

Welcome to the September 2025 PMWJ ¹

David L. Pells
PMWJ Managing Editor

Welcome to the September 2025 edition of the PM World Journal (PMWJ), our 156th monthly edition. This month's PMWJ is another very full, diverse and interesting edition, with 40 new works by 53 different authors representing 16 different countries. The new editions this month bring our totals to 5,596 works by 2,169 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Introduction

This month's edition has been a heavy lift, with so many featured research papers and other works to edit, format, correspond with authors and post online. In addition, we had to overcome some technical challenges again, as the PM World Library went down on 14 August and it took us ten days to diagnose the problems and recover the website. It was fully recovered and back online on Monday 25 August. It turned out that the library database containing more than 12 years of PMWJ contents and other resources had become too large and complex for the server it was on. We were able to finally restore the website and migrate to a new larger dedicated server. The result is a faster and more secure website. Some of you contacted me during the down time; I apologize for the inconvenience and thank you for your patience. If you are a previous author, please log in to the PMWL now and make sure your profile and works are displayed properly. If not, please let me know.

Maybe the library was too ambitious, but it is now a huge resource for those in the PM field. The PMWJ seems to be growing as well, in both contents and reach. I'm proud of what we have created so far. With the addition of the new peer review process (and service) for academic and other serious researchers, both the journal and contents are now getting even better. This month's edition is a good example; it's full of some very interesting and powerful stuff.

Meanwhile, please check out our new publishing policies under the ABOUT tab and new author guidelines under the AUTHORS tab on www.peworldjournal.com. If you have comments or feedback, please let me know via email.

This month in the Journal

Three excellent **Interviews** are included this month, courtesy of PMWJ correspondents in France, Canada and Cameroon. **Yasmina Khelifi** in Paris has interviewed **Nidhi Mahajan**, a very experienced American program manager and the recent author of our first successful peer reviewed paper in July. **Aina Aliieva** in Toronto has prepared Part

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6 of her interviews with five more co-authors of the book “*The Evolution of the PMO: The Rise of the Chief Project Officer*” earlier this year. This 6th set of interviews is titled “From Systems to Synergy: Exploring the Human-Centered Transformation of PMOs.” **Martin Madiba Ebongue** in Douala has contributed “Cameroon Project Portfolio Management Landscape”, Interview with **Dr. Samuel Salla**, President of the PMI Cameroon chapter. These three interviews contain answers and information that should be of interest to many of you, so please check out these interesting interviews.

One **Peer Reviewed Paper** was approved for publication again this month. “The Impact of Leadership Styles on Agile Project Management in Global IT Sector” is authored by **Reshma Lucos** in the UK. While we expect peer reviewed papers to meet academic standards and are subjected to a rigorous review process, they must also offer useful information to PM practitioners. This paper is a good example of that for sure.

A whopping 11 **Featured Papers** are included this month, by 22 authors in seven 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, please note that these are substantial works representing many hours of research and writing by the authors. So please review the titles and summaries and read one or two. Several represent very significant contributions to the PM body of literature and knowledge on specific topics. All contain useful information.

One **Student Paper** is included, authored by **Chaitanya Sandeep Pawar**, a postgraduate student in the Department of Management and Engineering at the University of Padova in Italy. His paper is titled “Adaptive Scheduling and Coordination in Project Management: A Secondary Analysis of Strategies Across Dynamic Stakeholder Environments.” Some of you, please read his paper, then send an email to congratulate him and offer encouragement. Student papers are often the result of a serious research project as well as the student’s first formal academic or professional publication, an important milestone in a young career.

Five **Series Articles** are included by regular authors in Brazil, France, Germany, Poland and the UK. **Dr. Darci Prado** in Belo Horizonte has continued his series on “Lessons Learned from the project management maturity model research”, this 6th article titled “Maturity Evolution: Benchmark Organizations in Project Management.” **Yasmina Khelifi** in Paris has authored “Stay Open to Novelty” in her “Making a Modern Project Managers” series. **Oliver Lehmann** in the Munich area has contributed a powerful new article in his “Project Business Management” series titled “7 Strict Rules for Winning New Project Business.” **Dr. Stanislaw Gasik** in Warsaw is the author of “Politics, managerial knowledge and public organization portfolios” in his series on “Let’s Talk About Public Projects”. **Dr. Hugo Minney** in London is back with “The Elephant in the Room: Questioning Continuous Growth, Donut Economics and the Service Economy Transition” in his powerful series on “Sustainability and Regeneration in Projects.” Every one of these articles contains useful information for some of you, so please look carefully.

Seven **Advisory Articles** are included this month. Advisory articles are intended to offer potential solutions to a wide range of project management challenges, for both experienced team leaders as well as new project participants. All are educational and some contain suggestions that we can all use. Please take a look at the articles by **Bob Prieto** in Florida, **Mehdi Kadaoui** in Belgium, **William Hayden, Jr.** in New York, **Michael Frahm** in Baden-Württemberg, **Jeff Oltmann** in Oregon, **Yogi Schulz** in Calgary, and **Sejal Shaw** in Cupertino, California.

Three **Commentary Articles** are also included this month. **Dr. Paul D. Giammalvo** in Jakarta, Indonesia has provided “Earned Value Management: The Truth, the Whole Truth and Nothing but the Truth, Part 2”, following part one last month. **Lim YiiLiang** in Sarawak, Malaysia has authored “Elevating Project Excellence Through Lean Construction Maturity”, his second contribution to the PMWJ. **Dr. Harold Kerzner** and **Dr. Al Zeitoun** are back with “The Need for Humor in Project Management.” Read their article if you want to smile, maybe even laugh out loud. Commentaries are personal opinion pieces by experienced and knowledgeable project management thought leaders; this category is a service to those who simply want to share their opinions with others and who we feel are qualified to do so.

One **Personal Story** is offered this month. It is our honor to publish “Ongoing Odysseys in Project Management: Some experiential and allied influences on my perspectives and writings on project Management (A personal story) by **Alan Stretton**. Alan, who has been contributing articles and papers for this journal and its predecessor for at least the last 15 years, is one of the most knowledgeable project management experts that I have ever known. This article will demonstrate why, as he begins the story with his experiences in Civic and Civil, a leading Australian construction (and property development) company in the early 60s, and with the founding of the Project Managers Forum (predecessor to the Australian Project Management Association) in the 1970s. He’s been in the project management field for nearly 70 years, saw the birth of both CPM and PDM planning methodologies, watched the international PM professional bodies emerge and grow, and has probably forgotten more than I will ever know about project management. That said, at 95+ in years, he is still as sharp as when we first met in Florence in 1992. If you are seriously interested in project management, read this magnificent story.

Three **Reports** are included this month. It is a pleasure to introduce **Sebastian Wieschowski** in Germany who has contributed “Five Questions (and Surprising Answers) from the 34th IPMA World Congress”, which is coming up in two weeks in Berlin. Sebastian represents the German Project Management (GPM) association, Europe’s largest national member of the International Project Management Association (IPMA) and will become a regular contributor to the PMWJ going forward. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report about various and sundry projects and developments, including at least one mystery. **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).

In the **Second Editions** section, we have republished two more papers from the 17th UT Dallas Project Management Symposium held in May 2025 here in Texas. We are an organizing partner for this annual conference, now one of the leading project management events in this part of the United States. A traditional live event (except during Covid when the symposium was cancelled), the two-day conference features keynote speakers and multiple tracks of professional presentations by PM professionals and leaders who have submitted conference quality papers prior to the event. Papers are selected through a double blind abstract review process and produced under quality guidelines. One of our roles is to select papers for republication in the PMWJ as a service to the authors and UT Dallas. Historically, selected authors have been very happy to have their papers published in the journal.

UT Dallas PM Symposium papers included this month include “Breaking Silos, Building Success: A Strategic Project-Driven Approach to SaaS Business Transformation” by **Sidharth Ramsinghaney** and **Nate Troup**; and “Integrity at the Moment of Choice: Navigating Uncertainty in New Product Development” by **Tina Small**.

Two **Book Reviews** are included this month, by PMI Dallas Chapter members. **Mark Wettreich, PMP** has reviewed the book “Another Way... Building Companies That Last...and Last... and Last” (HBR Press) by Dave Whorton and Bo Burlingame. **Madhusudan Bangalore Nagaraja, PMP** has reviewed the book “Artificial Intelligence and Project Management: An Integrated Approach to Knowledge-based Evaluation” (Routledge) by Tadeusz A. Grzeszczyk.

(Note, we receive books from publishers and authors; we deliver the books to the PMI Dallas Chapter where they are given away to chapter members who commit to providing a book review in our standard format. When the reviews are published in the PMWJ, the reviewers can claim PDUs for PMP recertification from the Project Management Institute. This program has been working successfully for 13 years now and counting. For info, send me an email.)

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about big upcoming events including the 34th IPMW World Congress in Berlin later this month and the PMI Global Congress North America 2025 event in Phoenix in November. If your organization has program, project or project management related news that we can publish, please send it to me in the form of press release. We post breaking news on a regular basis on both the PMWJ and PM World Library websites.

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 recently acted as a program management advisor for a major U.S. national nuclear 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 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.

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