

Welcome to the May 2023 PMWJ¹

David L. Pells

PMWJ Managing Editor

Welcome to the May 2023 edition of the PM World Journal, the 129th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 36 new works by 40 different authors representing 15 different countries. The new editions this month bring our totals to 4,654 works by 1,837 different authors representing 90+ countries published in the PMWJ to date and soon to be archived in the PM World Library.

We begin with two interesting **Letters to the Editor** this month. **Manuel Ancizu** in Pamplona, Spain has shared some lovely feedback he has received from his May 2022 PMWJ article titled "Everyone Smiles in the Same Language." **Kik Piney** in France has weighed in on some EVM examples cited by **Dr. Paul Giammalvo** in his April 2023 paper on the topic of earned value management.

One interesting **Interview** is included this month, a Q&A with former PMI CEO **Mark Langley** by **Yasmina Khelifi**, our correspondent in Paris. Mark reflects on his 17 years at PMI, some trends and the evolution of the PM field, and some thoughts on the current state of the profession. Don't miss this interview, with someone with a very unique perspective.

Four stimulating **Featured Papers** are included this month, by seven authors in four different countries. **Alan Stretton** has authored "The nature of 'systems', and some early systems contributions to modern project management." Based on Alan's observations, perhaps these are not settled matters after all. "Property development amidst global warming and climate change: A review" is by **Christian Osita Ifediora**, PhD and **Henry Chinedu Halim** in Nigeria; it's a look into an important project-based sector in most economies. Weighing into the complex and unsettling issue of AI, **Federico Minelle** and **Franco Stolfi** have contributed "AI to support PM: a ChatGPT quality assessment (β test)". This is really new stuff! **Glen Alleman** has co-authored, with **Annamarie Oien**, PhD, a paper on a seemingly important topic, "Is There an Underlying Theory of Software Project Management?" This is a question and issue that I have never considered. Have any of you? It's pretty interesting reading!

Seven **Series Articles** are included by eight authors in seven different countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** in India has continued her series on "Healthcare and Project Management" with "Ethical Decision-Making in Healthcare." This seems another critically important topic in the healthcare field, as it is in project management. **Stanislaw Gasik, PhD** in Poland has authored "On public projects' values, the latest article in his "Let's talk about public projects" series.

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Dr. Al Zeitoun and **Dr. Harold Kerzner** in the USA have provided “Building Program and Project Management Muscles: The Thinking Muscle”, the latest in their future-oriented series titled ‘The Great Project Management Accelerator’. **Henny Portman** in The Netherlands has contributed “Culture makes or breaks your agile transition”, the latest in his series titled “Sensemaking in the Agile Forest”. **Yasmina Khelifi** in Paris has authored “Level up Your Intercultural Awareness (Part 1)”, the newest article in her “Making a Modern Project Manager” series. “Schedule Risk Analysis: a brief guide” is the latest by **Martin Hopkinson** in the UK, in his “Practical Project Risk Management” series.

The final series article this month is “Part 1 Series Introduction”, the introductory article in a new series on “The Road to Responsible Collaboration” by **Robin Hornby** in Canada. Robin is the author of the recently published book “*A Concise Guide to Project Collaboration: Building a Delivery Organization*” (Routledge 2023). He’s authored other books, but this one really caught my eye; it’s a great topic for project management leaders and organizations. I hope you agree.

Four **Advisory Articles** are included this month. **Audrey Mphela** in South Africa is the author of “Implementing Change Management for Change.” **Manuel Ancizu** in Spain is back with another advisory, this one titled “Four simple yet powerful ways of introducing and promoting sustainability in projects, programs and portfolios.” **Tara Miller** in Pennsylvania has authored “The Key to Successful Project Management is People Management.” **William R. Owen** in Washington state, USA is the author of “Using Remaining Duration as a Key Project Performance Measurement Tool.” These are all interesting and potentially very useful articles.

Four **Commentary Articles** are also included this month, two by authors in South Africa and two by true global thought leaders in the PM field. “Why incorporating business acumen in healthcare project management is essential for achieving SDGs in Africa” is an important contribution by **Rudi T. De Koker**; “What is the relevance of the Project Manager in the context of an employer’s influence on the construct of the project delivery team” is a thought-provoking article by **Trevor Mpatsi**. These two articles are based on their respective presentations at the November 2022 PMSA national conference in Johannesburg. PMI Fellow and PMWJ Honorary Global Advisor **Thomas Walenta** in Germany has contributed a wonderful article titled “How wisdom helps to live a good life.” Frequent PMWJ author and globally recognized PM expert **Patrick Weaver** has authored an equally important article, questioning the validity of some of the failed projects statistics in his article titled “Do 80% of organizations average a project failure rate of 80%?” I think you can guess the answer, but there are underlying issues to consider.

Two very interesting **Case Studies** are included in this edition. **Dr. Ken Smith** in The Philippines has provided a fascinating story about conducting an on-the-ground pre-feasibility assessment for a project on the Island of Palawan for the Episcopal/Anglican Diocese of the Central Philippines. His case study, full of photos and maps, is titled “BACK TO THE BARANGAY - Applying Rapid Appraisal & Problem Analysis Diagramming for a Project Pre-Feasibility Assessment: A Case Example”. The second case study by **Alicia Lanier** in the USA, titled “Agility and Resiliency: A Winning Combination! Agile Case Study - Watershed Master Plan Program for Flooding

Resiliency”, is about how the City of Fayetteville, North Carolina, successfully incorporated Agile philosophies and methodologies into a multi-million-dollar planning program for flooding resiliency. Don’t miss reading these real-life stories about important projects for their local communities in two vastly different environments.

Four **Reports** are included this month, three by active correspondents and one by an author I had not heard from in many years, reporting on an historic and unique recent event. First unique: **Robert Van De Velde, PhD** in Canada has provided a great report covering the major speakers at the recent “PGCS Webinar: Earned Schedule at 20 Years – A recap.” If you have an interest in Earned Schedule, catch up by reading this report.

Miles Shepherd in Salisbury, England has provided another entertaining and newsy report covering Bad News, Good News, Advanced Engineering and escaping Beavers. We never know what Miles is going to report about each month. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and four major projects (or programs in some eyes). These are fascinating mega-projects to read about each month. He’s even promised to find some new interesting projects in Finland to report on in future months, so stay tuned. **Alfonso Bucero** in Madrid has authored a short report about the latest PMI Madrid monthly meeting on 27 April.

Only one paper is included in the **Second Editions** section this month. **Randall Englund** in California and **Alfonso Bucero** in Spain, who have co-authored many works together over the years, have submitted a paper titled “Develop your Personal Skills to be a Complete Project Manager”. This excellent paper was originally presented at the 2013 PMI Global Congress in Istanbul, Turkey.

A whopping eight **Book Reviews** are included this month, by reviewers in north Texas, Maryland and the UK. Our book reviews are intended to create new knowledge, but tapping the personal experience, perspectives and viewpoints of the reviewers, most of whom are experienced PM professionals. In addition, we offer books for review as a service to PMI members and others who can claim PDUs for PMP recertification once the reviews have been published, which is a benefit to individuals, PMI chapters and the PMWJ, of course. If you have some interest, please contact me.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about our newest Honorary Global Advisor Brigitte Schaden in Austria and Honorary Academic Advisor Prof Öncü Hazir in France. Also, note the article about the upcoming 15th UT Dallas PM Symposium on 22-23 May; if you live anywhere near north Texas, don’t miss this world class PM conference.

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