

## Welcome to the February 2024 PMWJ <sup>1</sup>

**David L. Pells**  
PMWJ Managing Editor

Welcome to the February 2024 edition of the [PM World Journal](#) (PMWJ), the 138<sup>th</sup> monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 38 new works by 42 different authors representing 16 different countries. The new editions this month bring our totals to 4,949 works by 1,940 different authors representing 90+ countries published in the PMWJ to date and now archived in the [PM World Library](#).

This edition starts with a sad and poignant but celebratory **Tribute** to the late **Dr. J. Davidson Frame**, PMI Fellow, who passed away recently in Virginia, USA. David, as he was known to his family and friends, was one of the most influential and respected former leaders of the Project Management Institute (PMI), the world's largest project management professional body. At the time of his passing, he was the academic director at the University of Management and Technology, which he and his wife Yanping Chen founded in 1998. David was also a friend of mine for over 30 years. His influence and friendships spanned the globe, as this tribute reflects. It includes personal memories, tributes and condolences from his family and friends around the world. We are honored to offer this collective remembrance.

One **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris, with **Connie Beck**, Fellow and Chair of the Board of Directors of the Australian Institute of Project Management (AIPM), Australia's national PM association. Ms. Beck answers Yasmina's interesting questions related to her background, AIPM activities and her future projections for the PM profession in her country. Check out this interesting interview.

Eight **Featured Papers** are included this month, by authors in eight different countries. These good papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. The topics range from theory and process to practical experience and issues. Rather than describe 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 those that may apply to you or your organization. Several are a little dry, several are industry or country specific, and several on topics that should apply to everyone. If you have a reaction or comment on any of these, please send a letter-to-the-editor (email) to me to share with others – or contact the author directly.

Seven **Series Articles** are included by nine authors in five countries, all of whom are well known experts in the PM field. **Dr. Deepa Bhide** in India has contributed a second article

---

<sup>1</sup> How to cite this paper: Pells, D.L. (2024). Welcome to the February 2024 PMWJ; *PM World Journal*, Vol. XIII, Issue II, February.

in her new series on “AI and Healthcare Project Management”, this one subtitled “The Healers of Healthcare Systems”. In this article, Deepa questions various doctors and healthcare providers about AI in their current and future work, with interesting findings. **Dr. Stanislaw Gasik** in Poland has authored the next in his series on “Let’s Talk About Public Projects”, this month’s article titled “Two research perspectives on public projects”, in which he reveals some of the dichotomies in this whole application field. “Inspiring Leadership” is the latest article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA in their new series on “The Future Project Culture”. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “The Benefits of Project Risk Management.” **Yasmina Khelifi** in Paris has provided a new article in her bimonthly series on “Making a Modern Project Manager”, this one on how to “Mentor People Part 1.” **Dr. Hugo Minney** in UK has provided the second in his series on “Implementing BS202002: Benefits Management in Programs, Projects & Portfolios”, this one titled “Retrofitting benefits to existing projects: Understanding value when you didn’t go benefits management the first time.” This is a brilliant and practical angle to consider. Finally, **Frank Saladis** in New York is back with another “Positive Leadership in Project Management” series article titled “The Continuing Need to Upskill Organizational Leadership.” Could there be a more important topic in today’s turbulent world?

Four **Advisory Articles** are included this month. Experienced engineering manager **Anil Seth** in India is back with “Pre-Qualification and Resource Selection for Subcontracting the Work in a Project.” “Five Common Mistakes that Undermine Agile Project Management” is by **Bhanu Priya** in the USA. Canadian **Laszlo Retfalvi** has authored “Cultivating a Risk-Smart Attitude: Tips and Techniques to Help You Lead Through Uncertainty.” **Yogi Schulz** in Calgary is back with another good article titled “Managing SMB Cybersecurity Projects,” aimed at small and medium sized organizations. Hopefully these articles will be useful to some of you.

Two good **Commentary Articles** are also included this month. **Alan Stretton** in Sydney continues his retrospective focus on customers in “Customer-oriented project management: Adding a genuine customer focus to the dominant project-product focus.” **Manuel Ancizu** in Spain has contributed a very personal overview of his recent experience at an important PMI event; his article is titled “Unlocking Inspiration: Personal Insights and Positive Impact from PMI Leadership Institute Meeting (LIM) Europe 2023.” These are good and interesting perspectives from serious thought leaders in the PM field.

Five good **Reports** are included this month from authors in Finland, India, Spain and UK. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] project of multiple new bridges in and around Helsinki. **Sri Sudharshan** in has provided an interesting update from the PMO Global Alliance India Hub. **Alfonso Bucero** in Madrid has authored a short report on a recent event focused on “Digitalization, Data and AI for decision making”. **Lindsay Scott** in the UK has provided another great “Update from the House of PMO” with “Trends for 2024 in PMO and TSO and House of PMO collaborate to launch new edition of PMO Competency Framework”. **Miles Shepherd** in Salisbury,

England has provided another entertaining and newsy report covering such topics as Good News, Bad News, APM News, HORIZON and more.

Three papers are included in the **Second Editions** section this month, including two more papers from the 2023 UT Dallas PM Symposium last May. “A Journey of Discovery – Discovery Projects on Trend” is a fascinating paper on an entirely new PM topic by **Frances Crossno** and **Linda McManis** at the American Heart Association in Texas. “Discover the 4P Superpower Model that will Help your PMO Overcome its Kryptonite!” is by **Ana Millan** and **Naomi Watkins** at the University of Texas at Arlington, also in north Texas. The third previously published paper is “Modernizing Earned Value Management” by globally-respected EVM expert **Wayne Abba** in Michigan, an important article first appearing in *CrossTalk* in 2017.

Six **Book Reviews** are included this month, five by members of the PMI Dallas chapter who are participating in our PM book review program with that chapter. Publishers send us books, we deliver the books to the PMI Dallas book review director Ed Raibick who sets up a book review table prior to each monthly chapter dinner meeting. Books are displayed; chapter members can select books for review. Reviewers get to keep the book, claim PDUs from PMI when her or his book review is published in the PMWJ, and gain visibility as book review author. Each author also has an author profile page in the PM World Library; this is a win-win-win program that has been extremely successful for more than a dozen years. Importantly, our book reviews are not one-paragraph reviews for Amazon but, based on a standard format, create new knowledge based on the experience and perspective of the reviewers. So even if you are not planning to buy a book, please read one or two of these reviews to see what we mean.

The sixth book review this month is by **Yasmina Khelifi**, our intrepid correspondent in France, who often contributes to the PMWJ in multiple categories. This is another example. Good book! Good review! Thank you, Yasmina.

Anyone anywhere can participate in this review program. If you have read a good project management related book recently, prepare a review in our standard format and email it to me for publication. In fact, we are always looking for more good works and authors to publish. Share your knowledge, enhance your CV (and career), gain visibility by authoring an article, case study, research paper or other work for publication in the PMWJ. Publication is free and easy. Just email something to me for us to publish.

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

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 program management advisor for the U.S. government.

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, 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 Istituto 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/>