

Welcome to the March 2024 PMWJ ¹

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Welcome to the March 2024 edition of the PM World Journal (PMWJ), the 139th monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 33 new works by 38 different authors representing 19 different countries. The new editions this month bring our totals to 4,982 works by 1,947 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

One **Letter to the Editor** is included in this edition on the topic of customer-oriented project management in response to Alan Stretton's February paper on that topic. The reaction was from Owen Podger in Bali who once worked with and for Alan many years ago. Owen not only agrees with Alan's premise but remembers well the references to Civic and Civic as a beacon of leadership in the Australian commercial building industry in the 1960s and 70s.

In **Tribute** this month, we pay homage to PMI Founder **James Snyder** who passed away at the age of 85 on 19 February 2024. Rather than trying to recreate Jim's long and enormously influential career, we simply link to PMI's tribute and to his official obituary. Starting out in Jim Snyder's kitchen more than 55 years ago, PMI has grown to become the world's largest and most influential project management organization in the world. He was respected and beloved by so many PMI leaders over the years, many of whom reacted to the news of his passing with heartfelt emails and messages. We join those members of his extended professional family and offer our condolences to his immediate family and colleagues.

Two **Interviews** are included this month, courtesy of PMWJ correspondents **Yasmina Khelifi** in Paris and **Ipek Sahra Ozguler** in Istanbul. Yasmina has interviewed another influential PMI executive, Ms. **Sierra Hampton-Simmons**, PMI's vice president for Certification. Sierra answered questions about PMI's new CAPM certification, her personal story and more. Ipek has provided an interesting interview with **Rich Maltzman** and **Jim Stewart**, authors of the book *Great Meetings Build Great Teams: A Guide for Project Leaders and Agilists*. As I did, you will learn something new from reading these two interviews. Please check them out.

A whopping nine **Featured Papers** are included this month, by authors in nine different countries. These good papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. The diverse range of topics includes housing and construction in Nigeria, PM challenges in the digital workspace, modularization of gas processing facilities in Saudi Arabia,

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WBS/CBS coding structures for storage tanks, classifying PM customers, sustainable project supply chains, and PM frameworks and methodologies. Rather than mention all of 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 one or two. Several are quite technical, several discuss local projects and conditions, and a couple discuss important topics. We highly respect these serious authors; their works are considered featured papers for good reason.

Five **Series Articles** are included by authors in four different countries. Our series authors are well respected experts in the PM field so please consider their short articles this month. **Dr. Deepa Bhide** in India continues her 2024 series on “Future of Healthcare and AI” with this month’s article titled “Future Ready Hospitals: The intersection of Healthcare AI and Project Management for CEOs and Hospital Administrators”. As she has done in the previous two articles, Deepa has interviewed multiple hospital administrators for this month’s important contribution.

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 factors”. This is another important read for anyone working on government programs and projects. **Oliver Lehmann** in Germany has authored another thought-provoking article titled “You Want to ‘Go Agile’? Think Twice – Balance Matters!” in his “Project Business Management” series. **Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Assessing Project Risk Management Capability.” **Hugo Minney**, also in the UK, has contributed “Benefits management for programmes, projects and portfolios” in his series on “Implementing BS202002”. Don’t miss our series articles, which are often enlightening and entertaining, and always informative.

Three **Advisory Articles** are included this month. “The eight components of Project Risk Intelligence” is by Dr. Robert Chapman (UK). “Is your project sponsor making you angry?” is by Yogi Schulz (Canada). “What Makes an Effective Portfolio Manager” is by Jeff Oltmann (USA). These should be interesting and useful for some readers; short reads so take a look.

Three **Commentary Articles** are also included this month. Wayne Abba (USA) has authored “Origin of the Integrated Baseline Review.” Alfonso Bucero (Spain) and Randall Englund (USA) have co-authored “Unlearning – An essential power skill to develop as a Project Manager.” Antonio Nieto-Rodriguez in Brussels has authored “New Research to Explore the Convergence of Methodologies in Project Management.” These could just as easily have been considered advisory articles, but are somewhat more personal in nature and reflect personal experiences and subjects of interest.

Five International Correspondents have contributed **Reports** this month. **Alessandro Quagliarini** in Rome has authored a fabulous new update on activities and events at literally all of the PM professional bodies in Italy, including ISIPM, IPMA Italy and the three big PMI chapters there. **Miles Shepherd** in Salisbury has provided another entertaining and newsy report about various industries and projects around the UK. **Dr.**

Jouko Vaskimo is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] projects. **Alfonso Bucero** in Madrid has authored a short report covering recent activities of project management organizations in Spain. **Sri Sudharshan M** in India has provided a lively and informative update from the PMO Global Alliance India Hub.

One conference paper has been republished in the **Second Editions** category this month. ‘Managing projects & making decisions under uncertainty in a cross-cultural environment’ by **Gauranga Deka** in Texas was originally presented at the 15th UT Dallas PM Symposium in May 2023. As a co-producer of this annual conference, we republish selected papers each year that we think will resonate with some of our international readers. This is the last one published from last year’s event. This year’s 16th UTD PM Symposium will be in May 2024; visit the PMWJ website and click on one of the UTD banner ads to see this year’s program.

Four **Book Reviews** are included this month, by members of the PMI Dallas chapter, who receive a free book and can claim PDUs from PMI for PMP recertification on the publication of their book reviews in the PMWJ. We’ve had a very popular book review program running with the PMI Dallas chapter for many years. Also, please note that these are not two-line Amazon-style reviews but are intended to create new knowledge based on the reviewers reactions and personal perspectives related to the contents of the books. So read one of our book reviews. And maybe consider submitting a review of one of your favorite or recently-read PM books.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, please see the article about our new alliance with the PMI Dallas Chapter. They will now be highlighting authors and works published in the PMWJ by their chapter members on their website and in their monthly newsletter. We are providing access to all works in the PM World Library to members of the PMI Dallas chapter at a low group membership rate. If you know of a PM organization that might be interested in a similar arrangement, please mention this opportunity or point them to the breaking news article this month or send me an email.

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.

To see other works by David Pells, visit his author showcase in the PM World Library at <http://peworldlibrary.net/authors/david-l-pells/>