

Welcome to the October 2025 PMWJ ¹

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PMWJ Managing Editor

Welcome to the October 2025 edition of the PM World Journal (PMWJ), our 157th monthly edition. This month's PMWJ is another very full, diverse and interesting edition, with 38 new works by 47 different authors representing 18 different countries. The new additions this month bring our totals to 5,634 works by 2,184 different authors representing 90+ countries published in the PMWJ to date and archived in the PM World Library.

Introduction

Perhaps some of you have noticed that the PMWJ seems to be getting bigger, with many works and authors included each month. It also seems to be getting harder for me to publish the journal very early in the month. Weekends and holidays don't help, but maybe it's all for the better. We also seem to have more readers each month, so the PMWJ is growing from both perspectives, not such a bad thing. It also seems that our new peer review process is working, with five peer reviewed papers included this month and several more in the pipeline. Of significance, at least to me, is that several authors who have had to revise their papers based on reviewer comments have thanked us for the useful suggestions and subsequent improvements in their papers.

That said, we would welcome more research papers to be peer reviewed. So if you are a graduate or post-graduate student or an academic researcher who would like to have your paper both rigorously and rapidly reviewed (two weeks for first review), then published as soon as possible after finalization, please consider submitting it to us. We would also welcome a few more reviewers. If you have completed your doctoral or PhD degree, or are a very experienced professional leader, who has experience with both completing a peer review process and especially have experience reviewing academic papers, please consider participating. We are seeking qualified reviewers who will commit to reviewing one or two papers (or more if you are so inclined) over the next year. We have already assembled an outstanding Peer Review Panel, which can be viewed at <https://pmworldjournal.com/editorial-peer-review-panel-3>. We also want our peer review team to be globally representative, so if you are at a university anywhere in Africa, Asia or Latin America, please consider this opportunity to contribute, gain some experience as a peer reviewer and gain some valuable visibility.

By the way, I greatly appreciate **Dr. Miles Shepherd's** advice and leadership of the peer review process. He's made all the difference in the world! Thank you, Miles.

I'm proud of this month's edition. It's full of interesting and useful works by authors in many countries. I hope you all agree.

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This month in the Journal

Two excellent **Interviews** are included this month, courtesy of PMWJ correspondents in France and Canada. **Yasmina Khelifi** in Paris has interviewed **Hanny Alshazly**, PMI's Managing Director for the Middle East and North Africa. Hanny provides a great update on PMI's current and planned activities in the region. **Aina Aliieva** in Toronto has authored Part 7 of her interviews with co-authors of the book "*The Evolution of the PMO: The Rise of the Chief Project Officer*" earlier this year. This 7th set of interviews is titled "From Adaptation to Inclusion: How PMOs are Redefining Agility and Leadership." These are very interesting and informative interviews, so please read.

Five **Peer Reviewed Papers** were approved for publication and are included this month. "Bayesian Networks for Substation Schedule-Delay Risk: A Practitioner-Adaptable Theoretical Model Demonstrated on a Synthetic Case" is by João Henrique Pettená do Carmo in Brazil. "From Hunters to Farmers: Cultural Paradigms and Strategic Management" is a powerful work by Thomas Walenta in Germany. "Managing Ethical Risks in Artificial Intelligence: A Project Management Framework for Responsible Innovation" looks at a new aspect of AI and is authored by Rishiraj Kohli in the USA. "Enhancing Agile Approaches in Earth Observation: the role of Early Adopter Collaboration in the CRISP Project" is an industry-specific work on Agile by the team of Giaime Origgi (in Switzerland) and Antonio Calabrese and Davide Perra in Italy. "Bridging the Maturity Gap: Introducing BIAMM, a Simplified Project Management Maturity Model Aligned with PMI Domains for Developing Contexts" is an interesting work on PM maturity models by Dr. Muhammad Atif Rasheed in Canada. While our peer reviewed papers must meet academic standards and are subjected to a rigorous review process, they must also offer useful information to PM practitioners. We think these papers do so.

Eight **Featured Papers** are included this month, by 16 authors in five 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 general program and project management topics such as planning and risk, to project-specific topics. 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.

Three powerful **Series Articles** are included by regular authors in Brazil, Germany and the UK. **Dr. Darci Prado** in Belo Horizonte has continued his series on "Lessons Learned from the project management maturity model research", this 7th article titled "Maturity Evolution: Towards Excellent." **Oliver Lehmann** in the Munich area of Germany has contributed an excellent new article in his "Project Business Management" series titled "High Risks Demand Educated Professionals." **Dr. Hugo Minney** in London is back with another serious work in his important series on "Sustainability and Regeneration in Projects." This month's contribution is titled "The Impact of Environmental Regulations on Economic Growth: Debunking Myths and Exploring Opportunities". These articles contain useful information for some of you, so please look carefully.

Five **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 many can use. Please take a look at the articles by **Bob Prieto** in Florida, **Mehdi Kadaoui** in Belgium, **Joyce Olaghere** in the UK, and **Nazy Fouladirad, Dr. Harold Kerzner** and **Dr. Al Zeitoun** in the USA.

One **Commentary Articles** is included this month, by regular contributor **Dr. Ken Smith** in Manila, The Philippines. His article titled “**The Thorn Tree: An Intermediary Problem Tree Variant**”, takes an interesting look at decision trees. 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.

The **Reports** section contains some very interesting and arguably important information this month. First up is an “Update from APM for PMWJ” by **Adam Boddison**, OBE, CEO of the Association for Project Management (APM) in the UK. This is his new quarterly report for us this month. **Alessandro Quagliarini** in Rome has provided two works; the first is his update from Italy titled “Starting second half 2025 activities from the Project Management Communities’ Associations in Italy”. His second piece is about “PMexpo 2025: Italy’s Largest Project Management Event Returns to Rome, 14 November 2025”. If you have any interest in project management in Italy, read these excellent articles.

Yamanta Niroula has authored a fascinating report this month titled “Generation Z as Project Managers: How Nepal’s Gen Z Redefines Project Leadership”. In his report he assesses the recent upheaval in Nepal’s civic and political leadership caused by Gen Z demonstrations from the perspective of project management. Inciteful AND fascinating! **Dr. Miles Shepherd** in Salisbury, England has provided another entertaining project and programme related report including Good News, Not So Good News and News about Other Projects, with hints of more interesting stuff coming next month. **Dr. Alfonso Bucero** in Madrid has provided a short update about project management in Spain.

Sebastian Wieschowski in Germany has contributed two excellent reports from the recent 34th IPMA World Congress in Berlin. His “Part 1” covers “AI in Project Management – From Hype to Intelligent Partnership” and Part 2 discusses “The Transformation of Project Management - Strategic Realignment and Human Excellence” the two themes emerging from congress presentations and speeches. Sebastian is our newest correspondent and already contributing very informative reports; thank you Sebastian. **Dr. Jouko Vaskimo** in the Helsinki area is also back with an update about Association of Project Professionals Finland, PMI Finland Chapter, the Kruunusillat [Crown Bridges] projects (multiple new bridges in and around Helsinki) and the Hailuoto Causeway Project.

In the **Second Editions** section, we have republished two more papers from the 17th UT Dallas Project Management Symposium held in May 2025 in Texas. The UT Dallas PM Symposium papers included this month include “Relationship Management: Internal vs.

External Stakeholders” by **Jeremy Busby**; and “Product versus Project Management: Enabling the most value!” by **Frank Murphy**.

Two **Book Reviews** are included this month, by PMI Dallas Chapter members. **Nidhi Mahajan, PMP** has reviewed “*Project Management Metrics, KPIs and Dashboards*” (Wiley) an older book by Dr. Harold Kerzner. **Gauranga Deka, PMP** has reviewed the book “*Another Way... Building Companies That Last...and Last... and Last*” (HBR Press) by Dave Whorton and Bo Burlingame.

(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 the recent 34th IPMA World Congress in Berlin, the upcoming 2nd UT Dallas PM Conference 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 a 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.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 acted as a senior program management advisor for the U.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/>