

Welcome to the May 2022 PMWJ¹

David L. Pells

Managing Editor, PMWJ

Welcome to the May 2022 edition of the *PM World Journal*, the 117th monthly edition. This month's PMWJ contains 21 new works by 20 different authors representing 10 different countries. This is another slim edition with fewer authors and countries represented, although several authors have contributed multiple works and some countries are represented multiple times (Australia, UK, USA). Nevertheless, this edition contains some powerful original works by very experienced PM experts.

Dr. Ken Smith, old Asia hand currently based in The Philippines, has authored another **Letter-to-the-Editor** this month, "On the war in Ukraine and lines in the sand." I think his perspective is shared by many readers and millions of people.

On the same topic but from a much broader perspective, I finally completed my **Editorial** this month: "This War changes Everything, Old Themes revisited, Black Elephants (again, bigger) and a New View of Risk". In the editorial, I cover a lot of ground, but I'm not an expert on many of the issues discussed (please forgive me). But I'm also not ignorant and this is what I think. We're in an extremely dangerous period, with dramatic changes occurring already that most in our profession are not doing anything about. What's already happened and how bad can it get? Will we survive? What reaction there will be from readers, I have no idea. But I needed to put this out there.

Our two most active correspondents are back with excellent **Interviews** this month. **Yasmina Khelifi** in Paris has conducted an interesting long-distance interview with Ms. **Mayte Mata Sivera**, Head of PMO and Ambassador Americas for the PMO Leader Community. Mayte is based in Utah, USA. Her interview is titled "One PMO World, One Community!" Impressive initiative! **Yu Yanjuan** (Spring) in Beijing has interviewed international executive advisor, coach and speaker **Jean-Luc Favrot**, who is based in Tahiti. The interview is titled "Project Management Should Remove Walls and Build Bridget"; it's a good interview and good message!

Five significant **Featured Papers** are included this month. **Prof Pieter Steyn** and **Dr. Roché Steyn** in South Africa have teamed up to author "Addressing the Dearth of Management Science in the Covid-19 Pandemic". They raise some issues that many of us may not have considered. **Bob Prieto** has authored a timely paper titled "Enterprise Risk Management in the Engineering and Construction Industry." There are so many risks in the capital construction industry these days; learn more from an expert. **Pat Weaver** has contributed another paper of historic importance, "Cost Overruns on Early Canal & Railway Projects." It seems that all of these problems we see with project cost and schedule overruns are nothing new, especially for public projects.

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Alan Stretton lends current context to these issues with his great new paper “Revisiting project successes/failures: From behavioural biases to project pork barrelling by politicians.” He’s exactly right! When projects are promoted by politicians, with approvals and funding without sound business cases or planning, what else would we expect. It happens all the time in many countries. **Dr. Robert Chapman** then tops it all off with his paper titled “The exposure of small UK project management organizations to fraud.” It sometimes seems that the PM world is going to hell in a hand basket!

Four **Series** articles are included this month, by some of the smartest people I know. **Henny Portman** in the Netherlands has authored a new instalment in his series on “Sensemaking in the Agile Forest”, titled “The Ideal Scrum Master”. Even if you think you know everything about agile, read this series to learn even more. Another short article in his series on “Practical Project Risk Management” has been provided by **Martin Hopkinson** in the UK, this one titled “Risk Ownership: a brief guide.” **Dr. Lynda Bourne** in Australia has authored the second in her series on “Project Management in the Time of Covid”, this one titled “Rethinking Leadership and Governance.” We have more lessons to learn from the global Covid-19 pandemic; Lynda’s helping. **Dr. Harold Kerzner** and **Dr. Al Zeitoun**, well-known American PM experts, have provided another bi-monthly article in their “Great Project Management Accelerator Series”, this one subtitled “Purpose Centered Project Leadership Models”. Illuminating as usual!

Three **Advisory Articles** are included by leading PM authorities in the UK, Spain and The Philippines. Based on her brilliant new book, **Elizabeth Harrin** has contributed “Prioritizing Projects with the COST Model”. Learn something new from the author of “*The Girl’s Guide to Project Management.*” Renowned author and PMWJ contributing editor **Alfonso Bucero** has authored “Develop your Project Management skills through being a Volunteer”, entirely based on his own decades-long experience in the PM profession. **Dr. Ken Smith** has contributed another advisory based on his very deep experience titled “Schedule Slippages, Root Causes & Recommended Remedies.” If you are new to PM or have encountered some problems, check out our advisory articles.

Three very informative **Reports** are included in this edition. **Alfonso Bucero** in Madrid has reported on a PMI Madrid Chapter interactive session with multiple authors of project management books in late April. From the photos, it seems to have been both interesting and stimulating. **Dr. Jouko Vaskimo** in Espoo, Finland has updated his coverage of both the national Association of Project Professionals Finland and the PMI Finland Chapter, as well as some major projects underway around the country. Of particular interest is his report on cancellation of the multi-billion \$ Hanhikivi 1 Nuclear Power Plant project that had been contracted to be built and financed by Russia, a huge repercussion in Finland of Russia’s invasion of Ukraine in February. **Linda Ottman** in Germany is back with another update from the PMO Global Alliance India Hub, for which she is director of communication. As usual, they’ve been busy recently.

One **Book Review** is included, a review by **Jessica Clark** in Dallas of *Balancing Act* by Dr. Andrew Temte. Good book! Nice review!

A few **Recent News** articles are also included, in case you missed them.

As usual, thank you for reading this latest edition of the Journal, and

Have a good month.

About the Author



David L. Pells

Editor/Publisher, PMWJ
Texas, USA



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) 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: 2330-4480). 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.