

Welcome to the December 2025 PMWJ ¹

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PMWJ Managing Editor

Welcome to the December 2025 edition of the PM World Journal (PMWJ), our 159th monthly edition. This month's PMWJ is another diverse and interesting edition, with 31 new works by 41 different authors representing 15 different countries. The new editions this month bring our totals to 5,697 works by 2,197 different authors representing 90+ countries published in the PMWJ to date and now archived in the PM World Library.

Introduction

This month is the fifth month in the 14th year for the PMWJ; it seems that every month is another milestone, and another opportunity to remember authors, friends and colleagues who have been part of this journey. I am so grateful for our advisors, correspondents and authors who have supported the journal from the beginning, a surprising number actually. Every month I again thank **Dr. Miles Shepherd** in the UK, **Dr. Jouko Vaskimo** in Finland, **Dr. Alfonso Bucero** in Spain and **Alan Stretton** in Australia, among others, for their new and again monthly contributions.

Over the last dozen years, others have also become regular contributors, including **Bob Prieto** in Florida, **Dr. Ken Smith** in The Philippines, **Prof M.F. Harake** in France, **Oliver Lehmann** in Germany, **Dr. Hugo Minney** in the UK, **Yogi Schulz** in Canada, and **Alessandro Quagliarini** in Italy, **Yasmina Khelifi** in Paris, **Dr. Stan Gasik** in Poland, and **Dr. Darci Prado** in Brazil, most of whom are included again this month. As you can see, these and many others have also helped make the PMWJ one of the most international publications in the project management field. For me, sitting here in the middle of Texas in the middle of the United States, the global contents, perspective and influence of the PMWJ are exciting, even exhilarating. And what a learning curve I have been on these last many years!

And from my perspective, that's the biggest contribution that we are making each month, offering opportunities to share and learn from each other, whether old or young, experienced or new to project management, anywhere in the world. Knowledge sharing and continuous learning are so important in our business, where few projects are exactly the same, where newness and change are constant reminders that projects and project management are about creating change more than anything. Changing the world is what we do, what you all do. Yes, it can be stressful, but also exciting and so rewarding. So keep learning, keep changing and let's continue trying to make the world a better place.

Thank you to all of the authors this month, to those who have helped us get this far, and thank you so much for reading the PMWJ.

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This month in the Journal

One **Peer Reviewed Paper** was approved for publication this month. Congratulations to **Rishiraj Kohli** on publication of his interesting research paper titled “The Evolution of the PMO: Comparing Traditional vs AI-Enhanced Project Management Offices.” Through our new peer review program, we are offering PhD candidates such as Mr. Kohli the opportunity to learn the publishing process, improve writing and presentation skills, and obtain the approval of an experienced academic reviewer or two.

Nine **Featured Papers** are included this month, by authors in six different countries. These conference-quality papers represent 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, I can say that these are substantial works representing many hours of research and writing. Some of them represent research into topics of high interest to local industries and/or stakeholders, which is significant. If we have a few readers in specific locations who can benefit from reading the PMWJ, that’s great. Please review the titles and summaries and read one or two. Several are a little long, several fascinating and a couple on significant topics.

Three **Series Articles** are included by authors in three different countries. **Oliver Lehmann** in Germany has authored the next article in his very interesting series on “Project Business”, this one titled “Decision Inertia”. **Dr. Hugo Minney** in England is back with a powerful new article titled “Building Stronger Communities Through Projects: Social Value as a Strategic Driver of Organisational Success” in his series on “Sustainability and Regeneration in Projects”. “Reinventing Project Management” is a new series begun this month and continuing in 2026 by the globally-recognized expert on the project economy, **Mr. Antonio Nieto-Rodriguez**, who is based in Spain. Antonio’s introductory article this month is titled “Reimagining Project Management for a New Era”. Don’t miss reading our series articles, which are often enlightening and entertaining, and always informative.

Seven **Advisory Articles** are included this month, by authors in seven different countries. APM Fellow **Tom Taylor** in the UK has authored an interesting and perhaps humorous piece titled “Dealing with Jargon – for managers in the built environment.” **Dr Colin Darrington Prince** in South Africa is the author of “The Art of War and the Discipline of Project Management: Ancient Strategy for Modern Execution”. **Kumar Sarma** in the UAE has shared his experience in “Eight Pillars of Project Management Excellence: An Educators Guide to Purpose, Resilience, and Growth”. **Yogi Schulz** in Canada has returned with “Project outcomes depend on the project manager’s collaboration with the project sponsor”, a topic he literally wrote the book on. Experienced executive advisor in Portland, Oregon **Jeff Oltmann** is back with a useful article titled “Why Teams Need Systems to Thrive”. Regular contributor **Dr. Ken Smith** in Manila has authored “Given Several Extant Averages; Which is Best for Your Business?”. And the prolific team of **Dr. Harold Kerzner** and **Dr. Al Zeitoun** have contributed a new advisory titled “The Impact of EGOs on Project Management”, an article that should be widely appreciated since we’ve all experienced this very common condition.

Two **Commentary Articles** are also included this month. **Dr. Dimitris Antoniadis** in the UK has authored “How do integrated structures and software tools support the management of the effects of project complexity?” **Muhamed Abdomerovic** in North Carolina, USA is the author of “Project Management Body of Knowledge (PMBOK) Next Stage: In search of ‘purposeful views and contents’”. Please read these opinion pieces, then consider emailing a “letter to the editor” to me with your reaction.

We are delighted to have **Alan Stretton**, who celebrated his 95th birthday last month after relocating from Australia to New Zealand and who is widely recognized as a true pioneer in the PM field, back with another **Personal Story** this month. Alan’s article is “A personal recollection and reflection on a failed global project management initiative in the 1990s”. If you were involved with AIPM, IPMA or PMI leadership in the 1990s, check this out.

Five **Reports** have been submitted by authors in five different countries this month. **Alessandro Quagliarini** has contributed a wonderful report from Rome titled “PMexpo 2025: The Evolving Landscape of Project Management in Italy.” Alessandro has provided full coverage of ISIPM’s big PMexpo conference in October, complete with great photos of many presenters and attendees. This is a great report, but it’s a good thing it compressed on conversion to PDF; the original file was massive. **Sebastian Wieschowski** in Germany has contributed a very nice report titled “Young Researchers Explore Project Management in the Age of AI: Why Progress Is Impossible Without People”. **Miles Shepherd** in Salisbury, England has provided another entertaining and newsy report covering such topics as “Good News, Not So Good News, Other Project News, Proposals, Profession News, Very long projects and Sea Eagles in the Wrong Place.” **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. **Dr. Brane Semolič** and **Luka Semolič** in Slovenia have shared their final report from the recently completed KM FEST’25 titled “Challenges and “Good Practices of Digitalization”.

Two **Book Reviews** are included this month, both on AI in PM by PMI members **Rosolayn (Ros) Johnson** and **Anzar Hasan** in Dallas who can now claim PDUs for their efforts.

A few **Recent News** articles related to project management and PM World are also included. Of particular note, don’t miss the articles about “Registration Open for 18th Annual UT Dallas Project Management Symposium” and “**Badr Mohammed Burshaid** appointed Honorary Global Advisor for PMWJ in Saudi Arabia”.

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/>