

## Welcome to the January 2023 PMWJ<sup>1</sup>

**David L. Pells**  
PMWJ Managing Editor

Welcome to the January 2023 edition of the PM World Journal, the 125<sup>th</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 28 new works by 27 different authors representing 12 different countries. The new additions this month bring our totals to 4,516 works by 1,797 different authors representing 90 different countries published in the PMWJ to date and now archived in the PM World Library.

One **Letter to the Editor** was received in December, by **Dr. Paul Giammalvo** in Jakarta. Paul weighs in on “the evolution of project management”, a recent paper by **Patrick Weaver**. It seems they have some differences of opinion. If you have something to add to the debate, please send an email to me that I can publish as a letter to the editor.

Another outstanding **Interview** by **Yasmina Khelifi** in Paris is included. Her interview with PMI's new CEO, **Pierre Le Manh**, is both interesting and illuminating, as Pierre reveals some of his vision for PMI going forward. If you are a PMI member anywhere in the world, don't miss this important interview with one of the most influential leaders in the PM professional world.

Four **Featured Papers** are included this month, by authors in Australia, China and India. Project Sequelae” by **Dr. Deepa Bhide** in Hyderabad discusses a concept from the medical profession from a project management perspective. This is a fascinating new concept for us all to carefully consider; please read. **Patrick Weaver** in Melbourne has authored another interesting look at PM history in “Project Management – A Historical Timeline”. **Hareshchandra Thakur**, an executive with Wärtsilä India Pvt. Ltd. In Mumbai has authored “Project Management – Pandemic and Beyond” in which he discusses some lessons his organization has learned during the Covid-19 pandemic and changes he sees in how project teams will now be working. The 4<sup>th</sup> paper is the result of academic research by **Iliya Meta** and **Professor Yongkang Cao** at Jiao Tong University in Shanghai. Mr. Mela, who is from Nigeria, is the lead author of “The Impact of Rainfall on the Conservation of Traditional Nigerian Heritage Buildings: A Case Study of the Museum of Traditional Nigerian Architecture (MOTNA), Jos.”

We start the new year with seven **Series Articles**, five by previous series authors and two exciting new series. **Henny Portman** in The Netherlands has contributed “Slicing user stories”, the latest in his series on “Sensemaking in the Agile Forest”. **Martin Hopkinson** in the UK has provided “Variability Risks and Event Risk: a brief guide” in his “Practical Project Risk Management” series. “Getting Ideas: SWOT Analysis” is by **Jeff Oltmann**, author of the “Quick Tips for Team Leaders” series. **Frank Saladis** is back with “Creative Change Leadership, part 2” in his series on “Positive Leadership in Project

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Management”. **Oliver Lehmann** in Germany has offered another honest look at “Project Business Management” in his new article titled “Project Business is not for the Faint of Heart.” These authors are all globally-recognized thought leaders in the PM world; don’t miss their thought-provoking articles here each month.

I am excited about the launch this month of two new series. “Let’s talk about public projects” is the first in a new series by **Stanislaw Gasik, PhD**, the author of the book [“Projects, Government, and Public Policy”](#), recently published by CRC Press / Taylor and Francis Group. Dr. Gasik has been researching project management in the public sector for a decade, I have known him for many years and we have previously published works by him in the PMWJ. “Experiment with new things” is the first in a new series of bi-monthly articles under the series title of “Making a Modern Project Manager” by **Yasmina Khelifi**. Yasmina has been an international correspondent for the PMWJ since 2021; since then she has authored a number of excellent interviews and reports, launched a popular blog and podcast, and established herself as a rather brilliant professional leader in France. Please check out these fresh new articles and their authors.

Two **Advisory Articles** are included this month. **Dr. Kenneth Smith** in Manila has authored a new article on an interesting topic titled “On Critical Chain Scheduling and Buffering: A Critique on the Theory of Constraints as Applied to Project Management.” Anyone using or interested in Critical Chain scheduling should read this article. “Managing Programs in Ambiguous Environments” is by **Vatsal Mehta**, a new author for the PMWJ. Vatsal works for a major technology company with projects in the AI, robotics and virtual sectors where VUCA rules; read his article for some inside perspective.

Two **Commentary Articles** are also included in this edition. **Alan Stretton** in Australia has authored another rather personal article titled “Helping people find career positions which maximise their innate personal strengths as well as their acquired skills.” Drawing on his personal experiences related to identifying his own innate strengths, he offers suggestions for both individuals and organizations. **Manuel Ancizu** in Spain has authored another personal experience-related article titled “My ten learnings in the process of preparing, approving and deploying international standards in project management.” Interesting and useful to any of you involved in such volunteer activities.

Five International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as pharma and medical projects, aerospace, terraforming, wormonauts and more. **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 describing what happened when “PMI Madrid Chapter attended the PMI Global Summit 2022 in Las Vegas”. **Linda Oltmann** has provided an update from the PMO Global Alliance India Hub. **Lindsay Scott** in UK has provided her second report from The House of PMO, including “End of Year Reflections and a Look Ahead to 2023 for PMO, Project Data Analysis update, PMO Manager discuss the PMO as a Business Function” at a luncheon in London. Read the reports each month for some interesting updates on activities and events in different countries.

In the **Second Editions** category, we include three previously published papers and a tribute to a PM pioneer published just after his death in 2008. “Risk Energetics: Developing Renewable and Sustainable Risk Management” is a paper by **Dr. David Hillson** that was previously published in the Proceedings of the 2011 PMI Global Congress in Dublin, Ireland. “Aspects of People Management in a Projectised Organisation” is a paper by **Alan Stretton** that was published in the November 2009 edition of PM World Today. The “Tribute to a Project Management Pioneer – **John Fondahl: 1924-2008**” was previously published in the October 2008 edition of PM World Today. The 4<sup>th</sup> second edition is an editorial that I wrote for the March 2012 edition of the PM World Today eJournal, its final edition. The paper was titled “Stop the Press! The Project at the End of the Line: Reflections on the end of PM World Today, Funerals and other projects at the end of programs, projects and life”. I hope it and the others in this section this month prove interesting or useful to a few more readers.

Two **Book Reviews** are included this month by PMI members **Michael Fellers** and **Sherrie Dotson**. When we publish a book review (or article, paper or other work) by a PMI member, that person can claim PDU’s for PMP recertification. If they are PMI Dallas chapter members, they can get a free book to review at any chapter meeting, so this book review program has numerous benefits for everyone involved, including authors and publishers who get more visibility.

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. Reuben Okereke**, **Dr. Ricardo Vargas** and **Nick Smallwood**. I think the people news is the most interesting.

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

Happy New Year!

## 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](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).

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