

Welcome to the March 2022 PMWJ¹

David L. Pells

Welcome to the March 2022 edition of the PM World Journal, the 115th monthly edition. This month's PMWJ contains 33 new works by 30 different authors representing 14 different countries. This is a powerful edition, with four good interviews, three featured papers, nine series articles, an advisory, eight commentary articles, three reports, an advisory and a history of a project management program at a major U.S. university.

It sometimes seems that the PMWJ takes a little longer to produce each month, or perhaps I get started too late, but once again my welcome article was the bottleneck again. My apologies! I usually wait until all other works are produced, approved by authors and posted before completing my welcome article, and, as is often the case, there were some late arrivals that had to be formatted and finalized this week.

In addition, I was again planning to use this welcome article to comment about another major issue impacting the project management world, in this case the War in Ukraine. But alas, I ran out of time again and there is just too much to say, so you're getting two separate articles from me this month – this welcome and a separate editorial on the war, its impact on our professional world and a new very related epiphany that I've had this month, an entirely new perspective on risk.

As I've been to Ukraine and have friends there, the war is personal. But make no mistake, we're already in World War Three, and a black elephant is in the room. The air is also clearing for me on why so many projects continue to flounder and fail. Please see my thoughts on these matters in my editorial this month. But please bear with me; I need another day or two to finish it.

This month in the Journal (so far)

Two of our prominent authors have sent **Letters to the Editor** this month. **Antonio Nieto-Rodriguez** in Belgium has shared his thoughts on the war in Ukraine and "the undesirable power of projects", originally shared with thousands via LinkedIn. **Martin Hopkinson** in the UK has provided some rationale, background and introduction for his new PMWJ series on "Practical Project Risk Management" in the form of a letter to the editor. Please read their pieces.

A **Tribute** to the late **Dr. Martin Barnes**, APM founder, is prominently included this month. Dr. Barnes passed away a month ago; this tribute is an update of our breaking news article posted on 21 February and includes a link to his life story and obituary

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published in The Times of London last weekend. The tribute also includes two new photos of Martin, courtesy of Jouko Vaskimo in Finland.

Four outstanding **Interviews** are included this month, beginning with **Miles Shepherd's** interview with **Adam Boddison**, new CEO of the Association for Project Management (APM) in the UK. **Yasmina Khelifi**, our correspondent in Paris, has interviewed a very dynamic young professional, **Ms. Priya Patra**, founder of "Women PowerUP", the rapidly growing international network of female project management professionals working to empower each other and project managers everywhere. **Spring in Beijing** has interviewed well-known American author and speaker, **Gary Heerkens** on the "business-savvy perspective". **Ipek Sahra Ozguler**, our correspondent based in Istanbul, has provided an interview with **Dave Garrett**, Chief Strategy and Growth Officer at the Project Management Institute (PMI), the world's largest PM association. Interviews can often be very revealing and informative; these are no exception and well worth reading.

Nine new **Series** articles are included this month, including eight new articles in continuing series and one entirely new series. Starting with the new series, I am happy to welcome **Martin Hopkinson**, well-known author and consultant on risk management in the UK, who has recently retired but offered to share brief risk management guides to PMWJ readers in a series that we have titled "Practical Project Risk Management." Each month's article will be based on brief risk management guides that were previously available on his company's website, which like Martin has been retired.

Prof **Darren Dalcher** is back with another mind-enhancing article in our "Advances in Project Management" series titled "The quest for artificial intelligence in projects", a wonderful introduction to the entire topic of AI in PM. His article also introduces the guest author, also in the Advances in PM series, **Peter Taylor**. Peter is the author of the best-selling book, *The Lazy Project Manager*, and other books and one of the world's most popular speakers. His latest book "*AI and the Project Manager*", was published by Routledge just this year. AI in projects and project management is a hot topic; check out these two articles.

Reinhard Wagner in Germany is back with a new article in his series on "Projects and Project Management for a Sustainable Social Impact." **Henny Portman** is back with another short article titled "Is agile always better?" in his great series on "Sensemaking in the Agile Forest." **Oliver Lehmann** in Germany returns with another interesting article in his "Project Business Management" series, this one titled "A Project Business Healing Day." **Dr Harold Kerzner** and **Dr. Al Zeitoun**, co-authors of the series on "The Connected Future Business Culture: The Great Project Management Accelerator", return with a new article titled "The Continuous Innovation Culture". Please read these new contributions by some of the world's most respected thought leaders in the PM field.

Alan Stretton concludes his three-part series on “Project-related contributions to organisational objectives” this month with major exclamation points in “3. From project outputs to organisational outcomes and benefits, and the roles of user groups, and of program/project management.” I also want to welcome **Sinaye Mgolombane**, Chair of the PMSA board of directors in South Africa, author of this month’s contribution in the series on “Project Management in Southern Africa: Approaches, Experience, Trends”. His article is titled “Strategic Project Governance in a Non-Projectized Environment: A South African Perspective.” Learn something new this month; read these articles.

One **Advisory** article came our way in recent weeks, “Want projects to move fast and robust? Try standardization”, by **Manuel Ancizu** in Spain. Manuel has been authoring useful advisory articles for the PMWJ this year, which we appreciate. I hope his advice is useful for your projects or teams as well.

This edition of the PMWJ is loaded with interesting **Commentary articles** this month, eight articles by authors in five different countries. Authors in South Africa include **Christopher Worsley** (“Balancing Leadership and Management in Projects”), **Martin Smit**, PhD (“Governance of projects: A success factor or constraint for effective project delivery?”) and **Audrey Mphela** (“The Evolution of Project Leadership”). **Jürgen Oschadleus** in Australia is the author of “Communication – *still* the cornerstone of project success.” **Dr. Sherif Hashem** in Qatar has contributed “A Socio-Political Perspective to Construction Project Leadership: History, Evolution and the Future”. American contributors this month include **Michael Marshall**, **John Cable** and **Dr. Kenneth Smith** (American but currently living in The Philippines). The articles by Worsley, Oschadleus, Hashem and Mphela are based on their presentations at the PMSA national PM conference in Johannesburg in November 2021 and were coordinated by **Amanda Botha** at PMSA in South Africa. Thank you, Amanda!

Three **Reports** are included this month by PMWJ correspondents. **Jouko Vaskimo** in Finland has provided his monthly updates about Association of Project Professionals Finland, PM Finland Chapter, the Olkiluoto 3 and Hanhikivi 1 nuclear power plant projects, Helsinki’s Länsimetro extension, Raide-Joker light rail project and the Kruunusillat (crown bridges) projects. **Alfonso Bucero** in Spain has authored a new Project Management Update from Madrid, about the March 2022 elections for board of directors by the PMI Madrid Spain chapter. Linda Ottmann in Germany, who is newly appointed communication officer for the PMO Global Alliance India Hub, has stepped in as new correspondent with an “Update from PMOGA India Hub” this month. Welcome to Linda and thanks to these PM leaders for their reports.

Finally, we have published a unique work by Prof John Cable, honorary academic advisor for the PMWJ and director of the Project Management Center for Excellence at the University of Maryland in the United States. His “History of the Project Management

Program at the University of Maryland” describes the sequence of events, curricula, degree programs and other PM educational components of their very robust and successful project management program at UMD. It seems a great model that perhaps other universities or academic leaders might emulate. Find John’s history in the Case Studies category, which has been renamed “Case Studies / Histories”. Perhaps others might like to document the history of their programs and share them through the PMWJ; we will be happy to publish more stories like this.

As usual, the PMWJ tails off with recent breaking news articles that have been posted in the PM World Library.

Thank you to all of the authors this month, and thank you for reading this edition of the PMWJ.

I hope the war ends soon! Meanwhile, we stand with Ukraine for freedom, human rights and the rule of law!

Have a great month!

About the Author



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David L. Pells, PMI Fellow, HonFAPM, ISIPM, PMA 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); and Project Management Associates (PMA - India).

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@pmworldjournal.com.

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