

Welcome to the July 2022 PMWJ¹

David L. Pells

Welcome to the July 2022 edition of the PM World Journal (PMWJ), the 119th monthly edition. This month's PMWJ contains 35 new works by 51 different authors representing 14 different countries, one of our largest and most diverse editions. Much of this growth is due to our including this month a featured paper with seven co-authors, three student papers by a total of 10 co-authors and four second edition papers by five different authors. More on these below. As in all of our more robust editions, this one also contains excellent interviews, featured papers, articles, reports and books reviews. A tribute and personal story are also included this month, so please enjoy this new edition.

We begin with a **Tribute** to the late Professor Emeritus **Peter Allan Thompson** by his colleague Prof. **Stephen Wearne** in the UK. The eminent Prof Thompson was co-founder and leader of the Project Management Group at the University of Manchester Institute of Science & Technology (UMIST). Prof Thompson passed away in late 2021 at the age of 91, so this is a belated tribute. Thank you, Stephen!

Two excellent **Interviews** are included in the Interviews category, but note a third interview in the report from Italy by **Alessandro Quagliarini** in the reports section below. The interview provided by PMWJ correspondent **Yasmina Khelifi** in Paris is a wonderful Q&A with award-winning musician and orchestra conductor **Dr. Tiffany Chang**. Dr. Chang offers some tremendous personal observations and leadership lessons relevant for project managers from the world of classical music. The second interview by PMWJ correspondent **Spring** at PMR in Beijing is with **Elmar Kutsch**, author and associate professor at Cranfield School of Management in the UK. Elmar is author of the well-received books *The Art of Organisational Resilience* and *Mindful Project Management*. Don't miss these excellent interviews.

Two significant **Featured Papers** are included this month. "*A framework for internship programmes in South Africa*" is co-authored by **Alice Lubega** and **Cecile Schultz**, Cranfield College of Project and Programme Management based in Pretoria. PM internship programmes are well-established in Germany and the UK. Now South Africa has a solid model that can also change lives and support the future PM profession there.

The second featured paper may have even more impact. "*Project, Program and Portfolio Management for the National Recovery and Resilience Plans in the European Union*" is co-authored by a team of PM leaders organized by ISIPM (Istituto Italiano di Project Management). Co-authors are **Federico Minelle**, **Massimo Pirozzi**, **Alessandro Quagliarini**, **Francesca Apponi**, **Francesca Bursciotti**, **Damiano Buzzi** and **Marianna Mancone**. According to the author's abstract, which is worth repeating here: "The

¹ How to cite this paper: Pells, D.L. (2022). Welcome to the July 2022 PMWJ; *PM World Journal*, Vol. XI, Issue VII, July.

European Union (EU), in order to mitigate the economic and social impacts of the coronavirus pandemic and also to make European economies and societies more sustainable, resilient, and, in general, better prepared for the challenges and opportunities of the green and digital transitions, decided to allocate special additional funding called Recovery and Resilience Facility (RRF), which is a temporary instrument that makes available to the EU Nations about €750 billion in loans and grants. The Recovery and Resilience Facility is based on six "pillars"— i.e. green transition, digital transformation, economic cohesion, productivity and competitiveness, social and territorial cohesion, health, economic, social, and institutional resilience, and policies for the next generation – and is composed of 27 National Recovery and Resilience Plans (NRRPs), one for each EU Country, which all share the same three strategic axes – i.e., digitization and innovation, ecological transition, and social inclusion. Since RRF is performance-based, and relevant payments are unlocked only if the relevant reforms and investments are realized according to the schedule, each NRRP is a portfolio where effective project management is essential to target and achieve success. This paper will give an overview of the EU RRF, propose an innovative value-driven project management approach based on Key Performance Indicators (KPIs) to effectively manage the diverse NRRP projects, and focus on the case of the Italian NRRP.” So this paper should be highly relevant (and hopefully useful) to PM professionals and practitioners in any of the 27 EU countries.

Three **Student Papers** are included in this edition, all based on research by graduate students. “*Digitalisation and Artificial Intelligence in Project Management*” is co-authored by **Sreeja Sivadas** and **Hugo Nowak**, masters degree student at the Skema Business School in Lille, France. Two research papers are also included by graduate students in the course Supply Chain Tools and Project Management in the Masters’ program in Secured & Intelligent Logistics at l’École supérieure de logistique industrielle – ESLI, Paris campus. The papers were reviewed and advanced by Prof. Mohamad-Fadi HARAKE, recently appointed honorary PMWJ academic advisor. “*The Tetris of the Olympic Games and the establishment of temporary infrastructure*” is by ESLI grad students **Maxime Hanrion Nicholls**, **Baki Altun**, **Ludovic Pires Dos Santos** and **Haamza El Mounni**. “*Warehouse Automation: Enhancing companies’ performance by meeting customers’ expectations*” is by ESLI grad students **Valentin Chaillot**, **Maïssa Madi**, **Milouda Chahed** and **Anne Gondou**. Research papers by graduate students often introduce new concepts, information and models that can be highly useful in the PM field; we are happy to support these students and to share their valuable research results.

Five regular authors have provided good **Series Articles** again this month. **Henny Portman** in The Netherlands has provided another in his series on “*Sensemaking in the Agile Forest*” on the topic of “*What do iterative and incremental mean in Agile?*” **Martin Hopkinson** in the UK is the author of “*Source-oriented Parent-Child Risk Breakdown: a brief guide*”, the latest article in his series of “*Practical Project Risk Management*” brief guides. **Dr. Lynda Bourne** in Melbourne, Australia has provided another interesting article in her series on “*Project Management in the Time of Covid*”, this one titled “*Rethinking Teams.*” **Dr. Harold Kerzner** and **Dr. Al Zeitoun**, both well-known American PM experts and leaders, have provided a new article in their fascinating series titled “*The*

Great Project Management Accelerator.” This month’s instalment is titled “*The Digitally Enabled Estimating Enhancements*”. “*Five Whys*” is the latest contribution by **Jeff Oltmann** in Oregon in this “*Quick Tips for Team Leaders*” series. Our series articles should be enough to keep readers coming back for more each month, and these contributions are again good examples.

Advisory Articles are intended to provide practical and useful advice to those actually planning or managing projects, or leading project teams. Five are included this month. “*Carbon Planning: a four-part guide to starting the carbon reduction journey*” is by **Dr. Torill Bigg** in the UK. “*Three Simple Questions*” is by **Anil Seth** at Fluor India. “*Delivering Next Generation Nuclear Power: The Project Management Challenge Remains*” is by international construction industry executive **Bob Prieto** in the United States. “*Ownership in (temporary) organizations unraveled*” is by **Carlijn Nelis, Björn Prevaas** and **Manon Ruijters** in The Netherlands (I think this is a new topic in the PM field and may be quite powerful). “*Project Portfolio-Level KPIs for Effective Management of Financial Performance*” is by **Fernando Santiago** in Canada. At least one of these articles should be of interest to many of you.

The single **Commentary Article** this month is another by **Alan Stretton** in Australia. I have been honored by Alan’s recent attention to several of my editorials from the last year or so, and this month is another with the somewhat long title of “*Further thoughts on Pells’ May 2022 editorial: Representing environmental and global influences relevant to projects and their organisations*”. As usual, Alan adds context, depth and additional ideas to the topics addressed, so thank you Alan.

A single **Personal Story** is also included this month, by another frequent contributor **Dr. Kenneth Smith**. Like Alan, Ken is in his mid-nineties and still going strong, contributing new thoughts and information (some historic) based on decades of experience. Ken has provided an interesting and entertaining snapshot of his professional life in “*Traveling the Critical Path: Observations and A-musings of an Itinerant Project Management Practitioner*.” Ken is also threatening to retire; I hope he reconsiders and continues to contribute advisories, commentaries or even more stories.

Thank you to five correspondents for their **Reports** this month. **Alessandro Quagliarini** in Rome has provided “*Italian PM in wonderland: A Risk Management Interview*” in his PM Update from Italy. Along with some introductory and closing comments, Alessandro’s report is an interview with **Leonardo Fiocchetti**, Chief Risk Officer at Leonardo International, one of the world’s leading companies in the Aerospace, Defense and Security sectors with 2019 revenues of €13.7 billion. With €1.5 billion spent on Research and Development in 2019 (11% of revenues), Leonardo is second in Europe and fourth in the world among all companies for investments in R&D. Mr. Fiocchetti’s comments are enlightening and highly relevant for many technology projects.

Reports and PM updates are also provided this month by **Dr. Jouko Vaskimo** in Finland, **Alfonso Bucero** in Spain, **Miles Shepherd** in UK and **Linda Ottman** in Germany (reporting for the PMO Global Alliance India Hub). Their reports include information

about recent professional activities, actual projects and, in Miles's case, about birds and planes. Get the picture!? Read these interesting and entertaining reports.

I am delighted to be publishing **Second Editions** again. Second Editions are previously published papers that have continued relevance in today's PM world, or which were originally published in conference proceedings or in a language other than English. Original publication acknowledged; authors retain copyright. Four papers are included this month that were originally presented at either the 14th UT Dallas PM Symposium in Texas or the 9th Annual University of Maryland PM Symposium in Maryland, near Washington, DC. The PMWJ was a media partner for both events, both of which occurred in May 2022.

"*Turning on a Dime: Using Agile Techniques in Traditional Projects*" is a paper by **Jennifer Jones** from the UTD symposium. A second UTD symposium paper included is titled "*This PMO is a great success! Let's shut it down!*" by **Stacey Cellier** and **Melissa Cowart**. These two papers, like case studies, are based on real programs and experiences and contain some excellent lessons learned and highly useful information.

Two UMD symposium papers are also included. "*Your project failed, what now?*" Is by **Stephanie Bailey Brown**, describing PM lessons learned the hard way and also providing good advice. **William Moylan**, PhD, is the author of "*A New Role for the Seasoned Project Manager – Advocate for Project Management Ready Youth*", a paper that might stimulate some volunteer engagements for experienced PM leaders or those contemplating retirement (like me and some of you). Thank you, Bill.

We conclude with four new **Book Reviews** and a few recent news articles. Our book reviews are not intended to help sell books; rather they are to create new knowledge, through the sharing of personal impressions, relevance or experience by the reviewers. The book reviews this month are good examples. Take a look, then consider authoring a review of a good book that you may have read lately. Your opinion or additional comments about something you read may actually help someone else.

Wow! What a full edition this month! Thank you to all of the authors who contributed such useful information, whether articles, reports or research papers. Everything included this month will help someone, somewhere in the PM world. Please note that next month's August PMWJ will be our 120th monthly edition, with which we will celebrate 10 years as a publication. Help us celebrate, send us something to publish.

Thank you for reading the PMWJ, and

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) 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.

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