

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the August 2023 edition of the PM World Journal, the 132<sup>nd</sup> monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 36 new works by 39 different authors representing a whopping 19 different countries. The new editions this month bring our totals to 4,761 works by 1,869 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

One **Letter to the Editor** is included in this edition on the topic of project "life cycles", this one from **Dr. Paul Giammalvo** in Jakarta. The debate widens. Please see also another related article on this topic in the Commentaries category, and an even more insightful leveling of the playing field in Prof **Darren Dalcher's** series article this month.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, with an increasingly influential character in the global project management community, **Dr. Joel Carboni**. Joel is a champion of sustainability and founder and head of Green Project Management (GPM). Most of you should already be aware of the great work GPM has done to introduce the PM world to the UN's sustainability goals, the creation of green PM courses and qualifications, and more recently partnering with PMI. Check out this interesting interview.

Nine **Featured Papers** are included this month, by authors in eight different countries. These good papers are a mix of academic and professional research results, by professors, graduate students and senior project management practitioners. The topics vary from directly to indirectly related to program and project management. Rather than mention all of the titles and authors, I can say that these are substantial works representing many hours of research and writing. So please review the titles and summaries and read one or two. Several are a little dry, several fascinating and a couple on significant topics.

Eight **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. **Prof Darren Dalcher** at Lancaster University in the UK is back from a hiatus with a powerful new article titled "Making sense of life cycle wars: From model to reality." It's a must read relative to writings on this topic in this and recent editions of the journal. **Dr. Deepa Bhide** in India is back with another excellent article related to "Healthcare and Project Management" titled "Healthcare Projects in a Global Perspective (Part I)". Another important work!

---

<sup>1</sup> How to cite this paper: Pells, D.L. (2023). Welcome to the August 2023 PMWJ; *PM World Journal*, Vol. XII, Issue VIII, August.

**Dr. Stanislaw Gasik** in Poland has authored the next in his series on “Let’s Talk About Public Projects”, this month’s article titled “Government Project Management Offices” in which he describes a couple of interesting examples. “The Program Way” is the latest article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA in their series on “The Great Project Management Accelerator”. **Oliver Lehmann** in Germany has authored the next article in his very interesting series on “Project Business and Chinese Stratagems, part 3”. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Cost Risk Analysis.” **Robin Hornby** in Alberta, Canada has provided a new article in his series on “The Road to Responsible Collaboration”, another very important topic in my opinion. This one is “Part 4 Align with the Business.” The series section culminates this month with **Dr. Ricardo Vargas’** recent “Beyond Hype” article titled “Is AI Putting Our Values as a Society at Risk?” Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Two **Advisory Articles** are included this month, by Mr. **Gopinath Venu** in the USA and **Dr. Ken Smith** in Manila. Gopinath has authored a useful agile-related article titled “How to leverage different Agile Estimation Techniques to avoid uncertainties in a Project.” Dr. Ken has offered another short creative article titled “A Better Indicator for Targeting & Maintaining Performance ‘ON THE AVERAGE’”. Interesting topics!

Three **Commentary Articles** are also included this month. **Taka Sande** in South Africa, who authored a first article for the PMWJ last month, is back with “Understanding Project Business.” **Alan Stretton** in Sydney is the author of another significant contribution based on his study of the 2021 PMI Standard for Project Management and PMBOK Guide, 7<sup>th</sup> edition, titled “1. Some inconsistencies in the usage of ‘outcomes’ in PMI 2021, and some suggested amendments.” **Robert Buttrick** in UK has weighed in on the topic of project life cycles with an article titled “Response to Project Life Cycle \* Sophie’s Choice”, a critique of Ken Smith’s June article on the subject. This is the life cycle war that Darren Dalcher referred to in his series article this month.

Five of our most active International Correspondents have contributed **Reports** this month. **Peter Banda** in Harare, Zimbabwe has reported about a major new project there in a piece titled “ZIMBABWE Government delivers new \$13m Airport Terminal Project”. **Alfonso Bucero** in Madrid has authored “Interview with Jesus Vazquez, PMI Madrid Chapter President” in his report. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as the A303 Stonehenge Tunnel, North Sea Oil, Ministry of Defence projects, Wind Farm in Trouble and more. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter, the Raide-Jokeri light rail project, and the Kruunusillat [Crown Bridges] projects. **Sri Sudharshan.M** in India has provided an update from the PMO Global Alliance India Hub. It seems they are very busy every month these days.

In the **Second Editions** section, three works are featured this month, including two from the May 2023 15<sup>th</sup> UT Dallas PM Symposium. “Agile Red Flags: The Problems

they Signal and Mitigations” is an excellent paper by **George Sammit** at the Southwest Research Institute in San Antonio, Texas. “Earned Schedule: Forecasting Project Duration Increase from Rework” is the latest paper by **Walt Lipke** in Oklahoma, the original developer of the earned schedule methodology. Get the latest from the creator; read his paper. “Project Levers and Gauges” is a nice older paper pulled from his archives and sent to us by **Stacy Goff**, former IPMA executive living in Colorado, USA. Stacy’s work is always interesting, although not as much as his live presentations.

Four **Book Reviews** are included this month, by members of the PMI Dallas Chapter who have participated in our cooperative PM book review program with the chapter. PMI members can claim PDUs for PMP recertification by reading a relevant PM-related book and authoring a decent review published in the PMWJ. It’s been a very successful and popular program for many years.

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

I hope you find this month’s edition interesting and 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](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/>