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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the February 2023 edition of the PM World Journal, the 126<sup>th</sup> monthly edition. This month's PMWJ is another diverse and interesting edition, with 27 new works by 26 different authors representing 16 different countries. The new editions this month bring our totals to 4,542 works by 1,803 different authors representing 90 different countries published in the PMWJ to date and now archived in the PM World Library.

Three interesting **Interviews** are included this month. PMWJ correspondent **Ipek Sahra Ozguler** has interviewed Mr. **Hakan Kantas**, Business Continuity Manager at Halkbank AS in Istanbul. PMWJ correspondent **Yasmina Khelifi** in Paris has interviewed **Ricardo Naciff**, President of the PMI France Chapter. The third interview is with PMWJ Honorary Academic Advisor Prof. **Darren Dalcher** in the UK, initiated by a former correspondent who could not complete the interview. It's now a wrap! These are all outstanding discussions on topics of interest to many of you.

Four **Featured Papers** are included this month, by authors in five different countries. "Decrypting the DNA of Megaprojects: A Model-based Management Approach using the Viable System Model" is by **Michael Frahm** in Germany and **Dr. Martin Pffiffer** in Switzerland. "Effectively managing negative and neutral stakeholders: a critical challenge" is a new paper by **Massimo Pirozzi** in Rome. "Scheduling Challenges in Agile & Distributed Projects" is an interesting new paper by **Pat Weaver** in Australia. "Pracademic Program Leadership: The Firefighter's Guide to Planning Success" is a new paper by **Dr. Dale Deardorff** in California. These are serious additions to the PM body of knowledge, so please review and read if you have interest in these topics.

One **Student Paper** is included this month. We were happy to receive and publish a very well researched and written paper by Indonesian high school student **Zavier Naafi Rahmansyah**. The paper titled "'Project Managing' Your Best-Choice University using Multi-Attribute Decision-Making" is an excellent example of using the MADM model for evaluating options, in this case, selection of a university to attend. Thank you to **Dr. Paul Giammalvo** in Jakarta for forwarding this paper to us for consideration, and congratulations to Zavier for the paper's excellent contents.

Six **Series Articles** are included by six authors in five countries, all of whom are well known experts in their respective PM field. **Henny Portman** in The Netherlands has contributed "Agile management products", the latest in his series titled "Sensemaking in the Agile Forest". **Martin Hopkinson** in the UK has authored "Probability-Impact Matrices: a brief guide" in his "Practical Project Risk Management Series". **Jeff Oltmann's** contribution this month in his "Quick Tips for Team Leaders" series is titled

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“Getting Ideas: Nominal Group Technique and Affinity Clustering.” **Frank Saladis’** newest leadership article is titled “Effective Project Leadership – Enhancing Project Team Competency and Effectiveness in a VUCA World”.

Articles in two new series introduced last month are included here. **Dr. Deepa Bhide**, author of the new series on “Healthcare and Project Management” is back with her second article titled “An Industry Perspective.” Dr. Bhide, a medical doctor with experience in IT and project management, has accepted the challenge of educating our readers on the many aspects of the health and medical fields that can use modern project management. We are honored to publish her contributions on project management for such a universally important sector.

A second new series article has also been authored by **Dr. Stanislaw Gasik**, this month’s titled “On Public Programs”. Stan’s series was launched last month with “Let’s talk about public projects”. Dr. Gasik has researched project management in the public sector for the last decade and is the author of the book “*Projects, Government, and Public Policy*”, recently published by CRC Press / Taylor and Francis Group. I am also honored to publish this series of articles on such a widely important topic; his articles should be applicable to government and public projects worldwide.

One **Advisory Article** is included this month, a new one by **Dr. Kenneth Smith** in The Philippines titled “Project Outcomes & The Project Evaluation Process: A Trenchant Tool for Today’s Project Management Practitioners”. **Alan Stretton** has authored a new **Commentary Article** this month titled “Some expanded perspectives on project management involvement in the “fuzzy front ends’ of projects.” Both in their mid-90s, Ken and Alan continue to provide reflective and useful articles based on their deep experience and knowledge related to project management. We’re extremely privileged to have them as regular contributors to this journal.

Four of our most active International Correspondents have again contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as Good News, AI projects and projects in the world of conservation. **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 the “PMI Madrid Chapter and Institute of Change Management Agreement” recently signed by both parties in Spain. **Lindsay Scott** has provided an update from the House of PMO in the UK. It seems they are pretty busy every month, with her new report covering “New PMO Qualifications Launched; New Survey Report from PMO Squad”. Yes, very busy!

Two papers are included in the **Second Editions** section this month. “Role, Challenges and Limitations of Communications in Project Stakeholder Management and Engagement” is co-authored by **Dr. Aurangzeb Khan** in Pakistan, **Dr. Mirosław Skibniewski** and **John Cable**, both Americans. Their paper was originally presented at the 8<sup>th</sup> Annual University of Maryland (UMD) Project Management Symposium in May 2022 in College Park, Maryland. The second paper is an older one by myself originally published in the long discontinued PM World Today in June 2007. It is titled “Teams of Teams: The New Organizational Reality for Program and Project Managers”, an approach only now spreading into more U.S. government agencies. I hope you find these two older papers worth reading.

Four **Book Reviews** are included this month, by **Gauranga Deka**, **Amalia Quintero** and **Dora Jara** from the PMI Dallas Chapter and **Marc Crotty** of the PMI Silver Spring Maryland Chapter. We have cooperative book review programs with both of those organizations. The book reviews are well done with comments and reactions from the reviewers; the books include major contributions to the PM literature by respected authors. Don’t miss our book reviews each month; you might learn something.

A few **Recent News** articles related to project management and PM World are also included.

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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