

Welcome to the December 2022 PMWJ ¹

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PMWJ Managing Editor

Welcome to the December 2022 edition of the PM World Journal, the 124th monthly edition. This month's PMWJ is another diverse and interesting edition, with 30 new works by 30 different authors representing 13 different countries. The new editions this month bring our totals to 4,430 works by 1,778 different authors representing 90 different countries published in the PMWJ to date and now archived in the PM World Library.

Two interesting **Interviews** are included this month. **Yasmina Khelifi** in Paris has interviewed **Sandra Stosz**, former Deputy Commandant for Mission Support at the U.S. Coast Guard. As the Coast Guard's first woman deputy commandant, she directed one of the organization's largest enterprises. She is an author, motivational speaker and creator of the "Leading with Character" blog. The second interview is with **Dr. Ken Smith**, USAF, retired, and former PM expert and consultant for the World Bank, Asian Development Bank, UN Development Programme and US Agency for International Development (AID). Ken reflects on his 60+ years of experience with projects and PM.

Five **Featured Papers** are included in this edition, by authors in four different countries. Two papers are by young engineers, **Prasasti Widya Putra** and **Bonifacsius Raditya Yudha Atmaja**, in Indonesia that were developed as part of pre-qualification requirements to sit for the AACE Certified Cost Professional (CCP) exam, under the tutelage of **Dr. Paul D. Giammalvo** of PT Mitrata Citragraha in Jakarta. Dr. Giammalvo forwarded the papers to the PMWJ for publication. "Beyond Budget, Schedule and Scope: New Definitions of Project Success" is by Hill International executive **Gregory Heinz**, with the support of **Joseph Pooler**. The fourth is a new paper by **Marco Caressa** and **Massimo Pirozzi** in Rome on the topic of "Project, Program and Portfolio Management: the scalability of systemic approach to improve project strategic alignment."

The final featured paper, "Post-Implementation Reviews – Benefits to project and operations team" by **Pascal Bohulu Mabelo** in South Africa was a last-minute addition this month for a good reason. It addresses an important topic that has been much discussed in this journal in recent months – the symbiotic relationship of project management and operations (or users of project outputs).

Seven **Series Articles** are included by regular authors who have stepped in to contribute to this final edition of 2022. **Reinhard Wagner** in Germany has concluded his six-part series on "Projects and Project Management for a Sustainable Social Impact" with his new article subtitled "Projectification of society – the beauty and the beast". **Henny Portman** in The Netherlands has contributed "Self-managing or self-organizing teams",

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the latest in his series titled “Sensemaking in the Agile Forest”. Offering a different take on agile, **Oliver Lehmann** in Germany has authored “Agile Methods in Project Business”, the latest in his series on “Project Business Management.” Two short how-to articles are included by **Martin Hopkinson** in the UK (“Three-scenario Estimates: a brief guide”) and **Jeff Oltmann** in Oregon (“Pareto Analysis - Quick Tip for Team Leaders”).

Two other last-minute additions are from Prof. **Darren Dalcher** at Manchester University in the UK. Darren has returned after a long hiatus with a powerful new article titled “Is it time to rethink agile?” His is an introductory article to accompany an article by invited author **Robert Buttrick**. Also a past contributor to the PMWJ, Robert has authored an ambitious paper titled “Addressing ‘agility’ in current project management standards and other authoritative publications”. Robert discusses the definitions and applications of agile in 11 influential international standards, including those from APM, IPMA, ISO and PMI. Please check out all of these series articles as the authors are all true international experts on their topics.

Two useful **Advisory Articles** related to sustainability are included this month. **Manuel Ancizu** in Pamplona, Spain has returned with a new article titled “Would you like to create sustainable value: Gear your projects towards quality.” UK environmental engineer **Dr. Torill Bigg** has authored a new article titled “Scope 4 Emissions: How to further reduce your organisation’s carbon footprint.”

One **Commentary Article** is included this month, personal reflections by Alan Stretton in Sydney in response to some questions I posed last year in a welcome article. His article is titled “An Autumnal personal commentary on some questions about individuals’ career contributions and legacies.” I think the issues discussed in Alan’s article might be of interest to those of you who see retirement on the horizon. What have we achieved in our careers, and does it matter?

Eight **Reports** are included this month. **Peter Banda** in Harare, Zimbabwe resurfaced a few weeks ago and has submitted an exciting report on “Zimbabwe’s Historical 1st orbit Satellite Project Launch” on 7 November. **Alessandro Quagliarini** in Rome has authored an outstanding report with full coverage of ISIPM’s recent PMExpo 2022, which attracted around 1,000 participants – with many photos and recognition of key contributors. In addition to her interview this month, **Yasmina Khelifi** in Paris has authored a “Project Management update from France”, including information about two new initiatives at PMI chapter France – WomenbyPMI and Mentoring. She also briefly mentions two major projects in France, both of which will impact French industries and the economy.

Dr. Jouko Vaskimo 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 bridges in and around Helsinki). These are fascinating mega-projects to read about each month.

Alfonso Bucero in Madrid has authored a short report on “XIX PMI Madrid Annual Congress – “Back to Networking” held on November 17, 2022 in Madrid”, covering the return to live chapter meetings in Spain. **Linda Ottmann** has provided an update from the PMO Global Alliance India Hub. It seems they were big winners at the PMOGA Global Awards in Riyadh recently, winning the PMOGA 2022 Hub of the Year award. India Hub president **Gaurav Dhooper** was also named PMOGA Volunteer of the Year. Congratulations to the PMOGA India Hub!

Miles Shepherd in Salisbury, England has provided another entertaining and newsy report covering good news, bad news, other news, and – well, here are the actual topics: APM Awards, Project Cetus, Vampires beware, Benefits management, A post project review, Great British Nuclear, Hydrogen engines, Hen Harriers in Wiltshire, birds and otter protection in the Shetlands. Miles has become quite the story teller; check it out.

We also welcome new contributor **Lindsay Scott**, founder of House of PMO in UK. Lindsay has authored her first report describing two recent PMO Awards, the recent 2022 Project:Hack event, and a Next Generation PMO initiative. Lindsay is well known in the UK project management field and has agreed to provide regular updates on PMO-related activities and news from her new vantage point.

Two papers are included in the **Second Editions** section, one conference paper from the May 2022 14th University of Texas at Dallas (UTD) Project Management Symposium in Texas and an older paper by **Dr. David Hillson**. David’s paper titled “Risk Facilitation Made Easy”, which he presented at the 2015 PMI Global Congress, London, is a useful paper that deserves more attention. The UTD paper titled “Three Techniques to Destroy Psychological Safety” by former PMI Dallas Chapter president **Mei Lin** is also useful but from an entirely different angle. Both are worth reading so please do.

Three **Book Reviews** are included this month, two by PMI Dallas chapter members **Améy Kukarni** and **Gauranga Deka**. Améy has reviewed the 2011 book by Ralph Kleim titled “Managing Projects in Trouble: Achieving Turnaround and Success”; Gauranga has reviewed the 2017 textbook titled “Project Management: Processes, Methodologies and Economics” by Israeli professors Avraham Shtub and Moshe Rosenwein. These are useful reviews of two good books. **William Doernbach** in Maryland is back with a review of “Project Procurement: A Real-World Guide for Procurement Skills” by Ajay Bhargove and published by PMI.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about

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) 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/>