

Welcome to the September 2023 PMWJ ¹

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Welcome to the September 2023 edition of the PM World Journal, the 133rd monthly edition. This month's PMWJ is another diverse and interesting edition, with 32 new works by 33 different authors representing 13 different countries. The new editions this month bring our totals to 4,799 works by 1,881 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

I want to begin my introduction to the PMWJ this month with a couple of personal observations. While I am proud to publish good works in the journal every month, some of the articles and papers this month are absolutely outstanding. Several should also expand the range of potential research and new applications of project and program management; I'll leave it to you to discover the works in mind. Several cover old topics in new ways. Some are simply entertaining to read.

Two **Letters to the Editor** are included in this edition, both dealing with definitions of important PM terms and concepts. **Dr. Ken Smith** in Manila offers an apology and clarification regarding project life cycles, a topic on which he recently wrote, which in turn generated some serious responses from other well-established authors. **Dr. Stan Gasik** in Poland has offered some feedback and important context for defining a "program", depending on context, industry and frame of reference.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, an interesting Q&A with **Carole Osterweil** in the UK. Carole is the author of the book *Neuroscience for Project Success: Why People Behave as they do*. The interview explores concepts from the book as well as Ms. Osterweil's background and some factors that led her to this important topic. This should be a current hot topic for those in the PM field, helping us understand our teammates and stakeholders better. Check out this interesting interview.

Seven **Featured Papers** are included this month, including three by young professionals in Indonesia, **Ms. Nina Ratna Enggar Puspita**, **Mr. Royan Nur Huda**, and **Mr. Cahyo Sukmono**. Their three papers, with titles too long to conveniently include here, explore important topics related to project planning and management in the energy sector in Indonesia. Their research papers were prepared for a mentoring course taught by **Dr. Paul D. Giammalvo** of PT Mitratata Citragraha in Jakarta to help achieve Certified Cost Professional certification from AACE International. These authors and their excellent works were referred to me by Dr. Giammalvo, which I appreciated. They should be of interest to other project controls professionals in other many countries.

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A paper by **Paul Giammalvo** is also included, a somewhat personal but heavily referenced work titled “The Futility of Integrated Master Plans Prepared by Planner/Schedulers with Little or No Hands-on Field Experience.” Younger readers, please don’t take umbrage; in many industries, Paul’s position makes sense and is often required. This then leads to the paper by **Marco Caressa** and **Massimo Pirozzi** in Italy titled “What to do if a project doesn’t go as planned or expected? (Let’s also ask Chat GPT-4)”. These two papers may become popular reads for many of you. After all, what could possibly go wrong with your next project?

“Project Logistics Management: A Literature Review for Project Managers” by **Prof. M. F. Harake** in France is one of my favorite papers this month. I think logistics, as it is for military campaigns, is one of the most important aspects of most programs and projects. Yet it seems to get very little attention in the project management field. After reading this paper, you might have a better idea as to why I think it is so important. Finally, **Dr. Pawel Paterek** and **Karolina Jarocka** in Poland, both of whom have deep experience with IT projects, ask a very good set of questions in their paper titled “Is it Possible to Create the Project Manager’s Manifesto?” Read their paper to see their arguments.

Five **Series Articles** are included, by nine authors in five different countries all of whom are well-known experts in the PM field. **Dr. Deepa Bhide** in India has authored another strong article titled “Healthcare Projects in a Global Perspective (Part II)”, a follow up to last month’s “Part I” in her “Healthcare and Project Management” series. **Dr. Stanislaw Gasik** in Poland has authored a major new article in his series titled “Let’s Talk about Public Projects” on the important topic of “Supreme Audit Institutions and Projects”. These two articles are significant as they only touch the surface of the subjects but provide critical directions for further research and development needed related to PM in these two important sectors – healthcare and government institutions, probably where the most money in the world is spent on programs, projects and services.

Three other good series articles are included this month. **Robin Hornby** in Canada has authored “Part 5 Barriers to Collaboration” in his series titled “The Road to Responsible Collaboration.” **Martin Hopkinson** in UK has authored “Budgeting for Cost Risk: A brief guide” in his series on “Practical Project Risk Management.” And **Dr. Ricardo Vargas** in Portugal has provided “Top Skills Needed for Project Managers in the Age of AI” in his “Beyond Hype” series. These are interesting reads that you all might enjoy and may even find useful.

Two **Advisory Articles** are included this month, again by **Mr. Gopinath Venu** in the USA and **Dr. Ken Smith** in Manila. Gopinath has authored a useful agile-related article titled “Different approaches to Sprint Retrospectives for Agile teams.” Dr. Ken has offered another short article titled “Performance Assessment of Multi-Objective Projects and Programs.” While not everyone will find Ken’s template attractive, the underlying issue addressed in his article is important and should be of interest to nearly everyone. Most of our projects have multiple stakeholders; so how do we balance their interests during the planning and measuring of strategies, objectives and outcomes?

One **Commentary Article** is included this month. Alan Stretton in Sydney is the author of a second contribution based on his study of the 2021 PMI Standard for Program Management and PMBOK Guide, 7th edition. This one is titled “2. Some contradictory entries in PMI 2021 re post-delivery outcomes, and comments on user roles, and project management involvement.” Rather than just point out inconsistencies and potential problems, Alan offers suggestions for improving both documents.

One **Personal Story** is also included this month, a relative rarity for the PMWJ. We just don't receive many personal PM stories, even though we all have some. “Applying Project Management Processes to Achieve Your Personal Dreams” is by **Anne Witherspoon** who lives here in the Dallas area. Her paper was presented at the 15th UT Dallas PM Symposium in May. It's well written and interesting, and I thought many of our readers would find it fun to read. She tells the story of her successful personal project, describing challenges, sidetracks and real-world aspects that most of us can relate to.

Three of our most active International Correspondents have contributed **Reports** this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering various awards programs and results, including government, institutional and project management. **Dr. Jouko Vaskimo** in Helsinki is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and two major projects (or programs in some eyes): the Raide-Jokeri light rail project and the Kruunusillat [Crown Bridges] projects (definitely a program of multiple new bridges in and around Helsinki). **Alessandro Quagliarini** in Italy has authored a short “Announcement of Project Management Expo 2023” the annual conference organized by ISIPM in Rome in September this year.

Three papers are included in the **Second Editions** section this month, two by authors of papers presented at the UT Dallas PM Symposium in May and an older paper by PMWJ advisor and correspondent **Alfonso Bucero** in Madrid. “Managing Organizational Transformation – Lessons Learned” is by **Huma Sohrwardy**. “Sustaining a Transitioning Project Management Office (PMO)” is by **Eureka Saunders**. Huma and Eureka live in the Dallas area; I thought their symposium papers would be of interest to some of our readers. I hope some of you agree. Alfonso's paper titled “How to understand project stakeholders for project success” was originally presented at the PMI global congress in London in 2015. These papers are republished with the authors' permission.

Seven **Book Reviews** are included this month, by six members of the PMI Dallas Chapter and one member of the PMI Silver Spring Maryland chapter. We have cooperative book review programs with those two PMI chapters that provide a regular supply of reviews of books related directly or indirectly to project management. 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.pmworldjournal.com) and Managing Director of the PM World Library (www.pmworldlibrary.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@pmworldjournal.com.

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