

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the December 2023 edition of the PM World Journal, the 136<sup>th</sup> monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 28 new works by authors in 14 different countries. The new editions this month bring our totals to 4,884 works by 1,912 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

One **Letter to the Editor** is included in this edition by **Dr. Ken Smith** in The Philippines, a "Follow up Report on Project 'Ilaw' (Light)", the subject of his May 2023 project story titled "Back to Barangay". According to Ken, they've made good progress but can still use some help.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, a short Q&A with **Sam Simbley**, PMI's global head of Emerging Products and Innovation. Even with a few questions, this is another interesting look inside one of PMI's key operating units focused on the future. Please check out this good work by Yasmina again this month.

Four **Featured Papers** are included by authors in four different and far distant countries. The contribution by **Alan Stretton** in Australia this month is so important that it not only belongs in the featured papers category but leads the list. His paper has the following long but significant title: "Questioning 'project success' as a realistic descriptor for outcomes successfully achieved by other participants at various stages of organizational strategic management processes." If Alan is right, he may be singlehandedly solving the dilemma of perceived high project failure rates while the PM profession should be maturing. The paper also largely overturns the widely held position of professional bodies that have emphasized benefits and outcomes as project management responsibilities in recent years. Alan offers strong and logical arguments against such views. The debate is now open; please weigh in.

The other three papers are less controversial, making significant contributions related to other important topics for project organizations and professionals. "New Zero: A project management perspective" is by **Raju Rao** in India. "How Adequate is Your Delivery Platform" is by **Pascal Bohulu Mabelo** in South Africa. "A Methodological Guideline for Project Supply Chain Management" is by **Prof. M. F. Harake** in France. Please review the titles and summaries and read one or two. If you like what you read, let the author know or send us a letter to the editor (email).

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Five **Series Articles** are included by authors in six countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** in India has teamed up with **Thomas Walenta** in Germany to author another powerful article related to “Healthcare and Project Management” titled “The Human Side of Healthcare Project Management.” **Dr. Stanislaw Gasik** in Poland has authored the next in his series on “Let’s Talk About Public Projects”, this month’s article titled “OECD Principles of Public Administration and projects”. Stan rightly questions government bodies that issue principles and policies that ignore projects and the need to properly plan and manage public investments.

**Oliver Lehmann** in Germany has authored the final article in his very interesting series on “Project Business and Chinese Stratagems”. This is ‘Part 6: Stratagems in the Moment of Defeat’ and very interesting indeed. Oliver argues that the ancient 36 Chinese Stratagems (sānshíliù jì) can be usefully applied to projects and project management. Let’s see if you agree. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Cost & NPV Risk Analysis Tornado Charts.” **Yasmina Khelifi** in France has authored “Network to Share and Learn – Part 2” in her bi-monthly series on the “Making of a Modern Project Manager.” Yasmina offers good advice for PMs at all levels, so please take a look.

Two **Advisory Articles** are included this month, by **Yogi Schulz** in Canada and **Jonathan Spiteri** in Malta. Yogi is back with another interesting article titled “Successfully Managing Cybersecurity Projects in the Age of AI” which should be of interest to many readers. Mr. Spiteri, a new author for the PMWJ, has contributed “Achieving ESG Targets: A Project Manager’s 5-Step Guide”, which should also be of interest to many. If these are topics with which you or your organization are dealing, these article might be helpful.

One **Commentary Article** is also included this month. **Manuel Ancizu** in Pamplona, Spain has authored a delightful article, sharing his experience and knowledge, titled “Ten common patterns of companies that successfully manage very innovative and disruptive projects; What can we learn from them?” This is one in a series of great articles by a very active PM professional in the far north of Spain; don’t miss reading anything he writes.

We are happy to include one **Case Study** this month. “Bottoms Up! Our PMO to SRO Journey” is a fascinating story by **Sue Severns** in Texas, a paper that she originally presented at the 15<sup>th</sup> UT Dallas PM Symposium in May. This is Sue’s story of her three years as PMO leader at Inspirus, a 100 year old company that provides technology enabled solutions and services to help companies transform their employee rewards, recognition and engagement processes and culture in meaningful, sustainable ways. Fascinating story!

Five of our most active International Correspondents and one new author have contributed **Reports** this month. **Alessandro Quagliarini** in Rome has provided a great and full report about the October PM Expo conference organized by ISIPM each year. Alessandro’s report describes all sessions at the big event with excellent photos along with recognition of the presenters. **Lindsay Scott** has provided another very newsy

report from The House of PMO in the UK, covering recent PMO-related developments and events with some very interesting and entertaining photos and images.

**Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report with updates on a variety of major projects around the UK, as well as at the Association for Project Management (APM). **Dr. Jouko Vaskimo** is back with 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] program of multiple new bridges in and around Helsinki. **Alfonso Bucero** in Madrid has authored a short report about the "PMI Madrid Chapter Congress at 'lunion Hotel' in Madrid" in November. New PMWJ author **Dr. Hugo Minney** in UK has provided a report from APM's Sustainability Conference in October titled "Project Management is critical to Sustainability." These reports are informative and entertaining snapshots of projects and project management in various locations, which I appreciate. I hope you do as well.

The **Second Editions** section this month includes two more papers originally presented at the 15<sup>th</sup> UT Dallas PM Symposium in May. "Putting the Customer First, Managing Projects from the Outside In" is by James Fette who lives in the Dallas area. "Is the era of the Project Management Office at an end?" is by Chris Vandersluis who lives in Florida. These are both good papers worthy of both republication and serious reading. I hope you all agree.

Five good **Book Reviews** are included this month, by PMI Dallas chapter members **Christa Ward**, **Bill Sundermann**, **Jose Sanchez**, **Jemillatu Lewally** and **Chris Knox**. 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



### **David L. Pells**

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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](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).

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