

Welcome to the July 2025 PMWJ ¹

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PMWJ Managing Editor

Welcome to the June 2025 edition of the PM World Journal (PMWJ), our 154th monthly edition. This month's PMWJ is another diverse and interesting edition, with 30 new works by 38 different authors representing 21 different countries. The new editions this month bring our totals to 5,518 works by 2,134 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Introducing Peer Reviews for the PMWJ

This is a very special edition of the PMWJ as we begin to publish peer reviewed papers for the first time. We have established a very respectable panel of peer reviewers, newly established editorial advisors for our peer review program. [To view the current panel of reviewers, click here](#). Thank goodness that **Dr. Miles Shepherd** has stepped into the role of Executive Editor and Administrator of the PMWJ Peer Review process and team, because this is no small task. With the double blind review process that we have initiated, each paper submitted for peer review must be carefully handled, sent to a reviewer with no author information; results of initial reviews are returned to authors for changes and improvement; updated versions are again sent to reviewers; if more improvements are needed, the cycle is repeated. Our plan is not to reject many papers but rather help authors improve their work to academic quality standards. At least that's the plan. Some papers may be so poorly prepared as to never pass muster, but that's not expected too often. We are still finalizing new publishing policies, processes and author guidelines, but decided to press on this month. New editorial and author information will be posted on the PMWJ website very soon, which should help many authors prepare their works prior to submittal.

Anyway, that all said, we are serious about offering a new publishing opportunity for post graduate students, PhD candidates and academic researchers. We have been receiving multiple papers in recent months authored by PhD students and academic researchers in multiple countries. Recognizing the rapidly increasing number of project management degree programs being established at more universities around the world and knowing that existing highly ranked project management journals have rather low acceptance rates, it occurred to me that there was a need for more publishing options for academics. That was confirmed by several highly respected academic leaders. So now, hopefully, we can offer a somewhat friendlier and less time consuming publishing option for academic research papers. If you teach project management or are at a university where publishing in a peer reviewed journal is needed, please take note. The PMWJ is already indexed by EBSCO; we hope to add more indexing relationships soon.

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All works published in the PMWJ are intended to support our mission of promoting and advancing knowledge sharing related to program and project management, even including peer reviewed papers. All works we publish should provide useful information for real-world project management, based on either experience or research. So even our peer reviewed papers should take practical usefulness into consideration.

This month in the Journal

Two **Interviews** are included. **Aina Allieva** in Ontario, Canada has provided part 4 of her interviews with four co-authors of the recently published book, *The Evolution of the PMO: The Rise of the Chief Project Officer*. Interviewees this month include **Dr. Christoph Hirnle**, **Dr. Tony Prensa**, **Massimo Pirozzi**, and **Milan Dordevic**. Through this series of interviews, Aina is producing some very interesting views and future scenarios. **Yasmina Khelifi** in Paris has interviewed **Dr. M. F. Harake**, one of our more prolific authors who has focused much of his research and writing on crisis and emergency project management, post-conflict public sector projects, humanitarian logistics and supply chains. Check out these interesting interviews.

One **Featured Peer Reviewed Paper** is included for the first time this month. **Nidhi Mahajan** in Texas, USA has authored “Augmented Intelligence in Program Management: Enhancing Human Leadership with AI.” Perhaps surprisingly, the first paper to fully pass our peer review process is by a working professional, not an academic researcher. So academic affiliation is definitely not a requirement. We already have five peer reviewed papers lined up for publication in August and expect the pipeline to grow.

Five **Other Featured Papers** are included this month, by authors in five different countries. Mr. **Hamad Aldossary** in Saudi Arabia has contributed “Effective Circular Economy in Gas Processing Facilities Projects.” **Dr. Teshome Tamirat** and **Dr. Misgina Asmelash** in Ethiopia are authors of “Perceived Impact of Monitoring and Evaluation Practices on Outcome Performance of Productive Safety New Program in Lemi-Kua Sub-City, Addis Ababa: Insights for Informed Decision Making”. “Unethical Practices in Construction Industry: Prevalence, Impacts, and Strategies for Mitigation” is by **Yamanta Niroula** in Nepal. **Bob Prieto** in Florida, USA is back this month with “Artificial Intelligence, Complexity, and Quantum Project Management: A Transformative Approach”, topics that he has been focused on this year. **Prof. M. F. Harake** in France is back with another serious research paper titled “Post-War Project Management and the Multi-Stakeholder Approach: A Comparative Analysis of Rwanda and Bosnia and Herzegovina”. These are tremendous works this month, so please take a look.

One **Student Paper** is included, by a team of graduate students in the Project Management Program in the College of Professional Studies at Northeastern University in Toronto, Canada. Their good paper is titled “The Impact of Digital Twin Technology on Construction Project Efficiency and Risk Management.” Thank you **Funke Fakunle**, **Agyemang Kenneth**, **Nizamuddin Pir**, **Ernest Brew** and **Misagh Darvishi**.

Five **Series Articles** are included by nine authors in seven countries, all of whom are well known experts in the PM field. **Oliver Lehmann** in Germany has authored an

important new article in his project business management series titled “Artificial Intelligence (AI) in Project Business Part I: The Contractor Side”.

Yasmina Khelifi in France has returned with another article in her “Making a Modern Project Manager” series titled “Learn Continuously.” **Dr. Hugo Minney** in the UK has authored the first article in a new series on “Sustainability and Regeneration in Projects”, a rather substantial one titled “The Project Manager’s Mandate: Leadership”. **Cornelius Fichtner** in the USA has submitted “Flexible Project Leadership” in his series titled “From the Podcast: Summary of a recent Interview on The Project Management Podcast.” **Dr Darci Prado** in Brazil has authored article 4 in his series on “Lessons Learned from the PMMM Research”, this one titled “Maturity Evolution: A Challenging Journey.” Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Four **Advisory Articles** are included this month, by authors in three countries. **Alexander Apostolov**, PhD in Bulgaria is the author of “The Combination-Permutation Algorithm” Optimizing Portfolio Allocation with TOC and Cost of Time.” “Selling Change Like Don Draper” is by **Chris Gridley** in the USA. **Michael Frahm** in Germany has returned to the PMWJ with “TILDA Framework for systemic project management.” **Jeff Oltmann** in Oregon has returned with “The Power of Scoring for Better Project Decisions.” If one of these articles helps someone solve a problem, avoid a crisis or deliver more value, then the PMWJ has met its mission this month.

Two **Commentary Articles** are also included this month. Long time contributor and project management pioneer **Alan Stretton** in Australia has delved into his very deep background to author “Strategies for developing the autonomy, growth and external effectiveness of a project-based organisation: A case study”. **Dr. Ken Smith** in Manila is back with “Enhance the Power of Customer Service Representatives: Lessons to be Learned from a Business Case Study”, an article with some (somewhat hidden) implications for PM professionals and leaders.

Four of our most active International Correspondents have contributed **Reports** this month. **Alessandro Quagliarini, PhD** in Rome has provided a wonderful report on “First half 2025 activities from the Project Management Communities Associations in Italy”. In his extensive report, Alessandro covers the three Italian PMI chapters, IPMA Italy and ISIPM conferences in depth, a real coup in reporting for the PMWJ. **Miles Shepherd** in Salisbury, England has provided “Good News (New National Memorial to Queen Elizabeth + others), Not So Good News (Road to nowhere, Fall of the mighty + others), Other Project News, Homework, Pet Hates, Mice and Problem Drinking! (UK Project Management Roundup)” **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 “The European University organized a Panel Discussion about the Future of Project Management (Project Management Update from Madrid)”.

In the **Second Editions** section, we include this month three papers first presented at the 17th UT Dallas PM Symposium in May. “Leadership Agility: Mastering Growth

Mindset in Project Management”, is by **Dr. Arden Dudek**. “AI Governance and Frameworks: How to Manage AI Risks and Compliance” is by **Dr. Rizwan Amin Sheikh**. Advanced AI Project Management Tools for Decision Support and Augmentation” is by **Joan Bradee**. The authors are all based in the Dallas area in Texas, USA. We will republish more of the good papers from the 2025 UT Dallas PM Symposium in upcoming editions of the PMWJ, so please check back every month.

Two **Book Reviews** are included this month, by two members of the PMI Dallas Chapter, **Ms. Shivani Rapolu** and **Dr. Sushira Veera**. Their good reviews, respectively, are of “*The World Is Your Office: How Work from Anywhere Boosts Talent, Productivity, and Innovation*” by Prithviraja (Raj) Choudhury and “*Project Math*” by Dr. James A. Robinson. If you have read a good book related to program or project management lately, consider authoring a book review for PMWJ publication. If you would like a template, just let me know by email; we think our templates make authoring a book review both easier and more useful to readers.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about our news Honorary Global Advisor **Dr. Lynn Crawford** in Australia and newest research intern **Sulficker Ali Ismail** in Germany. And check out the news about upcoming PM events. If you are organizing a project management conference or online event and would like it to be mentioned in the PMWJ, just email a short writeup about it to me at editor@pmworldjournal.com.

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.pmworldjournal.com) and Managing Director of the PM World Library (www.pmworldlibrary.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 recently spent a dozen years as a program management advisor for the U.S. government's National Nuclear Security Administration.

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@pmworldjournal.com.

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