

## **Five Years, Vision and Value Revisited – and Welcome to the July 2017 PMWJ**

*David Pells, Managing Editor*

Welcome to the July 2017 edition of the **PM World Journal** (PMWJ), the 60<sup>th</sup> monthly edition. This five year anniversary edition continues to reflect the international nature of this publication: **30** original articles, papers and other works by **34** different authors in **14** different countries. News articles about projects and project management around the world are also included. Since the primary mission of this journal is to support the global sharing of knowledge, please share this month's edition with others in your network, wherever in the world they may be.

Since last August, on the recommendation of several international advisors, I have used this opportunity to mention important trends or issues that I see as journal editor. This month, however, on the occasion of the publication's five year anniversary, I wanted to reflect on some of the original objectives for the journal, perhaps the most important of which I was reminded about by Neil Robinson in his letter to the editor this month. That is, where can professionals share their experiences and knowledge? In the paragraphs below, here are the main reasons WHY the PMWJ is published.

### **Reason 1: So professionals can get published more easily**

When I was about 10 years into my professional career, I began to consider authoring a paper for presentation at a PMI conference. By then I had worked on several large energy and defense projects, initially as a project control analyst using earned value management systems and processes, then as the manager of a company-wide project management improvement program. My motivation for authoring a paper was to advance my career; this was common practice then. Published papers could go onto one's professional CV. Publishing was also to share knowledge and to contribute to the PM profession. No one authored a paper to receive professional development units (PDUs).

At that time, PMI (Project Management Institute) offered three primary options for anyone to publish a paper about project management: at their annual seminars/symposium (now called global congress), in the Project Management Quarterly (PMQ - now their monthly *PMNetwork* Magazine), and through PMI chapters (newsletters and local/regional events). That was 30+ years ago.

There were other options at the time, of course, including through the American Association of Cost Engineers (AACE – now the Association for the Advancement of Cost Engineering International, AACEi) and the Performance Management Association (PMA – now the College of Performance Management, CPM). In Europe, there were opportunities to publish or present an article or paper in publications or at events sponsored by APM in UK, INTERNET (now the International Project Management Association, IPMA) in Europe, AIPM in Australia), and several others.

So I started authoring papers in 1985 for presentation at PMI conferences, first regional events in Seattle and Vancouver, BC, then at the big annual PMI Seminars/Symposium, then at INTERNET congresses beginning in 1990. I continued to author papers and make presentations for the next 15 years.

For the last 10 years, however, the opportunities for beginning or mid-career professionals to publish an article or paper seem to have dried up, have many strings attached or have hoops to jump through. PMI has turned to professional writers for *PMNetwork*; opportunities to author papers at global congresses have required forms, formats and compliance (and may actually be ending completely); publishing on [pmi.org](http://pmi.org) or [projectmanagement.com](http://projectmanagement.com) is promoted for PMI members or for obtaining PDUs. APM in UK still offers great opportunities for APM members via specific interest groups and national publications. AACEi offers opportunities for AACEi members, etc. There are also many blogs and commercial websites looking for content, but the real or implied association with the promoter can be problematic.

AACEi, AIPM, APM and other conferences can still offer good opportunities to author a paper but often requires sometimes expensive registration, travel and attendance at the conference. Regional conferences such as the annual [UT Dallas PM Symposium](#) also offer opportunities for publication, although conference proceedings are not always widely distributed or available after the event.

The PMWJ provides a simple way for professionals at any level to share knowledge, experience and information, and to get published. You don't have to be a member of APM, IPMA, PMI or any other organization; you can be located anywhere in the world. And the process is simple. Just email your article or paper to me; if written professionally, without commercial intent and without too many grammatical errors, we will normally publish it.

### **Reason 2: So researchers can publish their works more easily**

Several years ago I was referred to a paper in which the author declared "the death of refereed journals." The future, he declared, was open-source journals, posting on websites and freely sharing research results. No more submitting papers to academic journals, waiting weeks or months for acceptance, then waiting weeks or months for publication. While I still see academic and professional journals such as the *International Journal of Project Management* and the *Project Management Journal* continuing to thrive, they definitely have strict editorial and submission requirements, their contents are often very academic and they cannot all be easily accessed without a paid subscription. Of course, the traditional academic journals generally ensure quality contents, prepared and presented according to established process and rigor.

For professionals without a doctoral degree or not associated with an academic institution, however, having a paper accepted by a well-known refereed journal will most likely be challenging. Also, many research-based papers prepared by working professionals may not satisfy the rigors of academic research, but may in fact contain very useful, valuable or innovative new information. Finally, I have seen some great research papers originating in developing economies, especially in Africa, that might not be of high interest to international academic reviewers but contain important results or information useful for local officials, industries or project managers.

The PMWJ offers an option for both academic and professional researchers to publish their works easily and quickly. While the PMWJ cannot offer the same level of publishing reference as established refereed journals, we are registered with the U.S. Library of Congress as a formal online publication (ISSN 2330-4480) and the PMWJ is indexed by EBSCO (works published in the PMWJ are included in the EBSCO Business Source Complete database). More importantly, serious research papers can be published in the PMWJ within one month of receipt, often within a week or two.

### **Reason 3: To provide a publication opportunity for students**

When I was in graduate school (MBA degree 35 years ago), I was working full time for a large government contractor. I worked 40 hours per week, attending classes at night two or three nights per week and on some weekends, for several years. If I remember correctly, every class required a research report or paper of some kind. I tried to make those research projects as relevant as possible to my employer and career, so every one was about some project management issue related to the projects at work. At that time, I was young and relatively inexperienced; nevertheless, the research was serious, the papers were well written, and I received an 'A' grade for every paper.

It occurred to me several years ago that we should offer an opportunity for graduate students to publish such research papers in the PMWJ. So we do. The Student Papers section of the PMWJ offers students an opportunity to share their research results and "get published", often for the first time. When a graduate student is mid-career, having already worked in industry, those papers can be very good and very relevant for many readers. Many student papers are actually referred to us by professors. For examples, see some of the student papers in the PM World Collection at <http://peworldlibrary.net/pm-world-collection/>

### **Reason 4: To promote knowledge sharing**

Our official mission for the PMWJ is to support knowledge sharing related to program and project management. Obviously, publishing papers by professionals, researchers and students supports that mission. But we wanted to also promote the sharing of different types of knowledge, so we came up with different categories for the PMWJ contents. Thus: interviews, featured papers, advisory articles, commentaries, series articles, students papers, case studies, personal stories, reports, book reviews and even second editions (republishing of previously published works). Since we also post news articles on the PMWJ website, each edition contains many new and different types of PPM information.

Combined with the resources accumulating in the PM World Library at [www.peworldlibrary.net](http://www.peworldlibrary.net), I think we are creating real value for readers now. Current PMWJ website traffic (June 2017: 13,917 unique visitors, 25,601 unique visits, 128,400 unique page visits) suggest that many agree.

### **Reason 5: To provide more recognition for authors**

One of the most irritating things, in my opinion, about many project management websites is the lack of transparency, and the lack of visibility or information about authors. I believe that authors of articles and papers, especially those that break new ground or provide good and useful information, should receive full credit for their work. I also think that an author's background is important context for the contents of an article or paper. That is why each original work published in the PMWJ contains an author profile at the end, usually with a photo and location. Those profiles then become individual author pages in the PM World Library's [Author Showcase](#) where links to their works (published in the PMWJ) can be easily accessed. Of the 939 different authors now in the PMWL, many have published multiple works in the PMWJ, so they must be gaining some value. Since accessing the PMWJ and much of the contents of the PMWL is free, the return on investment or value to readers must be positive. We certainly hope it is viewed that way.

You can also see who is behind the PMWJ under the TEAM tab on [www.peworldjournal.net](http://www.peworldjournal.net). We also believe strongly in full transparency. You can see my background and those of other editors and directors. I wish more PM websites and blogs were equally transparent.

I apologize for blowing our own horn so loudly. But I am rather proud that we have reached our 60<sup>th</sup> uninterrupted monthly edition, five years of publishing original works by authors from nearly 70 countries. I hope you will continue to read the PMWJ. Or better yet, send us something to publish – share your experience and knowledge in project management.

### **Now - This month in the Journal**

Now for this month's journal which again contains some interesting and outstanding works. We start with three short Letters to the Editor that are worth reading and two interesting interviews conducted by PM World correspondent in Istanbul, Ms. Ipek Sahra Özgüler. Last month we published three interviews by Ipek with keynote speakers from the recent PMI Turkey PM Summit conference in Ankara. This month, Ipek has again provided fascinating interviews with two more keynote speakers from the Ankara conference, IBM executive and former PMI board member Steve DeGrosso and PMI Turkey Chapter President Mustafa Hafizoglu, Check out their answers to Ipek's good questions.

Five outstanding featured papers are included this month. Alan Stretton in Australia is back with another thoughtful paper discussing context in project management. Eugene McGrath in Ireland has returned with a serious paper comparing financial management techniques for infrastructure projects. Owen Podger, Australian expat working and living in Indonesia, has contributed an interesting paper on a very original topic, "City Management as a Project". Dr. Moustafa Abu Dief, working in both Egypt and Saudi Arabia, has contributed another paper on FDIC contracts, part one of a series. And Prof John Cable at the University of Maryland has teamed up with Clara Cheung at the University of Manchester in UK with "Eight Principles of Effective Online Teaching: A Decades-long Lessons Learned in Project Management Education."

Four series articles are included. As usual, Prof Darren Dalcher in UK has facilitated another excellent '*Advances in Project Management*' article, this month by Routledge author Dr. Terry Cooke-Davies in UK. Darren's fascinating introductory article is titled "We need to talk about strategy." Terry's article is titled "Managing Strategic Initiatives." These two articles revisit one of the most important aspects of project, program and portfolio management – the critical but challenging process of aligning projects with strategy. But what is strategy really?

Dr. David Hillson, aka The Risk Doctor, has provided a fascinating new briefing article titled "Prioritising Opportunities Using Red/Yellow/Green." If you think you already fully understand use of the stoplight technique for risk management, think again. This article opens the process to the positive side of risk and uncertainty. Fantastic!

We are happy to introduce a new series this month, "Life is a Project" by Neil Robinson in London. This article and the series are based on Neil's paper that was published in the PMWJ last month and which has now won PMI's 2017 Student Paper of the Year Award for the EMEA region. This month's introductory article describes the Life is a Project initiative that Neil launched to teach basic project management skills to at-risk people transitioning into new cultures. It's a fascinating and worthwhile program that we are hoping to support through this series. Please read the article, then consider how you can help Neil move this concept forward.

Unfortunately, there were no Advisory Articles submitted for publication this month. We include two Commentaries however. Tororiro Chaza in Harare discusses how project management training and certification are gaining traction in Zimbabwe. Germán Bernate in

Bogota takes issue with a new law recently approved in Romania that seems to forgive or even promote low levels of financial corruption. What is the world coming to?

We are happy to include another Personal “Project” Story this month. Interior designer and project manager Katharine Foley in Belfast, Northern Ireland shares a story about a recently completed project that was conducted almost entirely virtually, the design and reconstruction of a bar/restaurant in Las Vegas. Who would have thought?

This month we continue our republication of conference papers in the Second Editions category, from the Scientific Conference on Project Management in the Baltic States, hosted by the University of Latvia in Riga each April; and the University of Maryland’s annual PM symposium in College Park, Maryland, USA each May. The papers from the Riga event include “Stakeholder Communications Approach: A New Era” by Damiano Bragantini and Matteo Licciardi in Italy; and “Management of Creative Projects: Challenges and Paradoxes” by Alina Kozarkiewicz and Agnieszka Kabalska in Cracow, Poland.

The UMD papers include: “Ranking Portfolio Management Maturity” by Susan Hostetter and Sherri Norris of the US Census Bureau, U.S. government; “Balancing the Speed of Agility with Technical Quality” by Johnny D. Morgan, PhD; and “Integrated Project Delivery: Complicated Collaboration or Improbable Panacea” by Prof William Moylan, PhD and Nadia Arafah, ABD in Michigan. These papers were selected for republication for a reason; they are good papers of potential interest to many practitioners and students around the world.

Interesting regional reports are again included this month from Alfonso Bucero in Spain, Jouko Vaskimo in Finland, Miles Shepherd in the UK and Jaime Videla in Chile. These are very interesting updates from these four professional leaders who we are very happy to call International Correspondents and editorial advisors. Their reports also describe some important local projects and make interesting reading. Please also see the important report by Dr. Vaskimo from the recently concluded IRNOP project management research conference in Boston; you will see a great account of the topics covered, research awards announced and leading researchers from around the PM world.

Six good book reviews are also included, provided by members of the PMI Dallas Chapter. Through our PM book review program, PMI members can receive a free book, up to 10 PDUs and good visibility in exchange for producing a good book review. Everybody wins through this program: reviewers (free book, free PDUs, visibility), PMI chapter (publicity, chapter benefit), book authors and publishers (positive reviews, free publicity), and the PMWJ (good content). Our book reviews are not just PR blurbs, they create new knowledge based on our standard format which forces reviewers to offer substantive feedback. So please take a look, see what’s new and if you agree. We are happy to work with other organizations interested in establishing a similar book review program.

All of the articles, papers, reports and reviews this month contribute to the global project management body of knowledge. Please read those of interest to you, then share them with others. Sharing knowledge multiplies the impact of good ideas, and some ideas (like projects) can change the world.

The rest of this article is our monthly boilerplate. Please read if this is your first time with the PMWJ or read again if you are a subscriber; it’s important for sustaining this publication.

## Share Your Experience, Research and Knowledge

We invite you to share your own experience, knowledge or research results related to program and project management. A wide variety of original works are included in the PMWJ each month. Share knowledge and gain visibility for yourself and your organization; publish a paper or article in the PMWJ. See our [Calls for Papers](#) and review the [Author Guidelines](#) for the journal. Then just email your original work to [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net). The PMWJ is not a refereed journal; however we can publish your work quickly (for sharing with thousands of readers around the world and for immediate reference). The PMWJ is also indexed by EBSCO, which means that your work may also be read and referenced by students and researchers around the world long into the future.

## Opportunities to get involved

If you are interested in becoming a regular contributor, consider becoming an **International Correspondent**. Correspondents receive visibility in the PMWJ, introductions to others, many opportunities to author works for the journal and free membership in the PM World Library. For more, visit <http://pmworldjournal.net/team/international-correspondents/>.

If you are teaching project management at a college or university, or an active academic leader or researcher in the P/PM field, our “Offer for Students of Project Management” provides three areas of potential interest to students – publishing opportunities, free library memberships and a virtual research internship. We will soon introduce a Research Scholar opportunity. For information about these programs, please contact [info@pmworldlibrary.net](mailto:info@pmworldlibrary.net).

If you are a student of project management at an accredited university, consider our virtual project **research internship** program. [Learn about our interns here](#). See opportunities for students at <http://pmworldlibrary.net/students/>. The PMWL supports continuous learning in the field of program and project management but is proving especially useful for students. Help us create a global resource; visit [www.pmworldlibrary.net](http://www.pmworldlibrary.net) and become a member.

## Thanks to Authors and Sponsors

I want to thank the authors who contributed to this edition of the PMWJ. Most have included an email address at the end of her or his author profile. If you find an article or paper useful or interesting, let the author know. Better yet, ask questions, start a discussion, share information and knowledge. We also want to thank our advisors, correspondents and contributing editors around the world. These teams include leaders from academic and professional organizations in around 50 countries.

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## Share it forward

If you found something interesting in the PMWJ this month, please **SHARE IT FORWARD** - send the link to colleagues, co-workers or friends. If you have knowledge or a story to share, submit an article or paper for publication. We are especially interested in those that contribute to solving global problems. Thank you for reading this month’s edition of the PMWJ, have a great month and good luck with your projects!

## About the Author



### **David L. Pells**

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**David L. Pells** is Managing Editor of the ***PM World Journal*** ([www.pmworldjournal.net](http://www.pmworldjournal.net)) and Managing Director of the PM World Library ([www.pmworldlibrary.net](http://www.pmworldlibrary.net)). David is an internationally recognized leader in the field of professional project management with more than 35 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 has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) 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; Project Management Associates (PMA - India); and Russian Project Management Association. Since 2010 he is an honorary member of the Project Management Association of Nepal. From June 2006 until March 2012, he was the managing editor of *PM World Today*. He occasionally provides high level advisory services for major programs, global organizations and the U.S. federal government. David has a BA in Business Administration from the University of Washington and a Master's degree in business from Idaho State University in the USA. He has published widely and spoken at conferences and events worldwide.

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