

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

David L. Pells

Welcome to the June 2022 edition of the PM World Journal, the 118<sup>th</sup> monthly edition. This month's PMWJ contains 30 new works by 38 different authors representing 14 different countries, another diverse edition with strong works by very experienced experts and professionals. Publishing today, May 30<sup>th</sup> and the earliest we have gone live in years, I was surprised with the depth and range of submittals this month. The ongoing support of advisors, correspondents and previous authors is greatly appreciated. This month also sees some renewal of book reviews and second editions, which also explains the uptick. But it's great in any case. I hope you enjoy this edition.

Three **Letters to the Editors** are included this month, from **Max Wideman** in Canada, **Reinhard Wagner** in Germany and **Kik Piney** in France. Max and Reinhard weighed in on my May editorial about the war in Ukraine, which I thought might produce more reactions. Indirectly, I've heard from other readers who support my position. Perhaps it was too forceful and opinionated for others though. Kik Piney, on the other hand, wrote to offer a different source of schedule and budget overruns in response to Ken Smith's May advisory on root causes of schedule delays. Read these feedback pieces by very experienced PM professionals and send us a reaction (or two).

Three **Interviews** are also included, two by **Yasmina Khelifi** in Paris and one by **Ipek Sahra Ozguler** in Istanbul. Yasmina has interviewed another PMWJ correspondent, Angélica Larios in Mexico City, who has teamed up with Ipek to publish a new book titled "Perspectives of Latin American Women in Project Management", which is the general topic of the interview. Yasmina's second short but interesting interview is with Eiji Taoka, the IT systems director for the Tokyo Olympics. Ipek's interview is another great one, this month with Joe Cahill, Chief Customer Officer at the Project Management Institute (PMI), the world's largest PM professional organization. Mr. Cahill is former acting PMI CEO and one of the highest ranking and most influential officers at PMI, so his comments and perspectives are always worth reading. This interview is a good example!

Another set of three, **Featured Papers**, includes major new works by **Dr. Dale Deardorff** in California and **Bob Prieto** in Florida. Dale's paper reflects continued work on his theme of "Pracademic Project Leadership" while Bob's contribution is on the ever increasingly important topic of "Environmental, Social and Governance Risks in the Engineering and Construction Sector." **Prof Antonio Bassi** in Lagorno, Switzerland has submitted a paper with seven co-authors, a result of their research on Resilient Project Management at the University of Applied Science and Arts of Southern Switzerland (SUPSI). I want to thank these authors for their important contributions this month.

---

<sup>1</sup> How to cite this paper: Pells, D.L. (2022). Welcome to the June 2022 PMWJ; *PM World Journal*, Vol. XI, Issue VI, June.

**Series articles** are monthly contributions by leading thinkers and writers on topics that we think should be of high interest to PMWJ readers. These are all authors that we know well, who have been invited to share their knowledge and views in the PMWJ on a regular basis. Four such articles are included this month. **Dr. Reinhard Wagner** in Germany has contributed a new instalment in his series on “Projects and Project Management for a Sustainable Social Impact.” **Henny Portman** in The Netherlands has authored a new article in his series on agile PM, “Sensemaking in the Agile Forest”, this one titled “Is an agile team always autonomous?” **Martin Hopkinson** in the United Kingdom has provided a new brief guide in his series on “Practical Project Risk Management”, this month on a “Top-Down Multicycle Risk Management Process.” **Jeff Oltmann** in Oregon has contributed a first set of simple tools in a new series on “Quick Tips for Team Leaders”, based on his decades of executive and advisory roles in technology organizations.

Three **Advisory Articles** are included this month, by **Dr. Ken Smith** in The Philippines, **Malte Scholz** in Germany, and **Angélica Larios** in Mexico. Ken gets into the weeds (and earned value) in his contribution on “Monitoring and Analyzing Project Costs”. Malte, founder and CEO of the German product management company airfocus has authored an article on a currently very hot topic, “How to incorporate project management into your project management programs.” Angélica provides advice on how Business Analysis can improve business experience.

Like letters to the editor, **Commentaries** are expressions of personal opinions and perspectives, often on important topics. This month’s two contributions are by two of the most experienced PM leaders that I know, **Alan Stretton** in Australia and **Martin Hopkinson** in the UK. Alan’s article takes issue with, supports and supplements my 2021 editorial on “higher purposes” for project management, offering a practical way for PM bodies to actually contribute to solving global problems. Martin’s article responds to Alan’s May commentary, offering another highly probable explanation for bad project-related decision making by public officials, namely incompetence. Read these two articles for some enlightenment this month.

Four **Reports** appear in the June PMWJ. **Miles Shepherd** in Salisbury, UK catches up after his five month absence with a short report about the opening of the Elizabeth Line metro line in London, which has apparently replaced “Crossrail”. **Jouko Vaskimo** in Espoo, Finland has provided another full report on the two main Finnish PM professional bodies, as well as the largest infrastructure projects/programmes in Finland. The report by **Alfonso Bucero** in Madrid discusses the Madrid PMI chapter’s support for Ukraine. **Linda Ottmann**, correspondent in Germany but representing the PMO Global Alliance India Hub, has provided another interesting update covering their one year anniversary, a recent writing competition, new members and volunteers. All great and appreciated updates from different parts of the PM world.

**Second Editions** return this month with a paper originally published in *PM Review* in China by **Prof Lavagnon Ika** in Canada and three papers originally presented at the recently concluded 14<sup>th</sup> UT Dallas PM Symposium in Texas (for which the PMWJ is a co-organizing and media partner). Prof Ika’s paper dealing with complexity is titled “The Journey towards Profound Simplicity: How to Effectively Navigate Complex Projects.”

“From PMO to APO: the Transformation of a Project Management Team” is by **Celina Saavdra, Dr. Shenita Floyd, Mohammad Mobashirin** and **Rodney Ivestor** at the University of North Texas, an educational system with multiple campuses and many, many projects. “Bring me a Measure: How to Fulfill Leadership’s Request for Performance Measures” is by **Susan Hostetter** and **John Walsh** who work for the U.S. Census Bureau in Washington, DC. “Fix management, to fix organizations, to fix the planet” by **Charles G. Chandler**, PhD, explains some (or all) of the dysfunction in today’s free market-based economies and societies. This one in particular was especially enlightening to me.

**Book Reviews** are also back this month, with four good ones included by reviewers **Krystal Blackwell** and **Kimberly Brown** in North Texas (Dallas area) and **Joseph Kuntz** and **Dan Harrier** in San Antonio.

A few recent news articles are also included, although it’s hard to keep up with all that’s happening around the PM world these days. If you have some interesting news, please send us a notice (preferably in press release format). If you would like to contribute on a regular basis, please consider becoming an International Correspondent.

Thank you to all of our authors and contributors this month. And thank you for reading the PM World Journal.

Have a good month!

And pray for peace in Ukraine!!

## 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](http://www.peworldjournal.com)) and Managing Director of the PM World Library ([www.peworldlibrary.net](http://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: 2330-4880). 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).

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