

Welcome to the July 2023 PMWJ¹

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Welcome to the July 2023 edition of the PM World Journal, the 131st monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 33 new works by 41 different authors representing 16 different countries. The new editions this month bring the totals to 4,722 works by 1,859 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Two **Letters to the Editor** are included in this edition. It seems that we now have a running commentary on AI, as **Federico Minelle** and **Franco Stolfi** (Italy) respond this month to last month's letter to the editor by **Martin Hopkinson** (UK) regarding their May paper describing their ChatGPT assessment. We'll be happy to hear from more of you on this topic, especially since we publish several AI-related papers again this month. Also, **Kik Piney** in France has offered some comments in reaction to **Dr. Ken Smith's** (Philippines) article last month about project life cycle terminology. Letters to the editor can share new knowledge, so please share your thoughts on anything we publish.

Two **Interviews** are included this month, by PMWJ correspondents **Yasmina Khelifi** (France) and **Angelica Larios** (Mexico). Yasmina's interview with **Heidi Musser** is excellent, as Dr. Musser shares experiences and insights from her decades in agile, IT, board and advisory leadership. Angelica's interview with PMI regional leader **Dr. Angela Mendez** is an excerpt from the recent book titled "Perspectives of Women in Project Management Latin America", created by Angelica and **Ipek Sahra Ozguler** (Turkey). For fresh and powerful perspectives, read these interviews.

Five **Featured Papers** are included this month, by authors in four different countries. "Navigating Challenges: Infrastructure Project Delivery in Conflict Zones" is a wonderful ground-breaking paper by **Yamanta Raj Niroula** (Nepal) who has experience working in such conditions in many countries. I'm honored that he is sharing his valuable insights through the PMWJ. Professors **David Murphy** and **Andrew Gale** (UK) are the authors of "Projects as Partnerships: Project Management and cross-sector partnering approaches to stakeholder engagement", an update of a paper originally presented at the April 2023 University of Maryland PM Symposium. This too moves the envelope forward on multiple topics, as knowledge about stakeholders and organizational approaches often do. This is a fully researched and referenced academic paper by heads of their respective university project management programs in the UK.

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Dr. Larry Icard, Johan Botha and **Dr. Darelle Van Greunan** (South Africa) have authored “The Use of Project Management Technology Tools for Managing Digital Solutions Projects: A case example”, which is a rather traditional topic applied to the new digital landscape. “Calculating Completion” by **Patrick Weaver** (Australia) also addresses a traditional topic with new depth and breadth, providing another exclamation point to this schedule management issue. **Mark Reeson** (UK) is the author of “The Importance of Change Management within Business Management”, also reinforcing good practices that should already be widespread but may not be.

Seven **Series Articles** are included by eight authors in seven countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** (India) has introduced a new co-author, **Sunanda Gundavajhala** (India), for her important new “Healthcare and Project Management” series article, this month titled “Project Management Approaches in Health Care.” **Dr. Stanislaw Gasik** (Poland) has authored “Parliaments and projects” in his ground-breaking series titled “Let’s Talk About Public Projects.” **Oliver Lehmann** (Germany) has contributed another new project business management article, continuing his new series incorporating ancient Chinese military philosophy, this one titled “Project Business and Chinese Stratagems, Pt. 2: Deceptive Stratagems.” These are powerful new articles that should be of interest to thousands of PM professionals.

“A Process for Developing Schedule Risk Models: A brief guide” is the latest article by **Martin Hopkinson** (UK) in his series titled “Practical Project Risk Management.” **Yasmina Khelifi** (France) has authored “Level up Your Intercultural Awareness, Part 2” in her “Making a Modern Project Manager” series. **Robin Hornby** (Canada) is back with “Part 3 Organize to Collaborate” in his series titled “The Road to Responsible Collaboration” based on his latest book. “Rethinking ESG: The Urgent Need to Prioritize S and G” by **Dr. Ricardo Viana Vargas** is the latest in his “Beyond Hype” series, based on his LinkedIn newsletter of the same title. These are articles on topics that should also be useful to many in the PM field.

Three **Advisory Articles** are included this month. **Rudi De Koker** (South Africa) is back with an article titled “Leveraging Project Management in Workplace Health Promotion”, a new topic or at least a new perspective merging two important issues. **Dr. Ken Smith** (The Philippines) continues to share his vast experience with a new article titled “Take the Guess out of Guess-timating: Use Milestones to Monitor Project Performance.” **Henny Portman** (The Netherlands), author of a recently concluded long-running PMWJ series on Agile Project Management, has contributed an important new article titled “Agile Portfolio Management”, co-authored by countryman **Rini van Solingen**. Advisory articles are normally works that can have immediate practical value, so I hope these qualify for some of you.

Two **Commentary Articles** are included this month. **Tara Miller** (USA) in Philadelphia is back with an interesting personal piece titled “Why Chaos is Such a Great Source of Motivation.” **Taka Sande** (South Africa) is the author of “Corporate Governance for Project Professionals. These are highly experienced professionals who know what they are talking about, so we’re happy to share their perspectives this month.

Six of our most active International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another very newsy and entertaining report; **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and two major projects (or programs in some eyes); **Alfonso Bucero** in Madrid has authored a short report on summer activities at the PMI Madrid chapter; **Alessandro Quagliarini** in Rome has provided a very interesting report and interview titled “Italian PM in Wonderland: Risk Management into folk wisdom; **Sri Sudharshan M** has provided an update from the PMO Global Alliance India Hub; **Lindsay Scott** in UK has provided another “Update from House of PMO”, this one covering the recent June PMO Conference in London. Read these reports about interesting developments in different parts of the world.

Four good papers are featured in the **Second Editions** category this month. We’ve republished (again) an older paper by **Alan Stretton** from way back in 1994 titled “A Short History of Modern Project Management.” Please see the footnotes to understand why Alan agreed to its republication this month; it turns out that his personal experience in Australia and Australian perspective may still be of much interest to many readers. We wholeheartedly agree, so here it is.

As in previous years, we are republishing selected papers from the annual University of Maryland’s Project Management Symposium, held in April this year. We’re excited to include a UMD symposium paper this month titled “Managing AI: Risks and Opportunities” by **Donald Polaski** and **Marissa Brienza** of Booz Allen Hamilton in Virginia, USA. Also included are two papers from the 15th University of Texas at Dallas PM Symposium in May. The first is another AI-related paper titled “What is ChatGPT and how will it impact project Management?” by **Lawrence Reid**. The second is “Agile and Organizational Change Management to Increase Project Success” by **Dr. Paul Burton**, USA. Reid and Burton are based in Texas, USA. These conference papers are selected for republication based on the quality of writing as well as perceived potential interest to our readers. I hope you all agree.

Four **Book Reviews** are included this month, by reviewers at the PMI Dallas Chapter with which we have a cooperative PM book review program. The books are all relevant to managing projects, programs or teams. Our book reviews are also intended to create a little new knowledge based on the experience and reactions of the reviewers, so please don’t discount them out of hand. They are not advertisements for the books, although many are rather positive. In any case, read one or two and consider their value.

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) 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/>