

Welcome to the January 2024 PMWJ ¹

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Welcome to the January 2024 edition of the PM World Journal (PMWJ), the 137th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 26 new works by 30 different authors representing 17 different countries. The new editions this month bring our totals to 4,914 works by 1,914 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 in response to Alan Stretton's December paper on the subject of project success. Hugo Minney in the UK argues that project managers do indeed have some responsibility for achieving benefits and outcomes. Please read this opinion, reread Alan's December paper, then weigh in with your own email to me.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris. This month Yasmina has interviewed incoming IPMA president Dr. Mladen Vukomanović in Zagreb, Croatia. Mladen answers questions about how he ascended to IPMA leadership, his expectations for IPMA in the years ahead, and his view on the broader role of project management in society. Check out this interesting interview.

Six very good **Featured Papers** are included this month, by authors in seven different countries. **Silvia Mari** in Switzerland and **Massimo Pirozzi** in Italy have authored "Managing stakeholder engagement: A critical success factor" in which they reinforce the importance of stakeholders in determining the eventual success of projects and programs. **Alan Stretton** in Australia is back with another powerful and important paper titled "Increasing project management (PM) contributions to "front ends": Possibilities for PM to add early value to strategic outcomes by more direct involvement in organisational strategic initiation processes". As Alan inherently illustrates, the best way to reduce risks might be to simply involve project experts in the selection and definition of strategic projects and programs "up front"? **Raju Rao** in India has contributed another good paper titled "The "Fixit" Economy: What does it mean for project & product professionals?" Read this paper if you care about the environment or sustainability.

Professor **Dr. M.F. Harake** in France has authored another good paper titled "From Crisis to Crisis Management: How to be well prepared in today's unstable world?" New author **Dr. Vijaya Kumar Umasekar**, who is currently working in the UAE, has contributed "Stakeholder-Centric Lean Strategies: Improving Project Outcomes through Active Engagement and Value Creation". Finally, capping the featured papers category, is a monumental new work by PMWJ Honorary Global Advisor **Bob Prieto**, titled "Quantum

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Project Management.” Drawing from his background in nuclear engineering and particle physics, Bob has proposed an entirely new model for understanding and corralling large complex programs and projects. This paper deserves serious consideration, but don’t try to read it quickly. It’s thick, heavy and slow going – but absolutely fascinating.

Five **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** in India has authored the first in a new series on the topic of the “Future of Healthcare and Artificial Intelligence (AI): Practical Insights and Diverse Perspectives on AI in Healthcare Project Management”. Her first article is actually a set of interviews with four project leaders in different countries who answer questions related to a patient’s perspective on healthcare and project management. First article title: “Introduction & Initial Interviews”; more interviews to come in future editions.

Dr. Stanislaw Gasik in Poland has authored the next in his series on “Let’s Talk About Public Projects”, this month’s article titled “Public Project Success” in which he offers both traditional and parallel sets of success criteria for public projects. I think this is one of his best articles, breaking important new ground on this important global topic. **Oliver Lehmann** in Germany has authored another fascinating and entertaining article in his Project Business Management series titled “Project Business, Artificial Intelligence, and Ethics – Can They Get Along?” Artificial Intelligence is this year’s hottest topic; this is a new take on the implications for project-based organizations.

Martin Hopkinson in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one titled “Hints and Tips for Project Risk Managers: A brief guide.” **Dr. Hugo Minney**, who we met last month with his first contribution to the PMWJ, has offered to author a new series for us on the topic of “Implementing BS202002: Benefits Management in Programs, Projects & Portfolios”. If you live in the UK, this is particularly relevant; elsewhere, it’s still an important topic and highly useful information. His first article this month is titled “Doing the right things – prioritising using benefits management.” Don’t miss reading our series articles by true thought leaders; their works are informative, useful, forward-leaning and often enlightening and entertaining.

Two **Advisory Articles** are included this month. **Teresa Ramos** in Spain and **Gunash Kamzaevi** in Azerbaijan have teamed up to author “How to optimize an Agile Transformation using the 5 stages of grief”, based on their recent experience. **Yogi Schulz** in Canada and **Jocelyn Lapointe** in the USA have co-authored “Want to be a more effective project sponsor?”, based on their recently published book on project sponsorship. Both of these two articles should be useful to some of you.

Three **Reports** were submitted this month. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as “Looking Back, BREXIT, Looking Ahead, Other Causes for Optimism, AI, Leftovers, British Baked Beans and a God for Project Managers”. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] projects (definitely a program of multiple new bridges in and around

Helsinki). **Alfonso Bucero** in Madrid has authored a short report titled “Successful 2023 Case Studies – Project Management as a Public Service.”

In the **Second Editions** section, two conference papers prepared for the 15th UT Dallas PM Symposium in May 2023 are included along with an editorial that I had previously published in 2008. **Alex Barra** and **JD Johnson** in California and **Beza Woda** in Texas are the co-authors of the conference paper titled “Lost in Translation? Successful Strategies to turn Out-of-Sync Stakeholders into Cohesive Collaborators.” **Nirkunj Nirmal**, Head of Engineering for Amazon International Expansions to launch ecommerce business in new countries and who is based in Texas, is the author of the conference paper titled “Managing Innovation for Sustainable Growth: Create and sustain a culture of innovation and manage innovation at enterprise level”. “The Future of Project Management is ... Not a Straight Line!” is a rather long editorial that I wrote in 2008 for publication in the *PM World Today* eJournal. Much of the content still seems to apply, although AI is not mentioned.

Five **Book Reviews** are included this month, by reviewers associated with the PMI Dallas chapter here in north central Texas. “*Managing Quality in Projects: Advances in Project Management*” by Ron Basu has been reviewed by **Sarah Delgado Visser**. “*The Leap to Leader: How Ambitious Managers Make the Jump to Leadership*” by Adam Bryant has been reviewed by **Michael Branham**. “*The Knowledge Café: Create an Environment for Successful Knowledge Management*” by Benjamin C. Anyacho has been reviewed by **Alicia Morgan**. “*Projects and Complexity*”, by Francesco Varanini and Walter Ginevri has been reviewed by Christine Evelyn Gwaze. These four reviewers live in the Dallas area. “*The Power of Project Management Leadership: Your Guide on How to Achieve Outstanding Results*” by Laszlo A. Retfalvi has been reviewed by **Brenda Maria Lopez Cabrera** in Mexico.

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.

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