

Welcome to the August 2022 PMWJ¹

David L. Pells

Welcome to the August 2022 edition of the PM World Journal, the 120th monthly edition. With this edition, we celebrate the 10 year anniversary of the journal, a major milestone that we are very proud of. So I want to start this welcome article with a sincere thank you to all of the advisors, correspondents and authors who have brought us this far. Through July, we have published 4,341 works by 1,753 different authors in 90 different countries. Thank you so much to all of you who have contributed over these last ten years.

This month's PMWJ contains 32 new works by 34 different authors representing 17 different countries, another diverse edition with strong works by very experienced experts and professionals.

As usual, we start this month with **Letters to the Editor**; this month they are personal congratulations for this journal milestone from **Yanjuan Yu (Spring)** in China and **Gaurav Dhooper** in India. Thank you to both for your wonderful tributes. Under **Tributes** then is included a wonderful set of congratulations from authors, advisors and correspondents around the world that was facilitated by **Yasmina Khelifi**, our brilliant and active correspondent in Paris. Thank you Yasmina and everyone who contributed. I am both grateful and humbled by these personal comments (from people in 10 countries, a great reflection of our international readership).

Yasmina Khelifi in Paris and **Spring** in Beijing have contributed two outstanding **Interviews** this month. Yasmina's interview is with **Dr. Ricardo Vargas**, Current Executive Director of PMI's Brightline Initiative, past Chair of the PMI Board of Directors and former Director of the United Nations Office for Project Services (UNOPS) Infrastructure and Project Management Group. Spring's interview is with **Tim Creasy**, respected change management author, researcher and speaker, who is also Chief Innovation Officer for the change management consultancy Prosci, which is active in multiple countries. Don't miss these interesting conversations this month.

Five outstanding **Featured Papers** are included this month from authors in five different countries. Engineer **Daniela Pedrini** in Italy has authored "How COVID-19 will Impact the Future of Project Management and the Work of Healthcare Technicians (but not only them)." **Dr. Arif ud Din** in Pakistan has contributed "Project Manager's Competencies in Nonprofit Projects of Pakistan." "Inflation Hedging Potentials of Residential Real Estate Investments in Akwa Ibom State" is a research paper by **Dr. Mbosowo Ebong Ekpo**, **Hosanna Moses Attai** and **Aniedi Akaninyene Isok** in Nigeria. **Dr. Paul Giammalvo** in Indonesia has contributed a major paper titled "Thirty+ Years of Developing and Assessing COMPETENT PROJECT PRACTITIONERS using Project

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Based Learning – Notes from the Field and ‘Lessons Learned’”. **Patrick Weaver** in Australia has made another significant contribution to the history of project management with his new paper “The Origins and History of Earned Value Management.” Please read at least one of these papers to increase your knowledge and broaden your perspective.

One **Student Paper** was submitted for this edition, a research paper by three graduate student co-authors in Kazakhstan. “Report on Scientometric Analysis of ‘The role of Big Data in Modern Project Management’” is by **Aibek Zhambyl, Aidana Abdeshova** and **Zhanel Kenzhibayeva**. Congratulations to these students at the Kazak-British Technical Institute in Almaty on the publication of their interesting paper.

Six of our regular (and international) thought leaders are back with **Series Articles** this month. **Dr. Reinhard Wagner**, Fellow and former president and chair of IPMA in Germany, has contributed a new article in his series on “Projects and Project Management for a Sustainable Social Impact”, this month subtitled “Measuring social impact of projects and programs.” **Henny Portman**, popular author and agile expert in The Netherlands has authored “The Minimum Viable Product (MVP) unraveled” in his “Sensemaking in the Agile Forest” series. **Oliver Lehmann**, author and founder of the Project Business Foundation in Germany, has contributed a new, highly useful article in his “Project Business Management” series titled “Rejecting Risk Management? Prepare to Manage Crises!” **Frank Saladis**, PMI Fellow and author of multiple leadership books in the USA, has contributed “Creating a Positive Team Culture” in his “Positive Leadership in Project Management” series. “Identifying High-Risk Projects: a brief guide” is the latest by the UK’s **Martin Hopkinson** in our series on “Practical Project Risk Management”. “Getting Ideas: How to Gather Requirements” is the newest in “Quick Tips for Team Leaders” by **Jeff Oltmann** in Portland, Oregon. I think some or all of these articles will be useful to many of you.

Two **Advisory Articles** are included this month, also by regular authors. **Dr. Angelica Larios** in Mexico City is the author of “Is leadership enough to run a project? The importance of followership”. **Dr. Ken Smith** in Manila is the author of “Analyzing Risks ‘By the Numbers’: A ‘Quick & Easy’ Approach to Quantifying Complexity”. These are followed by two **Commentary Articles**, also by frequent contributors. **Dr. Mark Reeson** in the UK is back with “Making a Difference for Everyone”. **Alan Stretton** in Australia is back with another personal commentary titled “Further thoughts on Pells’ 2021 suggestion for broader, more comprehensive life cycle models for program/project management.” If you have some personal observations or opinions to share about any aspect of program or project management, please send an article to me. No need to polish it as I will format it for publication and return it to you for final edits before publication. If you have project knowledge or experience, please share it with others through the PMWJ.

Four **Reports** are provided by correspondents in Europe this month. PMI Fellow **Alfonso Bucero** reports from Madrid about “Cycle of Seminars on the value of Project Management in public projects.” **Miles Shepherd**, Fellow and past chair of both APM and IPMA, reports from the UK about “Nuclear, large and small; Alternative energy including tidal and wind; Construction problems, and White Tailed Eagles.” **Dr. Jouko**

Vaskimo in Finland has provided “Updates about Association of Project Professionals Finland; PMI Finland Chapter; Olkiluoto 3 nuclear power plant; Hanhikivi 1 nuclear power plant; Helsinki’s Länsimetro extension; Raide-Jokeri light rail project; Kruunusillat [*Crown Bridges*] projects”. **Linda Ottmann** in Germany has provided a report from the PMO Global Alliance India Hub titled “PMOGA AI Conference; PMO Global Awards Quarter Finals/Semi-Finals; Super Star PMO Podcast; PMO India Awards 2022; Research project “Current State of PMOs in India”; “PMOs in Transformation”; and Acknowledgments and References.” Follow projects and PM in various countries, read the monthly reports from PMWJ correspondents.

We are happy to include four papers in our **Second Editions** category, republishing papers recently presented at PM conferences in the U.S. Two interesting papers from the 14th UT Dallas PM Symposium in May 2022 include the following: “An Agile Coach’s View of Successful Agile Transformations” by **William “Red” Davidson** (USA) and “Thriving with FR-Agile (Fitted-Requisite-Agile)” by **Chaitali Chheda** (USA). Two interesting papers from the 8th University of Maryland PM Symposium in May 2022 are the following: “Relevant challenges and lessons in the implementation of a Project Management Office in a legislative power: The experience of the National Chamber of Representatives of Argentina (2016-2019)” by **Paloma Martin** (Argentina) and “Exploring the Perspectives of Private Sector Project Managers as to Project Portfolio Management Practices” by **Dr. Jeffrey D. Pullen** (USA). We are happy to partner with UTD and UMD as media partners for their annual events, and to republish some of their good papers.

We once again finish with a couple of book reviews and some recent breaking news. Our book reviews are more than just marketing pitches for new books, they are intended to create new knowledge. That is, each reviewer offers personal observations including what’s new in the book, some highlights and who might find the book most useful. So please take a look at the book reviews this month. The recent news are simply items that we’ve posted in recent weeks.

That’s it, our 120th monthly and 10 year anniversary edition. I hope the contents are interesting for you this month, and some even useful. Help keep the journal going. Send us something to publish, short or long, up, down or sideways. Share your experience and knowledge. Someone, somewhere might find it helpful. And helping others can be a very rewarding experience.

Take care, stay safe and have a great month.

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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.

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