

Welcome to the November 2025 PMWJ ¹

David L. Pells
PMWJ Managing Editor

Welcome to the November 2025 edition of the *PM World Journal* (PMWJ), our 158th monthly edition. This month's PMWJ is another diverse and interesting edition, with 32 new works by 37 different authors representing 18 different countries. The new editions this month bring our totals to 5,666 works by 2,190 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Introduction

This month I want to recognize some of our most loyal contributing authors. As you will see in the introduction to his report this month, **Dr. Miles Shepherd**'s report is his 150th since we began publishing in 2012. Likewise, **Dr. Alfonso Bucero** and **Dr. Jouko Vaskimo** have also been contributing articles and reports since the beginning. Most impressively, **Alan Stretton**, who's 99th birthday is on November 6th (International PM Day this year), has authored another personal story about the history of project management in Australia, a history that he helped make over the last 70+ years. Alan has been contributing seriously important articles, featured papers and stories for the PMWJ and its predecessor *PM World Today* for more than 20 years.

Other previous authors have also contributed again this month, including correspondents **Yasmina Khelifi**, **Aina Aliieva**, **Mauricio Lopes** (and the three mentioned above); series authors **Oliver Lehmann**, **Dr. Darci Prado**, **Dr. Hugo Minney** and **Dr. Stanislaw Gasik**; contributing authors **Bob Prieto**, **Dr. M.F. Harake**, **Federico Minelle**, **Dr. Ken Smith**, **Jeff Oltmann**, **Dr. Harold Kerzner**, **Dr. Al Zeitoun** and so many others in previous editions. In each edition we have many new authors, but the contributions of previous and continuing authors are what have kept this journal alive and growing. I am so grateful! And for you readers, to fully understand the depth of their contributions to both the PMWJ and the project management professional field, visit their author showcases in the [PM World Library](http://PMWorldLibrary.net). You will be amazed, educated, entertained and impressed far beyond your expectations.

Now, this month in the Journal

Two **Letters to the Editor** are included in this edition on the topics of cultural paradigms and appreciation. **Oliver Lehmann** has commented on Thomas Walenta's October paper on "From Hunters to Farmers: Cultural Paradigms and Strategic Management". **Dr. Darci Prado** has expressed appreciation to the *PM World Journal* for supporting his important PM maturity research this year.

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Two very interesting **Interviews** are included this month, courtesy of PMWJ correspondents **Aina Aliieva** in Toronto and **Yasmina Khelifi** in Paris. Aina's contribution this month is Part 8 of her interviews with co-authors of the book *The Evolution of the PMO: The Rise of the Chief Project Officer*. This collection is titled "The Strategic Horizon: How PMOs are Expanding their Role in a Complex World." Yasmina has interviewed the renowned **Dr. Shankar Sankaran**, Professor of Organisational Project Management at UT Sydney in Australia. Check out these powerful interviews.

One **Peer Reviewed Paper** was approved for publication this month. **Youssef J-T. Zidane**, PhD, is the author of "Delivering Fast, Managing Smart: How Flexibility, Uncertainty and Complexity Shape Project Speed." This paper is an excellent example of how serious academic research can also offer practical usefulness. This paper is also a good example of why we introduced peer reviews in the PMWJ, to both help researchers get published and to bring more useful research to the attention of our practitioner-oriented readership. Our review process is both disciplined and streamlined; if you are looking for a peer review of your research paper, please check out our publishing policies under the ABOUT tab on the PMWJ homepage at www.pmworldjournal.com.

Eight **Featured Papers** are again included this month, by authors in six different countries. These good papers are a mix of academic and professional research, by professors, graduate students and very senior project management practitioners. 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 fascinating and a couple on significant topics; in particular, see the papers by regular authors **Bob Prieto** (USA), Prof **Dr. M. F. Harake** (France), and the team of **Minelle, Stolfi** and **Di Gioacchino** (Italy).

Five **Series Articles** are included by authors in five different countries, all of whom are well known experts in the PM field. **Dr. Stanislaw Gasik** in Poland has authored the next in his important series on "Let's Talk About Public Projects", this month's article titled "Knowledge – The most important resource for projects." **Oliver Lehmann** in Germany has authored "Ecosystems in Project Business", the next article in his very useful series on "Project Business Management". **Dr. Darci Prado** in Brazil has wrapped up his series on "Lessons Learned from the PMMM Research Series" with an 8th and final article titled "Maturity Evolution: The 'Discontinuity' Factor". **Dr. Hugo Minney** in UK has authored "Wellbeing in project teams: Boosting productivity and profitability through human-centric approaches", the latest instalment in his series on "Sustainability and Regeneration in Projects." **Yasmina Khelifi** in Paris has contributed "Be Kinder to Yourself" in her series on "Making a Modern Project Manager". Don't miss reading our series articles, which are often enlightening and entertaining, and always informative.

Five **Advisory Articles** are included this month, by authors who know what they are talking about. Topics include project evaluations, planning fuzzy projects, process thinking, proactive leadership and organizational culture. If your project, program or organization is struggling with PM-related issues, either during startup or on an ongoing basis, consider these and other works by these same authors – find their previous works in the PM World Library at www.pmworldlibrary.net.

One **Commentary Article** is also included this month. Gareth Pugsley has weighed in on black elephants and other big game-type risks in “How to become a better Big Game Risk hunter.” Big topic, useful comments!

One **Personal Story** is also included this month. Long time contributor **Alan Stretton** is back with another historic set of stories in “Recollections and reflections on some early developments in project management in Australia”. Alan, who has recently relocated to New Zealand with his wife, was one of the earliest adopters of modern project management in the Asia Pacific region, and in the world really, while working in the buildings industry in Australia. If you have any interest in the history of PM, read this interesting article, which will definitely go into the History of PM section in the PM World Library this month.

Five International Correspondents have contributed **Reports** this month. **Mauricio Lopes** in Brazil has authored “The Relationship Between Project Management and Contract Administration in Engineering & Construction in Brazil”, his Project Management Report from São Paulo. **Sebastian Wieschowski** in Germany has contributed “Project management under sail: When a change of course still leads to the goal”. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering some fascinating project and program developments around the UK. **Dr. Jouko Vaskimo** is back with an update about Association of Project Professionals Finland, PMI Finland Chapter, the Kruunusillat [Crown Bridges] projects and the Hailuoto Causeway Project. **Alfonso Bucero** in Madrid has authored another short report on project management in Spain (in both English and Spanish).

Two **Book Reviews** are included this month. *Project Management Multiplicity: Current Trends*, by **Jan Pries-Heje** (Sweden) has been reviewed by **Christine Evelyn Gwaze** in Texas. *Effective Project Management: Traditional, Agile, Extreme*, by **Robert Wysocki** has been reviewed by **Maryam Khosravi**, also Texas based.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don't miss the articles about

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 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 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/>