

Welcome to the July 2024 PMWJ ¹

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PMWJ Managing Editor

Welcome to the July 2024 edition of the PM World Journal (PMWJ), the 143rd monthly edition of this practitioner-oriented publication. This month's PMWJ is another diverse and interesting edition, with 39 new works by 47 different authors representing 17 different countries. The new editions this month bring our totals to 5,121 works by 1,988 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Two **Letters to the Editor** are included in this edition, both on the topic of progress measurement, in response to a previously published advisory article and previous letter to the editor on the same topic. The authors are two of our frequent readers and contributors in France and The Philippines, perhaps somewhat reflecting the international readership of the PMWJ. Both are respected experts on the topic of their emails, so please read these if you are at all interested in project controls.

Two **Interviews** are also included this month, courtesy of PMWJ correspondents **Yasmina Khelifi** in Paris and **Ipek Sahra Ozguler** in Istanbul. Yasmina has interviewed **Dr. Badr Burshaid**, president of the PMO Global Alliance Saudi Hub and winner of PMOGA's 2020 PMO Leader of the Year. He is also the organizer of the hugely successful Global PM Forum in Saudi Arabia which recently hosted some 11,000+ participants. Ipek has interviewed another PMO leader, Mr. **Joe Pusz**, founder and president of The PMO Squad based in Phoenix, USA and the winner of the 2022 America's PMO Influencer of the Year. If you are involved with or interested in PMO's, check out these interesting interviews with two top influencers in the field.

11 **Featured Papers** are included this month, by authors in five 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 vary from directly to indirectly related to program and project management. 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 a little dry, several fascinating and a couple on very significant topics.

Since six of the featured papers this month are by authors in Nigeria, as were four last month, I want to comment on this development. All of these papers are by graduate students, professors and researchers at major Nigerian universities. Apparently they are finding the PMWJ convenient for publishing their work, either due to our simple publishing process, speed with which their research results can be shared, or other reasons. But

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here are some interesting facts that are also relevant: Nigeria is the 6th most populous country in the world with the largest population in Africa; Nigeria is an English-speaking country with a growing economy, already the fourth largest in Africa; it has a young and vibrant population; and according to our flag counter, Nigeria has the 12th highest number of PMWJ readers in the world. We welcome well written works from PM professionals and practitioners anywhere in the world. I am personally happy that academic leaders and researchers in Nigeria are finding it useful to publish their works in the PMWJ. And finally, over the years, I have found that research, knowledge and experience gained in many developing economies can be applied equally in many other countries, including fully developed countries such as the USA, UK and elsewhere. We can all learn from each other, regardless of location, industry, level of knowledge or education.

Seven **Series Articles** are included by 12 authors in nine countries, all of whom are experts in their respective fields. **Dr. Deepa Bhide** in India is back with another powerful article, this month co-authored by **Hrishikesh Deshpande, PhD** in Germany, in Dr. Deepa's 2024 series on "Healthcare, AI and Project Management". This month's article is titled "Role of Project Managers and PMOs in AI for Healthcare, Part 1". Don't miss this article series each month in the PMWJ.

Dr. Stanislaw Gasik in Poland has authored the next in his series on "Let's Talk About Public Projects", this month's article titled "Unsolicited Proposals and Unsolicited Contracts: Involving private companies in shaping public project portfolios". Dr. Gasik fills in another missing piece in this important application field for program and project management. **Oliver Lehmann** in Germany has authored the next article in his very interesting "Project Business Management" series, this one titled "The Fault Zones in Project Business." If you are a contractor or supplier of project management services, you should follow Oliver's work. It will save you money, headaches and perhaps some customers.

Martin Hopkinson in the UK has penned another brief guide in his "Practical Project Risk Management" series, this one on "Risk Management Plans." **Yasmina Khelifi** in Paris has authored a new article in her series on the theme of "Making a Modern Project Manager" with more good advice in "Sharing Knowledge, Part 1". **Dr. Hugo Minney** in London has authored his next article in his series on "Implementing BS202002: Benefits Management in Programs, Projects and Portfolios", this month's titled "The Benefit Manger's Role in Influencing Sustainability and Regeneration in Projects."

The final series article is the second in a series on "Artificial Intelligence Use in Project Management." This series is authored by a team of experienced PM leaders who have specialized in recent years in both AI and the neurosciences in the PM field. The series is subtitled "Issues for Project Managers and Teams to be Aware of"; this month's article is paper # 2 in this series. The original author team of **Mr. Ivano Di Filippo** (Italy), **Dr. Josh Ramirez** (USA), **Mr. Darrell Mesa** (USA) and **Ms. Rebecca Winson, Esq.** (USA) has been expanded to include **Ms. Claudia Alcelay** in Spain. Welcome Claudia and thank you to all of our series authors for their serious and important contributions this month.

Four **Advisory Articles** are included this month, three by returning authors **Jeff Oltmann** (Oregon, USA), **Lucian Sfort** (Ontario, Canada) and **Yogi Schulz** (Calgary, Alberta, Canada) and one by new author **Ms. Shannon Keenan** in Philadelphia (USA). Shannon's article is titled "Avoiding the Biggest Pitfalls When Managing Complex Pharma Projects." Jeff has penned "What Should a PMO Be? The Sequel"; Lucian has authored "Efficient Strategies for Leading Remote Teams"; and Yogi has contributed "Is Your IT project about to crash and burn?" Reading advisory articles might not turn around projects, organizations or careers, but they can't hurt either. If you are mid-career, consider their advice.

Two **Commentary Articles** are also included this month. **Gareth Pugsley** in the UK has authored "From triangle of iron to pyramid of paper straws", in which he joins the chorus in taking issue with the good old iron triangle. **Dr. Paul Giammalvo** in Jakarta is back with a new and substantial contribution this month. Originally coined as a letter to the editor, I thought it deserved more attention due to both its topic and substance. "On the Subject of EVM Requirements in the U.S. Government", Paul shares his open letter to the U.S. congress and Department of Defense regarding an update to the well-entrenched EVM requirements in the USG for all major projects. Now Paul has shared his letter with the entire world. So, what do you think?

Four of our most active International Correspondents have contributed **Reports** this month. **Alessandro Quagliarini** in Rome has authored an absolutely outstanding, informative and interesting report on project management in Italy. He covers recent activity at and by all of the main Italian project management professional bodies, including three PMI chapters, IPMA Italy and ISIPM (Istituto Italiano di Project Management). Not only does Alessandro fully describe various events, topics, presentations and participants, he has included great photos and images from each event. This is absolutely one of the best reports we've ever published in the PMWJ.

Miles Shepherd in Salisbury, England has provided another entertaining and newsy report covering such topics as significant events, good news, not sure news, bad news, politics and more. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] program of multiple new bridges and rail lines in and around Helsinki. **Alfonso Bucero** in Madrid has authored a short report about "PMI Chapter Xchange", describing an interesting and successful program for cross-communication and collaboration among and between PMI chapters around the world. Thank you to our faithful correspondents for their new reports, keeping us apprised of new and interesting developments in their respective countries.

In the **Second Editions** section this month, we begin to republish papers originally prepared for and presented at the 16th UT Dallas PM Symposium held in May this year on the campus of the University of Texas at Dallas in Richardson, Texas. This annual 2-day conference is organized through a partnership of the UT Dallas Executive Education Project Management Program office, the PMI Dallas Chapter and the PMWJ. This year's event was highly successful with sold out attendance, standing room only attendance for keynotes and some of the 29 track sessions, and many excellent papers prepared by

track presenters. Some of the best papers are selected for republication in the PMWJ each year; because publication has become popular and attractive for presenters, the decision was made to continue this practice, making the UTD symposium one of the few non-academic conferences in the world still requiring professional papers to be authored by presenters. We are proud to publish these good, well-written and often highly useful papers for these authors and for our readers around the world.

The 2024 UT Dallas PM Symposium papers included in the July PMWJ include the following:

- “Through the Looking Glass of AI – Project Management in Wonderland”, by **Suchitra Veera**
- “A Star is Born: Musically Skyrocket your Project to a Masterpiece”, by **Kimia Penton**
- “Pivoting with Purpose: How I Used Project Management to Strategically Navigate Career Transitions,” by **Anna Ladipo**

These are excellent and interesting papers, so I hope many of you will read them. Before leaving this topic, I want to recognize and congratulate **Ms. Jeanette Henriques**, UTD’s project manager for the symposium, PMI Dallas Chapter President **Ms. Natalia Fisher**, and the entire PM Symposium team for such an outstanding success this year. Well done and thank you! Over the next five months, more of this year’s good symposium papers will be republished in the PMWJ, so stay tuned.

Two **Book Reviews** are included this month, by **Ms. Marva Gordon** in Maryland, USA and **Dr. RonAmber Deloney** in Texas. Our book reviews are interesting and informative, please don’t skip them.

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.

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