imminent in Eastern Europe, the global supply chain disruptions have not been resolved, regional strife and associated migrations will continue, climate change will increase, and natural disasters will most likely occur. The visibility and importance of programs and projects will continue to grow, with new trends emerging in the PM professional field.

I have recently studied PMI's new Standard for Project Management and PMBOK Guide, 7th Edition, published in 2021, with their dramatically new and different approaches (value delivery and principles orientation in the standard; domains and tailoring in PMBOK7) and look forward to seeing what impact these will have on the global PM community. Of most significance to me is PMI's (apparent) recognition that a one-size-fits-all approach does not work and project management must be "tailored" to context. The influence of agile is obvious, but the issue goes way beyond 'prescriptive vs adaptive' methodologies. As Alan Stretton has so clearly shown in the PMWJ, there are many many contexts that influence projects and how to plan and execute them.

The need for the PMWJ for sharing knowledge and experience, and for the PMWL for continuous learning, could not be greater. So we will continue what we've been doing, publishing the PMWJ each month, trying to attract more useful and relevant content, and growing our readership. In that regard, we will introduce several new article series this year (including ones on agile, social impact and future project management this month) and issue new calls for papers. We are seeking authors in Italy and South Africa this month to share their experiences; both countries are extremely important and have very long histories of major projects. Yet we know so little about their PM conditions, approaches and experiences; maybe the PMWJ can help change that. Other opportunities abound. Let's try to capture more this year.

If you are in a leadership role with a major PM association, or a local chapter or branch of one, and would like to learn more about our cooperation agreements, please contact me. We can offer your members new opportunities for sharing and learning about PM, and for gaining recognition and visibility (for individual authors and organizations).

This month in the Journal

We start with one new **Letter-to-the-Editor**, an email from Thomas Welenta in Germany "On the topic of the War on Ethics". I love letters-to-the-editor, even when they take some umbrage with something that I have written as is the case this month. Join the debate. Read Thomas' article.

Our correspondents continue to step up by facilitating very interesting, even entertaining, **Interviews** with leading figures around the PM world. Yu Yanjuan (Spring) in Beijing has interviewed Dr. James T. Brown, American program management expert, author and educator. Yasmina Khelifi in Paris has interviewed Jean-Claude Dravet, founder and

honorary president of PMI France Chapter. Obi Omoregie in Abu Dhabi has interviewed award winning PMO director Heba Al Shehhi in Dubai. These people all have interesting and informative stories to tell; don't miss reading these great interviews this month.

Marco Caressa and Massimo Pirozzi in Italy have authored a major new paper titled "An Innovative Approach to Manage Effectively the Complex Projects, Programs and Portfolios". Claudio Olivieri in Melbourne, Australia has authored "Integrating Physical Progress with a Prompt Payment Process using Earned Value Management". These **Featured Papers** may cover some old ground, but bring new and relevant context to the topics. Both are serious additions to the global PM body of literature. Please read these and send the authors a reaction.

Four new **Series Articles** are included this month, all by globally well-known and highly-respected PM leaders. Reinhard Wagner in Germany has authored "Projects and project management from a social perspective", the first article in a new series on "Projects and project management for a sustainable social impact." Henny Portman in The Netherlands has authored "What is Agile?", the first article in a new series titled "Sensemaking in the Agile Forest." Dr. Harold Kerzner and Dr. Al Zeitoun in the USA are the authors of "Introduction and The Maturing Project Sponsorship", first article in a new series on "The Connected Future Business Culture: The Great Project Management Accelerator". Alan Stretton in Sydney is back with the first in a three-part series on "Project-related contributions to organisational objectives"; this article is subtitled "Some existing project-related supplier-organisations' services in owner-organisations' strategic and operational contexts." We think each of these new series will offer valuable insights to many readers, so please check in each month to read more.

Four **Advisory Articles** are also included, from authors in India, The Philippines, Spain and the USA. Bob Prieto in Florida has authored an important article titled "The Role of Trust in Projects." Manuel Ancizu in Pamplona has authored "The Four Fundamentals to Lead Sustainable Projects Successfully." Gaurang Vora in Mumbai has authored the third in his three-part article titled "Leadership Fulcrum, Above and Beyond." Ken Smith in Manila is back with a new, interesting and unexpected article titled "Polling People and Pollsters: Facts & Fiction." These articles each has something to teach us about both thinking and behavior; I hope they are useful to some of you.

Three **Commentary Articles** are included, one of general interest, one on a specific PM topic and a potentially controversial one on the entire approach to project management. Starting with the one certain to be controversial among some of you, Paul Giammalvo in Jakarta has authored "Follow on Action Items for Consideration in response to 'Capturing Project Management Best Practices' (by Dr. Harold Kerzner and Dr. Al Zeitoun, PM World Journal - Vol. X, Issue XII – December 2021)." This was too long to be a letter-to-the-editor so is included as a commentary article. The informative general interest article by

Michael Marshall, PhD in Atlanta is titled “Individuals Quitting Their Jobs, Causing Employee Shortages, Creating Major Issues and Problems for Businesses, Companies, and the Economy”. This article is in response to the “great resignation”, so many people quitting their jobs in the United States this last year. The third article titled “What is Innovative Project Management” is by Prof John Cable in the USA; John describes another outstanding presentation from their 2021 PM Symposium at the University of Maryland. These are all worth reading, so please have at it.

Five very informative **Reports** are included this month. Jouko Vaskimo in Helsinki offers his monthly “Finland Project Management Roundup” with “Updates about Project Management Association Finland; PMI Finland Chapter; Olkiluoto 3 nuclear power plant; Hanhikivi 1 nuclear power plant; Helsinki’s Länsimetro extension; Raide-Jokeri light rail project; Kruunusillat [*Crown Bridges*] projects”. Miles Shepherd in Salisbury has provided his “UK Project Management Roundup” on the topics of “Good News, APM News, December Events, Stirling Prize, Project Successes (Hornsea Wind Farms, Archaeological Achievement Awards), Hail and Farewell (passing giants), Stellar Success and Closing Remarks (cricket and words from Capt Tom)”. Kartik Ramamurthy in India has authored “Project Management Update from Bengaluru and PMO Global Alliance India Hub” that covers “PMO Global Awards 2021, PMO Insights, PMOGA India Volunteer of the Month, New Members.” Alfonso Bucero in Madrid has provided “Project Management Update from Spain”, subtitled “One more year of Project Management Passion managed by the PMI Madrid Spain Chapter”. Prof Mladen Radujkovic, PhD and Reinhard Wagner are the authors of “CaProSoc 2021 Update”, a report on the 2021 achievements at the International Research Programme CaProSoc “*Capabilities for delivering projects in the context of societal development*”, Alma Mater Europaea ECM, in Maribor, Slovenia. We thank these correspondents and authors for informing us about projects and project management in their respective countries and organizations.

The January edition also includes two **Book Reviews**, by Angela Willhoite, PMP and Amitha Mosapeta, PMP, in North Texas who have reviewed books through our PM book review program in cooperation with the PMI Dallas chapter. Our book reviews are not intended to help sell books, but rather to add new knowledge through the comments and perspectives of the reviewers. Please read these reviews and let me know if we are being halfway successful.

This edition concludes with some recent **Breaking News** articles that we have posted on our two websites. If you didn’t catch them when they first came out, now’s your chance.

Thank you for reading the PMWJ and have a great 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.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 program management advisor for the U.S. government.

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/>