

Welcome to the June 2023 PMWJ¹

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PMWJ Managing Editor

Welcome to the June 2023 edition of the PM World Journal, the 130th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 35 new works by 42 different authors representing 15 different countries. The new editions this month bring our totals to 4,691 works by 1,846 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Three **Letters to the Editor** are included in this edition. **Bob Prieto** (USA), **Martin Hopkinson** (UK) and **Dr. Paul Giammalvo** (Indonesia) have all offered serious feedback about works recently published in the PMWJ. It's actually nice to get these emails as they prove someone is reading the journal. I would welcome more, so if you have a comment or reaction to something in the journal this month, by all means contact me.

One **Interview** is included this month, an important exchange with **Alan Boddison**, Chief Executive of APM in the UK, by **Yasmina Khelifi** in Paris. Yasmina is very good at cornering global figures in the PM world to interview; this month is certainly no exception. Adam has not been at the helm of APM for very long, so this is a good opportunity to see what APM's top leader is thinking and planning. Thank you Adam and Yasmina.

Seven interesting **Featured Papers** are included this month, by authors in five different countries. "Mega Construction Projects in South Africa: Cultural Complexity" by **Gcobisa Mashegoana** at Eskom Holdings discusses some of the cultural issues in her country that seriously complicate the implementation of large projects there. In "An Early Warning System for Projects with Rolling Wave Planning Characteristics", co-authors **Dr. Steve Ford**, **Dr. Jay Hanan** and **Kelly Benson** in Colorado introduce a novel approach for planning projects with medium and long timeframes. **Pascal Mabelo** in South Africa has authored "Risk Management and Project Life Cycle", a discussion of two critical aspects of project management. **Pat Weaver** in Melbourne is back this month with another ground-breaking paper titled "Predicting Completion of Agile & Distributed Projects."

Another South African author, **Ashley Majika**, has contributed a paper titled "Implications of organizational capacity on project delivery of SMMEs in South Africa: A review of literature." This is most likely a relevant topic for PM professionals in many countries. "Sustainable Project Management: A multidimensional value-based approach" is another ground-breaking paper this month by a team of authors and researchers in Italy led by **Massimo Pirozzi** and **Alessandro Quagliarini**, long time PMWJ advisors and correspondents. Hats off to their team of **Francesca Apponi**, **Francesca Brusciotti**, **Cecilia Buzzi**, **Antonio Mendicino**, **Claudia Milani** and **Davide Raguso**. The final

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featured paper by **Tangguh Wijoseno** in Jakarta is on the rather specialized and advanced topic of “Modifying The Lang Factor using Process Plant Project Date Cost in Pertamina for more Precision, Valid and Reliable Class 4 Estimation Purpose in Indonesia.” Tangguh and his paper were referred to us by **Dr. Paul Giammalvo**. Thank you, Paul!

Series Articles are included by six regular series authors; we also introduce a new series this month by well-known author, thought leader and PMI Fellow **Ricardo Viana Vargas**. **Dr. Deepa Bhide**'s new article in her “Healthcare and Project Management” series is titled “Patient Care as a Project” and is based on her recent experience as a receiver of medical treatment. It's a new and important perspective, so please take a look. **Stanislaw Gasik** in Poland has authored a new article in his series on “Let's Talk About Public Projects”, this one addressing “Public Project Governance – What the public administration needs project for.” If you work of a government agency or contractor, please follow and read this series of articles. “The evolution of agile frameworks” is the final article in his series on “Sensemaking in the Agile Forest” by agile PM expert **Henny Portman** in The Netherlands. This is a wrap; read this one, then revisit others in the series if you missed any.

Martin Hopkinson in the UK is the author of another short article in his “Practical Project Risk Management” series titled “Schedule Risk Analysis Prioritization Results: a brief guide.” **Oliver Lehmann** in Munich has authored a fascinating new article in his “Project Business Management” series, this one the first in a new mini-subseries article titled “Project Business and Chinese Stratagems, Pt. 1: Stratagems for a Position of Strength.” Oliver's articles are always well-written and interesting; this one is certainly no exception. **Robin Hornby** in Alberta is back this month with “Part 2 Strive for Alignment” in his series titled “The Road to Responsible Collaboration.” Robin's series is based on his recently published book on this same topic, so the depth of understanding on this topic is clear.

Finally, the new series this month titled “Beyond Hype” is by **Ricardo Vargas** and based on his LinkedIn newsletter with the same title. Ricardo's first PMWJ series article is titled “Introduction, AI and What's on My Radar”. We think that you will enjoy reading Ricardo's take on some very current and trending topics affecting projects and PM around the world. Ricardo is an honorary global advisory for the PMWJ so we are happy to publish his works and words in the journal.

Two **Advisory Articles** are included this month. **Taylor Hastings** in Colorado has authored “Program Management Tips for Large-Scale Fleet Operations”. **Alicia Lanier** in North Carolina is back with a new article titled “Managing for Complexity”. Hopefully these articles will be useful to some readers somewhere in the PM world.

Commentary Articles are always extremely interesting; four are included this month. “Project Management and Telemedicine Perspectives in Digital Health” is a thoughtful piece by **Rudi de Koker** in South Africa. “Project Life Cycle * Sophie's Choice: What's in a Word?” is a thought-provoking article by **Dr. Ken Smith** in Manila, who is pointing out an important potential terminology dilemma in the PM field. **Alan Stretton** has authored another important consideration for leaders in the PM field with “A commentary

on extending project management integration into new domains.” We are honored that Alan continues to publish his research, papers and articles in the PMWJ; his body of work now really does provide a foundation for other researchers and professional leaders well into the future. The final commentary is “The way forward: Creating new principles in traditional and agile project management” by **Bhavisha Jaga** in South Africa. I’m happy to see PM professionals and practitioners thinking of new ways to contribute to the future of the PM professional field.

The four **Reports** included this month are all full of interesting news and information. **Miles Shepherd** in Salisbury has provided another entertaining and newsy report under the theme of “moving on”, with segments on the coronation of King Charles III, politics in the UK, energy projects, changes at APM and ‘the missing pieces project.” Miles’ report is once again fun to read. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and three major infrastructure projects (or programs in some eyes): Helsinki’s Länsimetro extension, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects (a program of multiple new bridges in and around Helsinki). These are fascinating mega-projects to read about each month.

Lindsay Scott in Manchester has provided another interesting “Update from the House of PMO”. Her report includes information about International PMO Day (recently concluded), “Getting up for the PMO Conference in London on 15 June”, friction between PMO and delivery teams, and “Project Challenge”. **Sri Sudharshan M** in India has provided an “Update from PMOGA India Hub” with news about their May Project Insights event with **Cecilia D’Silva**, PMO leader at Kinara Capital, and their upcoming event in June. These two reports are for PMO leaders everywhere!

Alfonso Bucero has provided an older paper in the **Second Editions** category, a paper that he presented at a 2013 PMI conference, titled “Sell your horse: Developing your Influence Skills for Project Success.” Alfonso, who is also a PMI Fellow, correspondent and editorial advisor for the PMWJ, always provides good advice for those at any stage of their PM career.

Four **Book Reviews** are included this month, by PMI members in the Dallas area who get books to review through our cooperative book review program with the PMI Dallas Chapter. Our book reviews are intended to create new knowledge by including the reviewer’s experience, perspective and opinions related to the topic of the books. I hope readers gain something from reading them. A few **Recent News** articles related to project management are also included. Of particular note, please read the articles about upcoming events.

Thank you very much to all of the authors and contributors this month, and I hope you the readers find this month’s edition interesting or useful.

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/>