

Welcome to the November 2022 PMWJ¹

David L. Pells
PMWJ Managing Editor

Welcome to the November 2022 edition of the PM World Journal (PMWJ), the 123rd monthly edition. This month's PMWJ is another diverse and interesting edition, with 27 new works by 33 different authors representing 14 different countries. The new additions bring our totals to 4,455 works by 1,787 different authors representing 90 different countries published in the PMWJ since 2012 and archived in the PM World Library.

Before describing the excellent contents this month, I want to first congratulate [Alan Stretton](#) in Australia for achieving two absolutely remarkable milestones this month, his 96th birthday and his 250th published work (see featured papers below). One of the world's true pioneers in the PM professional world, Alan has become one of the most prolific contributors to the global PM body of written works while tackling some of the most challenging and important topics in the field. It is even more remarkable that he continues to research and author papers that provide new perspectives and knowledge, and that also deepen our understanding of rather complicated issues. His new paper for the PMWJ is another good example. Thank you so much, Alan, for your contributions to the field of project management and to the PMWJ.

Two **Letters to the Editor** have been submitted since last month. **Dr. Paul Giammalvo** in Jakarta has authored a personal rebuttal to Pat Weaver's recent letter to the editor on the topic of "The History of Earned Value Management". The debate on where EVM originated seems to be getting hotter. On the other hand, **Massimo Pirozzi** in Rome has provided a short reminder of "the importance of project management process groups".

A single great **Interview** is included this month, a Q&A with award-winning leadership coach **Andy Kaufman** by our intrepid correspondent in Paris, **Yasmina Khelifi**. In "Leadership is not a Title", Mr. Kaufman discusses some highly interesting and useful personal experiences, providing good advice for aspiring project and team leaders.

Eight **Featured Papers** are included this month, by authors in five different countries. Four of the papers are by academic researchers and leaders at Nigerian universities. **Prof Victor Okorie** and **Geoffrey Nwodo** at the University of Benin in Edo State have authored "Improving Construction Site Workers' Safety Behaviour through Virtual Communication: A Case Study of Nigeria Construction Industry". **Monday Omogiate Imafidon**, also at the University of Benin, and **Dr. Josheph A. Akinola** at the Federal University of Technology Akura have authored "An Exposition of Physical Work Environment Factors Influencing the Performance of Quantity Surveyors in Edo State, Nigeria". **Dr. Reuben A. Okereke** and **Arc. Emmanuel O. Ukanwa** at Imo State University Oweri, along with **Dr. Chukwemeka S. Nwosu** at Federal Polytechnic,

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

Nekede, have provided two research papers: “Attaining Self-Reliant and Sustainable Energy in Sub-Saharan Africa: Challenges and Opportunities” and “The Role of Communication in Construction Project Delivery.” While these works are based on research in Nigeria, the issues and findings can be applied worldwide. If you are in the construction industry, please give these works a read.

The title of **Alan Stretton’s** important new paper is a long one: “From Customer Needs to Project Requirements: Helping customers/users clarify and confirm their basic business or equivalent needs, before specifying the project/ product requirements to best help satisfy these needs”. This paper, like many of Alan’s recent works, addresses a serious shortcoming in project management guides and standards – how in fact to establish good project requirements. Also contributing to the global project management body of knowledge, **Prof Pieter Steyn** in South Africa and **Prof Brane Semolic** in Slovenia have authored a new paper titled “Knowledge Management and Project-Based Knowledge Creation.” As the authors point out, Industry 4.0 will require us to go well beyond lessons learned to capturing new knowledge using systems thinking, innovation and emerging technologies.

Switching gears, two featured papers this month offer interesting, even entertaining, glimpses of some historic projects and developments. **Felice Corini** and **Federico Minelle** in Italy have authored “Italian PM case history, in the Renaissance Age and Beyond.” **Patrick Weaver** in Australia is back with a new paper titled “The evolution of project management.” If you have any interest in the history of PM, read these papers.

Six **Series Articles** are included by authors in four countries, all of whom are well known experts in the PM field. **Henny Portman** in The Netherlands has contributed “Being predictable as an agile team”, the latest in his series “Sensemaking in the Agile Forest”. **Martin Hopkinson** in the UK has authored “Three-Point Estimates: a brief guide”, the latest in his “Practical Project Risk Management” series. “Facilitating Change” is **Lynda Bourne’s** excellent final article in her series on “Project Management in the Time of Covid”. **Dr. Harold Kerzner** and **Dr Al Zeitoun** in the USA have contributed “The Reinvention of the Project Manager” in their ongoing series titled “The Great Project Management Accelerator.” **Jeff Oltmann** in Portland, Oregon has provided a new Quick Tip for team leaders titled “Advanced Parking Lot + Tossed Salad.” And Frank Saladis has authored a new article in his series on “Positive Leadership in Project Management”, (although I’m still waiting to receive the article as we go to press).

One **Advisor Article** is included this month, something from his toolbox of experiences and writings by **Dr. Kenneth Smith** in Manila titled “Assessing Customer & Constituent Satisfaction: ACSI, & the “Misfortune 500” Index”. Only one **Commentary Article** is included this month, an interesting article by **Kik Piney** in France titled “Mill Clocks and Earned Schedule.” This one will come as a surprise to every reader.

Four of our most active International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England, **Dr. Jouko Vaskimo** in Espoo, Finland,

Alfonso Bucero in Madrid, and **Linda Oltmann** in Nurnberg, Germany. These are very interesting monthly updates on major projects and professional developments in their respective countries (or in Linda's case, in India).

Among **Second Editions**, we again include two interesting conference papers from the May 2022 14th University of Texas at Dallas (UTD) Project Management Symposium in Texas. "Is your project failing? Actionable steps to get back on track to succeed" is by **Frank Murphy**. "On the Cusp of Agile Governance" is by **Greg Saunders**. Finally, **Dr. Ken Smith** has dug up an old paper that he originally published in the U.S. Navy Management Review in 1965 titled "What is the Value of Value". Ken thought this might be interesting in light of the debate underway related to the history of EVM. We agreed so here it is.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don't miss the calls for papers for several 2023 conferences.

I hope you find this month's edition interesting or useful; if so, please consider sending a link to friends or colleagues.

Thank you for reading the PMWJ, and

Have a great month!

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) 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/>