

## Welcome to the April 2022 PMWJ<sup>1</sup>

David L. Pells

Welcome to the April 2022 edition of the PM World Journal (PMWJ), the 116<sup>th</sup> monthly edition. This month's PMWJ contains 32 new works by 30 different authors representing 14 different countries. This is another diverse edition featuring a wide variety of works in 10 different categories, exactly as we had planned back in 2012 when the journal was launched. The only type missing is a case study; perhaps one of you can offer a good example soon, a story of a project or project management experience with lessons for others.

As some of you will know, we issued a call for papers about the war in Ukraine and in support of those fighting for their lives, their country and democratic values everywhere. Several excellent articles are included this month as a result. But before introducing this month's contents, I want to briefly mention...

### The Missing Editorial

In last month's welcome article, I mentioned that I was working on an editorial about the War in Ukraine, and that it would be forthcoming in a few days. Sorry to say that it's not done yet. Each morning after watching more news coverage of the war with their reports and images of more Russian bombardments, unnecessary destruction and the deaths of more civilians, I want to say more. Each week brings new repercussions, new sanctions, new dimensions of the international impact of this war. It's all terrible, and either has already affected most of us or certainly will soon. Is this already World War 3?

In addition to the immediate issues, the war also brings me back to important themes that I have discussed at length in previous editorials, papers or presentations, including the impact of significant disruptive events (1998, 1999, 2009, 2016), emergency response and disaster recovery projects & PM (2007, 2017), black elephants (2020) and a higher purpose for project management (2021). It is only appropriate that I return to some of those themes now, however briefly.

And finally, I've had some new thoughts on risk and how it might be the single most important aspect of planning and managing projects, especially those that demand rapid decisions and actions. This line of thinking raised some new thoughts on the continued rate of project failures (or simply poor outcomes), which might in fact be based on missing or weak risk analysis, not just bad planning or poor performance. Could this be another reason so many project business cases are so bad? So my missing editorial is now tentatively titled "War changes everything, old themes revisited, black elephants (again) and a new view of risk". It will be coming soon; in the meantime, please wish me luck.

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## Now, this month in the Journal

Two **Letters to the Editor** are included this month, both related to the war in Ukraine, either directly or indirectly. The one from **Dr. Ken Smith** in Manila includes an anecdotal story to accompany his advisory article elsewhere in this edition on war gaming, along with a closing comment on the war. The one from **Federico Minelle** in Rome comments directly on the misuse of project management during the war.

Two **Interviews** are also included, thanks to our correspondents **Yasmina Khelifi** in Paris and **Yu Yanjuan** in Beijing. Yasmina has interviewed French PM expert **Kik Piney**, author of the book *Earned Benefit Management*. Yu (Spring) has interviewed well-known American PM thought leaders **Dr. Harold Kerzner** and **Dr. Al Zeitoun**. Piney, Kerzner and Zeitoun are also frequent contributors to the PMWJ, so we are happy to provide them with more visibility and readers.

Four outstanding **Featured Papers** are included in this edition. **Martin Cohen** in New Jersey has authored a fascinating paper on “Revisiting the Project Business Case in the Age of Agile.” Professors **Shankar Sankaran** (Australia), **Ralf Müller** (Norway) and **Nathalie Drouin** (Canada) have co-authored a paper titled “Advances in Leadership in Projects and Programs”, based on their presentation to the PM South African national conference last November. **Alan Stretton** in Sydney has authored another important paper stemming from his recent research and thinking on benefits realization, this one titled “Program/project management, and responsibilities for achieving outcomes and/or realizing benefits.” **Prof Isaac Abuya** in Nairobi has authored a research paper on an entirely new aspect of PM titled “Projects that ‘Stand Out’: Towards a Theory of Project Salience.” If you are a student of modern PM, consider reading these good papers.

I’m very happy to include six new **Series** articles this month, by recognized thought leaders in the PM field. **Reinhard Wagner** in Germany has authored a new article in his series on projects and PM for a sustainable social impact, this month motivated by the refugee situation in Eastern Europe as millions flee the war in Ukraine. His article is titled “Project management in support of refugees – The case of Germany”. **Dr. Lynda Bourne** in Australia has offered a first article in a new series on “Project Management in the time of Covid”, this first one titled “Uncertainty – is it time to rethink?” **Henny Portman** in The Netherlands has authored the next article in his “Sensemaking in the Agile Forest” series titled “The ideal Product Owner”.

**Martin Hopkinson** in the UK has contributed another short risk guide in his new series on “Practical Project Risk Management”, this one titled “Risk Descriptions: A brief guide”. **Oliver Lehmann** in Germany has authored a very interesting article also stimulated by the war in Ukraine titled “Psychogram of a Gambler”, paralleling Vladimir Putin’s dangerous decision-making with those of someone addicted to gambling. Oliver has also created this article as a continuation of his series on “Project Business Management”, discussing how to avoid these syndromes in project-related business. **Prof Darren Dalcher** in the UK provided a last-minute but seriously good article titled “Rediscovering innovation in project management: a post-crisis perspective.” Darren

suggests that we really can create innovative solutions to big problems when dealing with such crises as the Covid pandemic and the current war in Ukraine.

Four **Advisory Articles** are included this month, by authors in the Philippines, Spain, UK and USA. **Peter Gailey** in Dallas offers some experienced guidance in “Create a ‘Programmatic Approach’ to Cyber Security Risk reduction.” **Dr. Ken Smith** in Manila has authored a new article based on his vast experience of over 50 years, this one titled “‘GAME THEORY’: Another Technique to Supplement Pre-Project Risk Assessment or Post-Project Evaluation”. **Dr. Bruno Cignacco** in the UK discusses “The importance of assumptions in business”. **Alfonso Bucero** in Madrid suggests “Develop your influence as a project manager.” I hope these article prove useful to some of you.

Continuing our recent trend in the **Commentaries** category, five major opinion-based articles are included this month. **Jouko Vaskimo** in Finland has translated another fascinating editorial recently published in leading Finnish publication Helsingin Sanomat by international correspondent Pekka Torvinen titled “A Russian journalist predicted a year ago how it turns out: Russia attacks Ukraine, and this become a humiliation for Russia.” Everyone should absolutely read this article.

“Improving servant, transformational and emergent project leadership through proximal development” is by **Dr. Tim Kloppenborg** and **Jesse Maleszewski** in the USA and is based on their presentation to the November 2021 PMSA national PM conference in South Africa. **Dr. Michael Marshall** in Atlanta has authored “The importance of Project Managers to be formally trained and certified in project management to be competent.” **John Cable** at the University of Maryland has authored “The Entrepreneur Within: Achieving success with your projects with an entrepreneurial mindset”. **Paul Giammalvo** has authored a serious and rather lengthy article titled “Follow on Commentary and Elaboration on “The ‘P’s’ and ‘Q’s’ of Assessing Programs and Project ‘Outcome’ Effectiveness article by Dr. Ken Smith”. All of the commentary articles this month are informative and interesting.

One **Personal Story** is included this month, a rare contribution. **Manuel Ancizu Beramendi** in Pamplona, Spain describes his recent volunteer experience in “My Volunteering experience with PMIEF as a judge in Future City Competition.”

Five great **Reports** are included, by correspondents **Youko Vaskimo** in Finland, **Yasmina Khelifi** in France, **Linda Ottmann** in Germany, **Alessandro Quagliarini** in Italy and **Alfonso Bucero** in Spain. If you are interested in projects and PM in those countries, please check out these interesting and informative updates.

We close with one **Book Review** by **Valentina Rada** in San Antonio, Texas, USA, and several recent breaking news articles. In particular, please see the news article titled “Call for Papers: On the War and in Support of Ukraine.” If you have something to say on this topic, especially relevant knowledge or experience, by all means send us something to publish.

## 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*** and Managing Director of the PM World Library. 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) in Italy; and Project Management Associates (PMA) in 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@peworldjournal.com](mailto:editor@peworldjournal.com).

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