

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

**David L. Pells**  
PMWJ Managing Editor

Welcome to the December 2024 edition of the PM World Journal (PMWJ), the 147<sup>th</sup> monthly edition of this practitioner-oriented publication. This month's PMWJ is another very diverse and interesting edition, with 37 new works by 58 different authors representing 17 different countries. The new editions this month bring our totals to 5,276 works by 2,058 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

One interesting **Interview** is included this month, courtesy of PMWJ correspondent **Yasmina Khelifi** in Paris. Yasmina has interviewed another Parisian, Adrian Figueiredo, architect, urban planner and PM for temporary facilities for the highly successful Paris 2024 Olympic Games this past summer. She was also instrumental during the runup to the Summer Olympics in Brazil eight years ago.

11 **Featured Papers** are included this month, by 28 authors in eight different countries. These good papers are a mix of academic and professional research, by professors, graduate students and senior project management practitioners. The topics vary from directly to indirectly related to program and project management. Rather than mention each 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 a few. Several are on specific issues or PM topics, some are general, several are fascinating and on significant topics.

Seven **Series Articles** are included by 14 authors in eight countries. **Dr. Deepa Bhide** in India is back with another powerful article related to the Future of Healthcare and AI, this month's contribution titled "Role of Data Scientists in Healthcare AI". Dr. Bhide's co-author this month is again **Hrishkesh Deshpande**, PhD. **Dr. Stanislaw Gasik** in Poland has authored the next in his series on "Let's Talk About Public Projects", this month's article titled "Who should manage public projects?" In his article, Stan describes various qualifications and PM development programs already established by various countries, states and cities in multiple countries, issues of growing importance in public agencies everywhere.

"The Growth of Metrics-Centered Project Management Leadership" is powerful new article by **Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA. **Oliver Lehmann** in Germany has contributed another article in his very interesting series on "Project Business Management". This month, Oliver tackles "Overcoming Depression in Project Business" with the help of co-author **William Plange** of Ghana.

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**Martin Hopkinson** in the UK has penned another brief guide in his “Practical Project Risk Management” series, this one on “Exploiting the idea of Composite Risks.” **Dr. Hugo Minney** in the UK has provided a new article in his series on “Implementing BS202002: Benefits Management in Programs, Projects and Portfolios.” Hugos’ article this month is “Completing benefit profiles – putting a number on it”, with useful advice for those engaged in implementing benefits management.

Finally, the team of **Ivano di Filippo** in Italy, **Claudia Alcelay** in Spain, and **Dr. Josh Ramirez, Darrell Mesa** and **Rebecca Winston** in the USA have co-authored part 6 in their series on “Artificial Intelligence use in Project Management: Issues for Project Managers and Teams to be Aware of.” This month it’s “AI Governance and Innovation Culture.” Don’t miss reading this and all of our series articles, which are often enlightening and entertaining, but always informative.

Three **Advisory Articles** are included this month. New PMWJ author **Ali Hosseini** in Istanbul has authored “Transforming Project Management with AI: Automation, Analytics and Stakeholder Engagement.” Regular authors **Yogi Schulz** in Calgary and **Dr. Ken Smith** in Manila are back with interesting contributions. Yogi asks the question “Is Your Project Sponsor Counterproductive?”, then offers guidance on how to overcome some challenges. Dr. Smith asks the questions “Picture-perfect or Perplexing? Do You Graphics Aid Others’ Understanding?” Ken also offers some useful suggestions.

Four thought-provoking **Commentary Articles** are included this month. **Alan Stretton** in Sydney is the author of “Commentary on project management partnering with external bodies”. **Gordon Rodgers** in Dubai has authored “Project Management for Digital Transformation in the GCC Construction Industry.” **Prof Antonio Bassi** in Lugano, Switzerland is the author of “The hidden side of decision-making: Biases, Heuristics and Oxymorons in Project Management.” **Muhamed Abdomerovic** in North Carolina is the author of “Opportunity for Improvement of Trust in Project Information: Relations between Project Management and Management Accounting.” I’m pretty sure that each of these articles will be of interest to some of you.

Four of our most active International Correspondents have contributed **Reports** this month. **Alessandro Quagliarini** in Rome has contributed a great report covering the 2024 Project Management Expo, with some great photos of speakers and participants. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering a wide variety of actions, changes and projects around Britain this month. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter and the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki). **Alfonso Bucero** in Madrid has authored a short report describing the PMI Madrid Chapter’s celebration of International Project Management Day on November 5<sup>th</sup>, 2024.

In the **Second Editions** section, three good papers from the 16<sup>th</sup> UT Dallas PM Symposium in May 2024 are republished. Stephen Firbaugh’s paper titled “How the Grinch Stole the Schedule: Scheduling Tasks on Global Projects without Stealing the Christmas Tree” is outstanding, and so informative! Julio Ruiz’s paper titled “Navigating

Chaos: Strategic Project Management in Cybersecurity Incident Response” is also excellent and on such an important topic. And Darrel Hubbard’s paper titled “Project Management Leadership Challenges in the 2020’s – The Project Manager/Leader Hybrid” is a master class on recent trends in our profession. This month’s papers singlehandedly justify this monthly category in the journal, in my opinion.

Three **Book Reviews** are included this month, by PMI Dallas Chapter members **Ed Spence** and **Ramesh Mohan** and **Andre’a Alston**, a member of the PMI Silver Spring, Maryland Chapter. Our book reviews don’t just describe the content of good PM-related books, they also offer some new contextual information based on the experience of the reviewers. We’re trying to create new knowledge through book reviews. Of course, members of PMI chapters and other professional bodies can normally claim PDUs or CEU’s for recertifications when their reviews are published in the PMWJ. If you have a new or older book related directly or indirectly to project or program management, send us a review. We can even provide a standard template to make it easier.

A few **Recent News** articles related to project management or PM World are also included. If your organization has some recent news related to a project, event, milestone or people related to project management, please send us a news release. We can post it on both of our websites.

I hope you find this month’s edition interesting or useful, and

Have a great month and a happy year end!

## 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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