

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the October 2022 edition of the PM World Journal, the 122<sup>nd</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 30 new works by 33 different authors representing 14 different countries. The new additions this month bring our totals to 4,429 works by 1,780 different authors representing 90 different countries published in the PMWJ to date and archived in the PM World Library.

Two **Interviews** are included this month, by PMWJ correspondents **Yasmina Khelifi** in Paris and **Ipek Sahra Ozguler** in Istanbul. Yasmina has provided her interview with Mr. **Stéphane Derouin**, co-founder of the PMI France chapter many years ago who I originally met in Paris in 1996. It's great to hear from him again, to read his answers to Yasmina's questions, and to learn that he is still so active in the PM professional world. Ipek's interview with **Dave Garrett** is her second this year with PMI's Chief Strategy and Growth Officer. As was her first one in March, this interview is again interesting and enlightening. Please read these two interviews.

Five **Featured Papers** are included this month, by authors in five different countries, maybe more. Doctoral candidate **Tatiana El Sayah Kharma** in Beirut has authored an interesting research paper titled "The role of project human resources management in organizational health projects." Two more academic research papers are by authors in Sri Lanka and Dubai. "Incorporating Sustainable procurement practices in the Construction Industry in Sri Lanka: Benefits and Challenges" is co-authored by **Prof. Rangika Halwatura** and **K. A. Buddhika P. Kodithuwakku** at the University of Moratuwa in Sri Lanka, although Mr. Kodithuwakku is actually working in Denmark. "Project Portfolio Management Governance Processes: An insider view on factor leading to disintegration" is a very interesting paper by doctoral student **Mithun Nagawade** and professors **Dr. Pranab Pani** and **Dr. Monica Gallant** at the S P Jain School of Global Management in Dubai.

Following several email exchanges with **Dr. Andrew Grandage** at Western Carolina University in North Carolina, he has provided a research paper based on his study of project management in state government agencies in the United States. His important paper this month titled "Enterprise Project Management: The State of the States" provides a snapshot of where things stand in many U.S. states. Hopefully more research on this important topic will follow.

The final featured paper this month is another by **Alan Stretton** in Sydney titled "Re-affirming the importance of users in all project contexts." Alan appears to be the leading experienced voice trying to clear the air on a topic that is far more important than it seems

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to be in various PM standards and guides. Alan and I have discussed this at length, and we're in agreement. It's a big picture topic much like the one about doing the right project. If users don't use the outputs of your project, if they don't realize the outcomes, the project will be deemed a failure. Users are that important for every project! Why isn't that sinking in yet!

Six **Series Articles** are included by leading PM experts in five different countries. **Dr. Reinhard Wagner**, past president and chair of IPMA, has authored another article in his series on "Projects and Project Management for a Sustainable Social Impact". This month he explores the "Psychological effects on people involved in projects." Project Business expert and book author **Oliver Lehmann** has authored a new article based on some recent research on a very relevant topic: "What Earns You More? Internal or Customer Projects?" Interestingly, the answer may be based on where you live. **Henny Portman** in The Netherlands has contributed "Multitasking, task-switching or monotasking", the latest in his series titled "Sensemaking in the Agile Forest". **Martin Hokinson's** contribution this month in his "Practical Project Risk Management" series is "Multiplicative Risk Effects: A brief guide." Martin's short risk guides are pointed and useful; I hope some of you are using them. "QuickTip – Issues and Answers" is another technique for team leaders offered by **Jeff Oltmann** in Oregon. And **Frank Saladis** in New York has provided another useful article in his series on "Positive Leadership in Project Management." Don't miss these short articles by true PM thought leaders each month.

One **Advisory Article** is included this month, a set of "Tips and Techniques to Pass PMI's Agile Certified Practitioner Exam" by **Shyamkumar Narayana** in Illinois based on his recent personal experience. Two **Commentaries** on the topic of earned value are included by **Wayne Abba** in Michigan, USA and **Dr. Ken Smith** in Manila, The Philippines. Both articles are in response to recent papers on the Origins and History of Earned Value by **Patrick Weaver** in Australia and **Dr. Paul Giammalvo** in Indonesia. We're seeing some interesting contributions on this topic by very experienced professionals with valid perspectives and opinions. The temperature of some authors and readers may also be rising.

Four of our most active International Correspondents have contributed **Reports** again this month. **Alessandro Quagliarini** in Rome has provided a great update on various project management professional bodies active in Italy, including three PMI chapters, IPMA Italy and ISIPM. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as the Queen's funeral, energy projects and more. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and five major projects/Programs: The big Olkiluoto 3 nuclear power plant project (now finally completed), the multi-billion Euro Hanhikivi 1 nuclear power plant project (now cancelled after Russia's invasion of Ukraine), Helsinki's Länsimetro extension, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects. These are fascinating mega-projects to read about each month. Finally, **Linda Oltmann** has provided an update from the PMO Global Alliance India Hub. It seems they are active every month, which her new report certainly reflects.

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. First the UTD papers: “The Agile Swab: Testing for Health and Maturity” is by **Bill Sundermann**; “The Pyramid of Project and Resource Management” is by **Chris Vandersluis**, a Canadian currently living in Florida (where he survived Hurricane Ian last month.) Equally interesting are the UMD papers: “Transforming the Organization in Project Management to Deliver Value”, by **Edward Leydon** and “Scaled Agile Implementation: Lessons Learned, Path Forward,” by **Michael Millane**. These conference papers republished as second editions each month add considerable substance and diversity to the PMWJ, so please give them a quick glance (or longer read).

Four **Book Reviews** are included this month, by reviewers in Dallas, Silver Spring (Maryland) and the UK. Of particular note is the short review by **Dr. Ruth Murray-Webster** in the UK of **Dr. David Hillson**’s new book titled “Taming the Risk Hurricane: Preparing for Major Business Disruption.” All of the book reviews this month are relevant for practicing project professionals, including those by **Phuong Tran** and **Sara Piracha** in Dallas and **William Doernbach** in the Washington, DC area.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the article about Dr. Harold Kerzner joining our Honorary Global Advisors team. We’re excited that such globally recognized and respected authorities on project management continue to align with the PMWJ.

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