

What Should We Publish? And Welcome to the January 2022 PMWJ¹

David L. Pells

Welcome to the February 2022 edition of the PM World Journal (PMWJ), the 114th monthly edition. This month's PMWJ contains 25 new works by 24 different authors representing 14 different countries. This is another good edition, with some excellent content and variety, and a mix of regular and new contributors. I'm happy to introduce another new series this month on Project Management in Southern Africa, a result of our new cooperation with PM South Africa, to publish more works of interest to readers in that country and to provide opportunities for authors there to share their unique experience, knowledge and perspective with the rest of the world. We will be introducing more new article series this year, but this has also led me to consider the whole topic of what we can or should be publishing. So...

What Should We Publish in the PMWJ?

The PMWJ is a practitioner-oriented publication; that is, it is intended to include useful information related to planning and managing projects and programs more successfully. It is also intended to provide opportunities for practicing project management professionals, leaders and experts to share their experience and knowledge – knowledge sharing in program and project management, knowledge transfer if you will.

That said, its original design was based on academic journals. I've always loved academic journal, although I've been unable to subscribe to important ones. There is so much to learn in them, so much to advance our knowledge and understanding of modern PM. I am in awe of the editors and publishers of the leading PM journals that have truly and steadily advanced the theory and practice of project management for so many years. Some of those editors have become Honorary Academic Advisors for this journal, even while recognizing that the PMWJ contents are not peer-reviewed and our journal is not really in their league.

But we adapted the straightforward approach of most leading journals, simple listing of contents, summaries of articles, recognition of authors, and access to full articles and papers. No marketing hype, no PR BS. What you see is what you get. Keeping it simple! It is, after all, free to access, read and download. We do actually publish some good research papers by professors, graduate students and others in our Featured Papers category (we insist on conference-quality papers there, fully referenced unless extraordinarily original). But they are not (very often) peer-reviewed nor selected based on academic criteria, but rather by me based on perceived relevance, usefulness or interest to the broader PM community.

¹ How to cite this article: Pells, D.L. (2022). What Should We Publish? And Welcome to the February 2022 PMWJ; *PM World Journal*, Vol. XI, Issue II, February.

Perhaps the most important reason for publishing the PMWJ, and its predecessor PM World Today, was a trend that began about 15 years ago. There became fewer and fewer publications where average PM practitioners and professionals could submit articles and papers for publication. The Project Management Institute (PMI) and other professional societies began to publish polished, professionally produced and more commercial magazines, with content authored by more professional writers. (Since launching their projectmanagement.com website, PMI offers more opportunities to publish and share knowledge now, but there was at least a 10-year period when everyday opportunities to get published seemed to dry up.)

Submitting papers to conferences also became more challenging, as authors had to jump through time-consuming hoops of qualifications, criteria, formatting and copyright issues. It seemed to me that even the professional associations were catering more to academic and professional authors, or those with commercial interests in promoting themselves. I thought I saw the need for a vehicle for anyone to share knowledge in PM, more easily, faster and with fewer hassles. So that was and is what the PMWJ is for.

The question then became, what should we publish and how do we attract content, while paying attention to quality and relevance. Years ago we actually issued “Calls for Papers”, and we still do occasionally. It’s also been suggested that we publish some editions with specific themes. But content seemed hard enough to attract, let alone trying to limit publication. So we created different categories to offer more options for authors – featured papers, advisory articles, commentaries, stories, book reviews, etc.

Perhaps the most important categories (at least for our success so far) have been the Series and Reports sections. We’ve been extremely lucky to have several very well-known and highly-respected PM leaders support us over the years, including Prof Darren Dalcher, David Hillson, Alan Stretton, Miles Shepherd, Bob Prieto, Reinhard Wagner, Alfonso Bucero and many others. Each year, I’ve tried to identify good topics and authors who might provide multiple articles on selected themes for the Series section. This year is no exception, as we have some great series continuing and new ones beginning.

But like I said, we’ve been lucky. Rather than pursuing content, we have had enough submittals each month to fill most editions. It’s been quite surprising actually; nevertheless, some editions are slimmer than others and the usefulness of contents has varied. So going forward, we’re going to be a little more proactive, identify themes that might resonate with more readers and on topics that I feel are important. Here are some potential themes that are currently under consideration:

- The History of Project Management – How did some of our most important processes, approaches, organizations and trends originate?
- The Future of Project Management – What do various PM leaders and experts around the world expect?
- Sustainability and Resilience in PM – Already a hot topic, why not have a regular series of articles to help more organizations?
- Digital PM – Digital transformation, cyber-security and related projects and PM

- AI, BIM, Big Data in PM – Another current hot topic, potentially transforming industries, organizations, projects and PM
- PM for Disaster Response and Recovery – As climate change and severe weather impact more places, people, programs and projects
- Fascinating Projects from History – One of my favorite ideas, short articles or stories about famous history buildings, structures, monuments or actions with lessons that might still be relevant today
- PM in different Countries – We’re starting this with PM in Southern Africa this month, but why not PM in Italy, PM in India, PM in Brazil – large countries where there are millions of people working on thousands of projects, and where we have many readers?

My plan is therefore to expand the Series section of the PMWJ, to identify authors of books, academic experts or authorities on such topics to potentially author new article series for the PMWJ. If any of you has any suggestions, either for potential topics or authors, please let me know. Perhaps we should also have a regular series (column) for basic or introductory PM as well. Or PM in selected industries, such as construction, infrastructure, health care, education, events, etc.?

I recognize that there are a plethora of blogs and websites now serving the project management world. But what we offer is fast and friendly publication, full author recognition and visibility, professional presentation, and no copyright conflicts (all works in the PMWJ are published according to Creative Commons License BY-NO-SA 4.0 <https://creativecommons.org/licenses/by/4.0/>)

One last comment on future content. We’ve also been extremely lucky to attract the involvement and support of some outstanding professional leaders as International Correspondents. Their great reports and interviews each month also add great variety, depth and relevance every month, not only for readers in their parts of the world but for those engaged in PM worldwide. I, for one, learn something new every single month from reading their reports, which are also often quite entertaining!! So thank you to our correspondents. And if anyone of you would like to join our Global Correspondents Network, please contact me.

Now, this month in the Journal

PMI’s new Standard for Project Management and Guide to the Project Management Body of Knowledge, 7th Edition, published in 2021, have a lot to offer. But not everyone’s thrilled. Read Dr. Ken Smith’s **Letter to the Editor** this month for one such view.

Two outstanding **Interviews** are included this month, both with well-known PMI leaders in the United States. But of our interviewers (correspondents Khelifi in France and Ipek Ozguler in Turkey) provide some useful perspective with their good questions. Yasmina’s interview is with popular speaker and PMI Fellow and popular speaker Lee Lamber about his involvement with creation of the original PMP certification. Ipek’s interview with PMI interim CEO Mike DePrisco is about the fascinating “great resignation” of professionals from their jobs in the U.S. last year, and what PMI’s 2021 survey revealed.

Five outstanding papers are included in the **Featured Papers** section. Three academic research papers address issues important in Nigeria and Zimbabwe, related to construction project delivery, leadership and environmental pollution. Experienced construction industry executive Bob Prieto in the USA is back with a very significant paper titled “Addressing Corruption Risks in the Construction Industry and its Projects” that should resonate with readers worldwide. And a late entry by Henny Portman in The Netherlands, “Project management maturity and excellence models: Stirring in the garden”, makes a significant contribution to the PM body of literature that should be read by every PMO leader worldwide.

Five **Series Articles** are included this month, one new series is introduced and four continue from previous editions. Professor Les Labuschagne at UNISA in Pretoria initiates a new series on “Project Management in Southern Africa: Approaches, Experience, Trends” with “The Changing Project Management Landscape”. This is an exciting new series for us, to share important knowledge and lessons learned from an important part of the world. Henny Portman is back with his second article in the series introduced last month on “Sensemaking in the Agile Forest”. His article this month is fundamental: “What is Scrum?” If you are new to PM or agile PM, this is important to know.

Alan Stretton in Sydney has authored the second in his three-part series on “Project-related contributions to organizational objectives”, subtitled “What’s in a name? Portfolios, programs and projects in owner-organisations’ strategic and operations management contexts.” This is a rather deep and important topic, so will take some serious reading. Oliver Lehmann in Germany is back with another of his very useful articles on “Project Business Management”. His article this month subtitled “The Customer Success Manager (CSM) in Project Business” should be useful to many project contractors out there. Finally, Frank Saladis in New York was authored a nicely-done new article in his “Positive Leadership in Project Management” series titled “Impact Leaders and Leadership Trends for 2022”. These are all wonderful articles!

Three **Advisory Articles** arrived from experienced authors in Mexico, The Philippines and USA. Angelica Larios in Mexico City has authored “What it takes to be creative and innovative.” Dr. Ken Smith in Manila is the author of “Sampling for More Effective & Efficient Program/Project Progress Reporting”. Ramadevi Lanka in Dallas has authored “Project Management in Team Extension”. Hopefully these articles will be useful to some of you.

Three interesting articles are also included in the **Commentaries** category this month. Prof John Cable at the University of Maryland has returned with another summary of an important presentation from their 2021 virtual PM symposium, this one titled ‘Cyber Security for the Project Manager: Am I at Risk?’. Two articles are also included by authors in South Africa, based on their presentations at the 2021 PMSA national PM conference in November. Louise Worsley has authored “Stakeholder-led business case development” and Danie du Plooy is the author of “Business Intelligence through the Application of Data Analytics and Systems Engineering Principles with focus on Project Success.” These three papers might as easily have been included in the Advisories

section, as I think they provide useful guidance. So if you have issues with these topics, please read these articles.

Finally, I'm very happy to share five interesting **Reports** this month. "PMI France Update and some Major Projects & Programs Underway in France" is by Paris correspondent Yasmina Khelifi. Finland correspondent and executive advisor Jouko Vaskimo has updated his "Finland Project Management Roundup" with new reports about about Association of Project Professionals 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. Manuel Carvalho de Silva Neto in Brazil has provided another "Project Management Update from Belo Horizonte" with a report on 2021 Maturity Research in Brazil by Prof Darci Prado's team of researchers. Spanish correspondent and advisor Alfonso Bucero is back with another "Project Management Update from Madrid" all about "Initiative and creativity are moving forward at PMI Madrid Spain chapter". Indian correspondent Kartikeyan Ramamurthy has provided another "Project Management Update from Bengaluru and PMO Global Alliance India Hub" in which he discusses PMOGA India PMO Awards 2021, a new Chief Communications Officer, a new Advisor and New Members. Stay tuned to what's going on in some interesting PM communities around the world; read our reports this month.

That's it, no book reviews this month although several are in the works and will most likely appear next month. We end with a few recent breaking news articles. I hope they are informative and interesting.

Thanks to all of our authors this month!

And thank you for reading the PMWJ.

Stay safe and have a great month.

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4 February 2022

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: 2330-4480). 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.

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