
Welcome to the October 2023 PMWJ ¹

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Welcome to the October 2023 edition of the PM World Journal, the 134th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and very interesting edition, with 33 new works by 35 different authors representing 15 different countries. The new additions this month bring our totals to 4,827 works by 1,892 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Two interesting **Interviews** are included this month. PMWJ correspondent **Yasmina Khelifi** in Paris has interviewed **Lenka Pincot**, Chief of Staff to PMI CEO **Pierre Le Manh**. Lenka not only discusses her own introduction to project management but reveals more about some of PMI's strategic initiatives with which she is intimately involved. The second interview is also terrific, a Q&A with **Dr. Yan Liu**, a young Chinese scholar, by **Ms. Evelyn Chao**. Evelyn is a high school student in Washington, DC who is passionate about project management and the founder of the nonprofit organization PM Ready Inc. (www.pmready.org) a web-based platform for inspiring other young people and fostering intergenerational conversations about project leadership. Check out these interesting interviews this month.

Seven **Featured Papers** are included this month, by authors in five different countries. Three papers are by young professionals in Indonesia whose papers were prepared during a 6-month long Graduate-Level Competency Development/Capacity Building Program developed by PT Mitrata Citragraha and led by **Dr. Paul D. Giammalvo** to prepare candidates for AACE CCP or other certifications. These deeply researched and referenced papers by **Samuel Yonathan Montang**, **Muhammad Fadhli Zilikram** and **Glenn Cahya Dwi Ramanhan** advance estimating, scheduling and cost management in Indonesia's important oil and gas industry.

The four other featured papers also address important topics in the PM field. "Navigating the Transition from Project Management to Product Management" is by **Devang Patel**, **Sakhi Aggrawal** and **Kevin Dittman** at Purdue University in the U.S. "An Introduction to Urgent Emergency Project Management" is by **Prof. Dr. M. F. Harake** in France. "Circular Economy: What does it mean for project professionals" is by **Raju Rao**, a very experienced PM professional in Chennai, India. **Pascal Mabelo** in South Africa is the author of "Risk Management and Project Context", another hot topic these days.

Six **Series Articles** are included by true thought leaders in six different countries. **Dr. Deepa Bhide** in India is back with another powerful article related to "Healthcare and Project Management" titled "Team Management in Healthcare Projects". **Dr. Stanislaw**

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Gasik in Poland has authored the next in his series on “Let’s Talk About Public Projects”; this month’s article is titled “Projects in state development stages” in which he discusses projects in the context of a country’s stage of development (with different models considered). This seems like a very significant yet seldom considered context related to projects and project management in the public sector. It seems that every month I engage with these two authors regarding their series as well as various issues in their respective sectors – healthcare and government. These are incredibly important industries that have been underserved by the project management professional field (and literature), in my opinion, even though they represent massive portions of the global economy and affect billions of PM stakeholders.

Oliver Lehmann in Germany has authored the next article in his very interesting Project Business Management series titled “Project Business and Chinese Stratagems, part 4: Stratagems for Confusion”. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Risk to Project Benefits.” **Robin Hornby** in Alberta, Canada has provided a new article in his series on “The Road to Responsible Collaboration”, another very useful topic in my opinion. This one is “Part 6 Architecture and Models.” **Yasmina Khelifi** has authored “Network to Share and Learn – Part 1” in her series on “Making a Modern Project Manager.” Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Three **Advisory Articles** are included this month, by Ms **Mruga Patel** in the USA, **Rudi di Koker** in South Africa and **Yogi Schulz** in Canada. Mruga in her first article for the PMWJ has authored “Bridging the Gap between Risk Assessment and Risk Management with Data”. Rudi di Koker is back with “The Crucial Role of Project Management in Advancing Healthcare Access and Universal Health Coverage.” **Yogi Schulz** in Canada, another new author this month, has contributed “Responding to the top 10 causes of stalled AI/ML projects”, offering some interesting new perspective on two of the hottest topics in the PM field, artificial intelligence and machine learning. Excellent knowledge sharing this month!

Three **Commentary Articles** are also included this month. **Alan Stretton** in Sydney is the author of “Some potential current and future-related topics for project management to consider addressing in more detail.” Alan has identified some significant gaps in professional bodies of knowledge and standards that need attention; we hope some professional leaders read the PMWJ and consider Alan’s call for action. **Muhamed Abdomerovic**, a very experienced PM professional based in North Carolina, has weighed in on the subject of life cycles with “Project Processes: A short reminder on project life span and life cycle”. **Dr. Ken Smith**, our regular contributor in Manila, has authored “On Digital Project Management: Outstanding Issues for Consideration, Review & Resolution” – perhaps addressing some pet peeves of those in the project controls business. Some common PM tools (and perhaps knowledge) that were taken for granted 30 or 40 years ago now seem to be missing.

Six interesting **Reports** are included this month. This section starts this month with a report titled “ISO/TC 258, ISO Technical Committee for Project, Program, and Portfolio Management, convenes in Philadelphia, Pennsylvania, USA.” This report is by **Dr. Jouko**

Vaskimo, PMWJ correspondent in Finland who has also been a Finnish representative on the ISO standards committees for many years (and has reported about these meetings previously). Jouko begins his report by identifying the countries represented in the important international collaboration that is working on the ISO PM standards, then provides an update on the standards work that might affect the PM field in years ahead.

Alessandro Quagliarini in Rome has provided a comprehensive update on activities by PMI Italy chapters, IPMA Italy national member, and ISIPM, the independent Italian Institute of Project Management. As Alessandro's report highlights, the PM profession is well established and very active throughout Italy. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy "UK Project Management Round up" covering such topics as Something Old, Something New, Something Less Controversial, Future Taxis, Some Worrying Signs, Something Sporty, Trivial Pursuits, Habitat Boost and more.

Dr. Jouko Vaskimo has also provided an update about Association of Project Professionals Finland, PMI Finland Chapter and two major projects: Helsinki's Raide-Jokeri light rail project and the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki). **Alfonso Bucero** in Madrid has authored a short report titled "Passion, Persistence and Patience – A heritage from past PMI Madrid Chapter Presidents". **Sri Sudharshan.M** has provided an update from the PMO Global Alliance India Hub. It seems they are active every month, with his new report covering PMO Insights: Improving Strategy Delivery & PMO Performance with Blockchain & Generative AI; PMO India Awards 2023.

Three papers are included in the **Second Editions** section this month, one previously published in the now discontinued *PM World Today* eJournal and two from the May 2023 UT Dallas PM Symposium. "Strategic Program Management: Key to "giga" Program Delivery" by **Bob Prieto** was previously published in 2009. The UTD paper by **Darrel Hubbard** titled "'Long Covid' Effect on Managing Projects and PMOs" is a tour-d-force. This very deeply researched paper discusses not only changes wrought by the Covid Pandemic but other trends affecting projects and PM that have accelerated in recent years. I strongly recommend that everyone read this rather long but impactful paper. **Farzad Khan** in Canada is the author of the other UTD paper included titled "Ace Your Next Digital Transformation Initiative," another hot topic in the PM field.

Two **Book Reviews** are included this month, by **Priay Viswanathan** in Texas and **Betsey Katiti** in Maryland, USA. A few **Recent News** articles related to project management and PM World are also included. I'm proud of the journal this month. It's full of some very good and powerful work.

In any case, I hope you find this month's edition interesting or useful, and

Have a great October!

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/>