

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the September 2022 edition of the PM World Journal, the 121<sup>st</sup> monthly edition. With this edition, we kick off the second decade of the journal, following our 10-year anniversary edition last month. This month's PMWJ is another diverse and interesting edition, with 25 new works by 26 different authors representing 15 different countries. The new editions this month bring our totals to 4,399 works by 1,771 different authors representing 90 different countries published in the PMWJ to date and now archived in the PM World Library.

Rather than waxing eloquently on some personal topic, I thought I would try to shorten the welcome article this month by focusing on its real purpose, to simply give more credit and recognition to the contributing authors.

The **Interview** this month is an outstanding Q&A with **Elizabeth Harrin** in the UK provided by our Paris correspondent **Yasmina Khelifi**. Elizabeth is an award-winning author, blogger and speaker, and perhaps best known as the creator of the popular "Girls' Guide to Project Management" and more recently "A Rebel's Guide to Project Management". The interview is titled "More than Juggling! Some Personal Insights on Managing Multiple Projects", which is also the subject of Elizabeth's excellent new book.

Four **Featured Papers** are included this month, by authors in four different countries. "The role of human resource management on a merge and acquisition process" is an important new research paper by **Yousra Chebbo**, a PhD student in Beirut, Lebanon. "Second Order Pareto Analysis", by **Pascal Bohulu Mabelo** in South Africa, is an interesting extension of a well-known concept in management and statistics, applied to projects. "The Origins and History of Earned Value Management: 'A Contractor's Perspective'" by **Paul Giammalvo** in Jakarta, Indonesia is a long, detailed response to last month's paper on the history of EVM by Pat Weaver in Melbourne (a debate of high potential interest to those in the EVM and performance management fields). "Revisiting models of organizational and project contexts" by **Alan Stretton** in Australia is an important update to his previously published works on the same topic. In my opinion, Alan is now substantially advancing the project management body of knowledge on a number of critical topics. I encourage all readers to seriously read his new paper.

Five **Series Articles** are included by six authors in four countries, all of whom are well known experts in the PM field. **Henny Portman** in The Netherlands has contributed "Prioritizing in an Agile team", the latest in his series on "Sensemaking in the Agile Forest". **Lynda Bourne** in Australia has authored a highly relevant new article in her series on "Project Management in the time of Covid", this one titled "Rethinking

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

Communication”. **Dr. Harold Kerzner** and **Dr. Al Zeitoun**, well-known American thought leaders have authored an interesting new article titled “The Experience Focused Portfolio Decision-Making” in their series titled “The Connected Future Business Culture: The Great Project Management Accelerator.” The latest useful article in his series on “Practical Project Risk Management” by the UK’s **Martin Hopkinson** is titled “Pre and Post Mitigation Estimates: A brief guide”. “Gathering Information: Brainstorming” by **Jeff Oltmann** in Portland, Oregon is his newest contribution in his series of “Quick Tips for Team Leaders”, which should be especially useful to new project managers and teams.

One **Advisor Article** is included this month, a short personal offering by **Shyamkumar Narayana** in Illinois, USA titled “7 Challenges faced in Hybrid Project Management Framework environments.” **Dr. Robert Chapman** has authored “Update: the exposure of small UK project management organisations to fraud”, the sole article in our **Commentaries** category. One **Case Study** is included, a story by **Manuel Ancizu** in Pamplona, Spain titled “Successful Implementation: A central element to fully materialize the benefits of a project.”

Four of our most active International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as Bad News, Mixed News, Good News, The Peljesac Bridge, Bionic Project Manages and more. **Dr. Jouko Vaskimo** in Espoo, Finland is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and five major projects (or programs in some eyes): The big Olkiluoto 3 nuclear power plant project (now completed, just in time to provide badly needed energy to Finland), the multi-billion Euro Hanhikivi 1 nuclear power plant project (with Russian financing and technology, now cancelled after Russia’s invasion of Ukraine), Helsinki’s Länsimetro extension, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects (definitely a program of multiple new bridge projects in and around Helsinki). These are fascinating mega-projects to read about each month.

**Alfonso Bucero** in Madrid has authored a short report on “Always ahead of Professional Associations in Spain”, covering the less active height of summer in Spain. **Linda Oltmann** has provided an update from the PMO Global Alliance India Hub. It seems they are active every month, with her new report covering their Super Star PMO Podcast, new Partnership with Kinara Capital, PMO India Awards (being co-sponsored this year by Kinara), their online global community, acknowledgements and references.

In the **Second Editions** section, we again include two conference papers each from the May 2022 14<sup>th</sup> University of Texas at Dallas (UTD) Project Management Symposium in Texas and the 8<sup>th</sup> Annual University of Maryland (UMD) Project Management Symposium, also held in May in College Park, Maryland (not far from Washington, DC). The PMWJ is a media partner for both multi-day events and republishes selected papers in coordination with both the individual authors and the sponsoring universities.

“The Intersection of Risk Mitigation and Innovation: The planning and development of the data management system for the Nancy Grace Roman in a hybrid project management environment” is a fascinating paper about a complex project for a major space telescope

program by UMD symposium author **Erica Kolatch**. The second UMD symposium paper included is “Demonstrating Product Success in an Agile Project Environment” is another interesting agile-related work by **Susan Hostetter**, program manager with the U.S. Census Bureau. **William “Red” Davidson** is back this month with another powerful UTD symposium paper, this one titled “Two Worst to First Stories and What Should Leaders Learn from Them.” Continuing in the stream on agile, “Hybrid PM Innovation: Joining the dots and becoming more efficient” is another UTD Symposium paper by Texas professional **Shika Saka**. We’ve tried to select relevant and well-written papers for republication; after reading, I hope you will agree.

Three **Book Reviews** are included this month, by reviewers **Carlos Perez** and **Danny Boswell** in north Texas, and **Federico Minelle** in Rome. Federico’s book review is of particular interest as it is about **Professor Marco Sampietro**’s new book titled “Project Management: Integrating Methodologies and Behaviors”. Marco is an honorary academic advisor for the PMWJ and has himself been an author of multiple PMWJ articles and papers over the years. Federico has been an executive editorial advisor for this journal as well, so please read his review of our colleague Professor Sampietro’s book. Then consider buying the book; it’s not too expensive.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about **Dr. Ricardo Viana Vargas**, past Chair of the PMI Board of Directors, becoming a new Honorary Global Advisor for the PMWJ and about PMI’s new president and CEO, **Pierre Le Manh**.

I hope you find this month’s edition interesting or useful, and

Have a great month!

## About the Author



### **David L. Pells**

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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](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).

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