

Editor's Perspective on the Current Edition

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Welcome to the January 2012 edition of **PM World Today**, the world's most international project management publication with contents from many countries and regions of the world. The Editor's Perspective provides an overview of the contents of the current edition, which this month again contains articles, papers and stories from more than 20 countries. **PM World Today** is an educational and informative resource for PM professionals worldwide. It is also a service for PM experts, leaders and professionals who want to share knowledge, get published or gain more visibility in the PM world.

This is another full edition, with one letter to the editor, three series articles in our Columns section, two featured papers, one student paper, two 'second editions' papers, three interesting viewpoints articles and five advisory articles. Also included are several regional reports from correspondents, three book reviews, and several dozen news stories about projects and project management in various industries and countries.

This month's **Editorial** is entitled "**Guiding Principles: Commitment to ethics and values can empower leaders of teams, projects, programs and organizations**". *Over the last ten years, I have been a party to numerous discussions about professional ethics, rules of behavior, governance and related aspects of program and project management. One lengthy exchange was related to the need for a sort of Hippocratic oath for project management like that embraced by the medical profession, a "do no harm" sort of statement or commitment. All program, project and team leaders should think about his or her core values and how they can help both simplify decisions and lead to more successful results. It is time to raise the level of awareness and discussion on the subject of principled behavior in the project management world, for organizations, managers and teams of professionals...* Please read this month's editorial and send feedback to editor@pmworldtoday.org. (English)

One **Letter to the Editor** is included this month. **Patrick Weaver** in Australia wrote in to comment on the December PMWT article by Rebecca Winston on the subject of "*Complexity*". Please read Patrick's comments and if you have a comment or reaction to anything in this month's edition, please send an email to editor@pmworldtoday.org.

Columns – a monthly series of papers on special topics, was launched in 2009. This month we provide another article on risk management by Risk Doctor **David Hillson** in UK; a contribution on program management by **Russell Martinelli**, **Tim Rahschulte** and **James Waddell** of the Program Management Academy in Oregon; and an article on contemporary project management issues by Prof. Tim Kloppenborg in Ohio.

“Risk Management Principles, Part 2 – OGC M_o_R” is the article this month by **Dr David Hillson**. According to David, *“The last Risk Doctor Briefing looked at eleven principles for risk management which are contained in the international risk standard ISO 31000:2009. We suggested that adopting and implementing these principles could lead to a more effective approach to managing risk. But ISO 31000:2009 is not the only risk standard that offers a set of risk principles. The UK Office of Government Commerce (OGC) is responsible for the Management of Risk methodology (M_o_R *) which is widely used in government and elsewhere, and the most recent M_o_R guidelines include a set of eight risk principles that can be applied in any setting or type of organization...”* Read the article, then send us your reaction. (English)

“Aligning a Program with its Organization’s Business Strategy” is another article in our series called “Program Management Commentary” by **Russell Martinelli, Timothy Rahschulte** and **James Waddell**, senior advisors at the Program Management Academy in Oregon, USA. According to the authors’ introduction, *“In most organizations there is a distinct division of labor between strategy and execution. Strategic planning and portfolio management are often activities reserved for senior management, and program planning and execution activities are the responsibility of the program manager and core team. Given that these activities are performed by different personnel, gaps in communication and understanding of strategies and corresponding objectives can occur resulting in misalignment and a disconnection between the intended business objectives and what is ultimately achieved by the work effort. Such gaps can result in lost opportunity, not to mention a waste of human and financial resources...”* Please read the article; then send us your reaction in email to editor@pmworldtoday.org. (English)

“Project Selection and Initiation Questions leading to Good Risk Management” is the article this month in the **Contemporary Project Management** Series by **Timothy Kloppenborg**, Professor of Management at Xavier University in Cincinnati, Ohio. According to Tim, *“The reason we plan and perform project risk activities is to increase the probability of project success. We do this by identifying risks, analyzing them, capitalizing on positive risks (opportunities) and minimizing negative risks (threats). Standards such as PMBOK® and PRINCE2 detail specific processes to accomplish risk management. In this column, I wish to propose questions you can ask as you go through other early project activities that you may not always consider when you think of risk...”* Please read the article, then let us know your reaction. (English)

Featured papers are serious professional contributions to the PM literature or papers of significant interest. This month we include two such papers.

“Project Management and Cloud Computing” is a featured paper by **Bernardo Nicoletti**, consultant, coach and member of the faculty of the Master in Procurement program at the University of Rome, Italy. According to Bernardo’s introduction, *“The use of Information and Communication Technology (ICT) is changing. A new wave is*

approaching: Cloud computing. Cloud computing is the provision of computer resources via the network, ideally through Internet. Such a new opportunity can offer new ways to manage projects. It is especially useful when there are multi-location projects, either from the point of view of clients, or suppliers or team members. The approach seems particularly suited to many companies with distributed operations, such as the EPC (Engineering, Procurement and Construction) companies. In such a situation, the possibility to access distributed and distinct computing resources can bring substantial advantages..” Please read this paper and send a reaction to the author or to us. (English)

“Organizational Culture in Leadership and Management” is a featured paper by **Prof. Ghirmai T Kefela**, operations manager in the travel industry in the USA and previousl controller associate in the Finance Department of ADCO Oil Co.in Abu Dhabi, UAE. According to Ghirmai’s introduction, *“This paper reviews the existing literature on organizational leadership and management structure, culture, technical process approach, constraints and challenges. Leaders focus to find the meaning and purpose in their organization, and to link their individual efforts to those of the entire company workforce. This paper further argues that certain organizational cultural attributes contribute to the shaping of future courses of action... This article provides a process for mapping the organizational culture and describing it as one of the most difficult actions for a leader, and how it can be better valued...”* Please read this paper and send us a reaction. (English)

Viewpoints articles are opinion pieces, papers authored by project management authorities or professionals who have a point of view to share. This month, three such articles are included.

Abid Mustafa, director of corporate programs for a leading telecoms operator in the MENA region, is the author of **“Does your company need a Project Council?”** According to Abid’s introduction, *“On completion of projects, it is customary to convene a ‘lessons learnt session’, or conduct post implementation reviews. Both activities are regarded as an integral part of project closure, and in their simplest form examine whether or not the delivered outcomes are in accordance with the projects’ objectives. The recommendations which accrue from such reviews are typically published in the form of reports and shared with specific audiences... Usually, only a handful of people are privy to the contents of the report and benefit from its recommendations.. In most cases, the approach inadvertently enforces siloism and fails to prevent the wider audience from repeating mistakes...”* Please read this interesting viewpoints article and let us know your opinion. (English)

Alex Adamopolous and **Paul Dolman-Darrall**, executives at Emergn Limited in the United States and UK, are the authors of **“5 Reasons PPM will Matter to CIOs in 2012”**. According to the authors, *“There are 5 reasons why Project Portfolio Management (PPM) will matter to CIOs in 2012. As executives for more than 20 years*

in global service organizations and having worked to help a number of notable organizations and their CIOs such as Maersk, British Airways and the UK government find success in executing their PPM objectives, we would like to offer the following 5 reasons why PPM will grow in importance in 2012....” Please send us your reaction to this article and whether you agree or disagree with the authors. (English)

Marge Combe, past director of the Project Management Institute and experienced coach/consultant with Vernal Management Consultants, LLC in the USA, is the author of **“New Year’s Resolution 2012 – ‘Unplug’.”** According to Marge, *“I coach people for a living. My clients are smart, successful executives in for-profit and not-for-profit businesses. There are certainly themes in what is voiced as coaching needs, like improving skills for dealing well with people and setting good strategy. But in the past three years I’ve been struck by one issue that arises – and at times even dominates – the coaching conversations with every single client..”* Please send us your reaction to this new astute and useful article from Marge. (English)

PM Advisories are articles by project management consultants, experts, trainers and executives who share practical advice for solving problems or addressing project management issues. Five advisory articles are included this month.

Avinoam Nowogrodski, co-founder and CEO of Clarizen in the USA, is the author of **“Leveraging Email to Enhance Productivity.”** According to the author, *“There must be a better way to make email work for us. A study released earlier this year by Fonality and research firm Webtorials stated that workers spend more than half their day on email. This time is often spent doing necessary, yet unproductive tasks like scheduling meetings, updating teams on daily tasks, etc... While we could suggest people spend less time using email, it’s hard to practice since email is central to the way we communicate. The better alternative is to make email more productive...”* A good article; please read and send us your reaction. (English)

Dave Berry and **Luciano Mascari**, Managing Directors of Abyss Program Management LLC in the United States, are the authors of **“Schedule Estimation: Politics, Science, or Art? Pragmatic considerations to scheduling pitfalls”.** According to the authors, *“In part one of this series, we discussed multiple scheduling pitfalls. There are the political aspects which often force you to a situation where you have a fixed customer end date, a moving start date based on negotiations or budget authorizations, and political pressures forcing little or no risk budget, and no risk buffer in the schedule. The schedule tools available to you have multiple faults all erring on the side of optimistic schedules, which produce schedules that range from optimistic to unachievable... When we look at more complex programs in the mid to large size, what do you do to avoid these issues and what do you do when you find yourself in the situation where you have these issues?”* This is part two of a two part article on this topic. Please send us your reaction to this article, whether you agree or disagree with

the authors and especially if you have had problems using project scheduling software in your career. (English)

Jeff Furman, PMP®, experienced IT project manager, consultant and author of the *Project Management Answer Book*, is the author of the article “**Top 10 Tips for Marketing a Book Using Social Media.**” According to Jeff, “*Many book authors today boost the marketing of their books using Social Media (SM). And more and more publishers are starting to appreciate and even expect these efforts, and to consider a writer’s platform as part of their selection criteria when choosing an author, meaning: his or her website, number of followers, blogging history, SM choices, and overall Internet presence... Toward helping other authors get published and more effectively market their books, following is my own personal Top 10 SM recommendation list, based on the marketing actions which have been the most successful for me so far with my book...*” If you have authored a book, or might need to market your products or services using social media, read this article. Send us your reaction. Was it helpful? (English)

Jeff Oltmann, principal consultant at Synergy Professional Services, LLC in Portland, Oregon, USA is the author of “**How to Avoid Expectation Collisions**” According to Jeff’s introduction, “*Powerful stakeholders often throw painful lightning bolts at projects, seemingly out of the blue. However, these lightning bolts are rarely as spontaneous or unpredictable as they seem. More often they are the culmination of a series of mistakes managing the expectations of these crucial stakeholders... Experienced project leaders deliberately manage expectations. First, they use their emotional intelligence skills to forge key relationships, establish trustworthiness, and build reputations as truth tellers. Second, they establish formal project communication systems that keep the right people informed about important project information...*” Please read this good article and send Jeff or us a reaction. (English)

Jason W. Womack, MEd, MA, consultant and principle at The Womack Company in the USA, is the author of “**Avoiding Death by To-Do List: 15 Ways to Overcome Overload and Work Smarter in 2012.**” According to Jason’s introduction, “*Now that the presents have been unwrapped and the halls have been undecked, it’s back to the daily grind. And while you’d love to feel energized and excited about jumping into 2012, instead you’re weighed down with dread. You know the second you step foot in your office you’ll be hit with 20+ tasks to add to your to-do list and an inbox full of e-mails begging for an immediate response. You start January 2 feeling overwhelmed and incapable of getting everything done—and 2012 will become another year of wishing things were different... It’s true: For too many of us, feeling anxious and overwhelmed has become the new normal. But 2012 can be the year you finally get a handle on your to-do list and start working—and living—at your best...*” Please read this interesting advice and send a reaction. (English)

Student Papers are program or project management-related research-based papers authored by students at accredited universities around the world. These papers will

have received a high grade or been deemed well written by a supervising professor or teacher, or may result from graduate research leading to masters or doctoral degrees in project management. In addition to the student authors, recognition is provided to the sponsoring universities, professors or course instructors. Publication in PM World Today is often the first paper to be published by a student. To submit a student paper for publication, please contact editor@pmworldtoday.org. We include one student paper this month.

“Enhance PMBOK® by Comparing it with P2M, ICB, PRINCE2, APM and Scrum Project Management Standards” is a student research paper authored by **Sam Ghosh, Danny Forrest, Thomas DiNetta, Brian Wolfe and Danielle C. Lambert**, graduate students in the Masters in Project Management Degree Program in the James A. Clarke School of Engineering at the University of Maryland, USA. According to their introduction, “The objective of this project was to enhance and enrich “*A Guide to the Project Management Body Of Knowledge*” (PMBOK®), 4th edition of Project Management Institute (PMI) by comparing and contrasting it with the following standards: International Project Management Association (IPMA) *International Competence Baseline* (ICB) version 3.0 and related articles; *Association for Project Management (APM) Body of Knowledge* (BOK), 5th edition, UK Professional Body for Project Professionals and related articles; *Project Planning and Project Management* (P2M), volume I, II, Booklet, 2003, Association of Japan (PMAJ) and related articles; *PRojects IN Controlled Environments* (PRINCE2®), Office of Government Commerce (OGC) and related articles; and *Scrum Agile Standard*.” Please read this excellent and serious paper by five young professionals and send your reaction to us. (English)

Second Editions are previously published papers that might have continuing or renewed relevance, or which were originally presented at conferences or published in a language other than English. Original publication is acknowledged. This month we offer two such papers.

“Proposals to Accelerate Advancement from Project Manager to Senior Executive” is a paper by **Russell D. Archibald**, PMI Fellow in Mexico and **Prof Jeanne-Pierre Debourse** in France. This paper was originally published and published at the 3rd International PMI Mexico PMTOUR 2011 Project Management Conference in Mexico City in June 2011. According to the authors’ abstract, “*This paper presents a brief summary of the results of a research project titled ‘Project Managers as Senior Executives’ and more detailed conclusions and proposals that focus on the actual and potential progression of project managers to senior executive positions... This research project was co-sponsored by the Project Management Institute (PMI), the ESC-Lille (France) Graduate School of Management, Fonds Régional de Garantie Nord-Pas-de-Calais, and CEL.LAB Université du Littoral. The full research results are based on analysis of the pertinent literature, extensive interviews with 25 senior executives and 20 project managers from 6 countries, and 557 responses from 20 countries to a questionnaire in English and French consisting of 77 questions. The full report was*

published in two volumes by PMI in May 2011... Please read this interesting summary presentation and send us your thoughts on the topic. (English)

“Expecting the Unexpected” is a paper by **Taralyn Frasqueri-Molina**, project manager in media engineering for Walt Disney Animation Studios in California. This paper was originally published in NASA’s ASK magazine, Issue 43, Fall 2011. According to the author’s introduction, *“Even a genius team can never anticipate every possible risk that might occur on a project. Before unexpected risks rear their ugly heads, create a mitigation plan for dealing with the risk of not knowing what could happen... In December of 2009, I had the opportunity to manage a great project. It was a huge renovation and technological upgrade to the main theater at the Walt Disney Animation Studios in Burbank, California. It would be the biggest project in terms of budget, schedule, and crew that I had managed in my Disney career. This project would also be an opportunity to show what serious project management could do and how necessary it was...”* Please read this interesting paper based on a real project manager’s story. Let us know if you liked it. (English)

Three **Book Reviews** are included this month. **Hussein (Paul) Mzeel** has provided a review of **“Project Management for Small Business: A Streamlined Approach from Planning to Completion”**, authored by **Joseph Phillips** and published by **AMACOM** in 2011. **Paul Thomason** has provided a review of **“Improving your Project Management Skills, 2nd Edition”**, authored by **Larry Richman** and published **AMACOM** in 2011. **Jeff Shannon** has provided a review of **Office 365 in Business** by **David Kroenke** and **Donald Nilson** and published by **Wiley** in 2011.

Mzee, Thomason and Shannon are alumni of the **Graduate Program in Project Management at The University of Texas at Dallas** (UT Dallas). Most of our book reviews are provided through a cooperative program with UT Dallas. (We provide the books; graduate students and alumni receive the books and provide a review; book reviews are published in **PM World Today**.) All parties benefit! Authors or publishers of project management books who would like to have a book reviewed can contact editor@pmworldtoday.org.

Regional Reports is the section of **PM World Today** where reports from International Correspondents around the world are published each month. These include updates on local PM activities and events, discussions of local conditions and projects, and personal experiences or perspectives. These reports provide a multi-cultural snapshot of project management around the world. This is one of the most interesting aspects of the monthly production process, to see what’s happening around the world and what is reported by these active and motivated PM professionals. We hope you find these reports as interesting and educational as we do. The following reports are included this month:

- **Ana Maria Rodriguez** in Rosario, **Argentina** – in “**Project Management News from Argentina**,” provides a report on the project management profession, conditions in Argentina as 2011 comes to an end, some of her personal experiences, and what to expect in 2012. (English & Spanish)
- **Vitor Vargas** in Rio de Janeiro, **Brazil** – in **Project Management Update from Rio**, reviews economic and political conditions in Brazil this month, and describes several local project management events. (English)
- **Rahayu Arifin** in Dublin, **Indonesia** – in **Projects and Project Management in Indonesia**,” reports about two big events in December, an international conference sponsored by the Indonesian Society of Project Management Professionals (IAMPI) and the PMI Indonesia Chapter’s 1st International Conference. (English)
- **Isaac Nyarawaya** in Kigali, **Rwanda** – in **Project Management News from Kigali**, discusses recent developments in Rwanda related to project management certification, education, a new professional body, and some major projects. (English)
- **Miles Shepherd** in Salisbury, **England** – in **UK Project Management Roundup**, provides recent news about conditions and projects in construction, defence and transport in the UK, including the 2012 Olympic Games. He also provides a brief update on the leading PM professional bodies in the UK. (English)
- **Henry Mkhwananzi** in Harare, **Zimbabwe** – in **Zimbabwe Project Management Roundup**, offers some editorial comments on the positive aspects of change and continuing to support PM World Today. (English)

The balance of this month’s **PM World Today** features calls for papers, announcements of future events, news, information and stories related to people, projects and project management around the world. Please review the articles in PM Community News where people are featured, and the Future Events section where announcements and news about upcoming PM conferences are presented. We hope all of these stories are interesting and informative.

We want to thank our advertisers and sponsors this month which include **Abyss Program Management LLC** (USA); **ASEAN Project Management Centre of Excellence**, **APMX** (Indonesia); **Bravo PM** (USA); The Center For Excellence in Project Management at **The University of Maryland** (USA), **Cranfield College** (South Africa), **CRC Press / Taylor & Francis Group** (USA/UK), **Drexel University** (USA), **Gower Publishing Ltd** (UK), the Graduate Program in Project & Programme Management at **SKEMA Business School** (France), **International Project Management Association - IPMA** (Switzerland), **Institute of Project Management** (Ireland), **PMGuruOnline** (India), **PMO Projects** (Portugal), the **Program Management**

Academy (USA), **The APM Group** (UK), The Project Management Program at **The University of Texas at Dallas** (USA), and **Wiley Publishing** (USA).

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We remain excited about the world of project management and the potential for project management to contribute to positive change in the world. Please forward this to a friend or colleague. Subscriptions are available at <http://www.pmworldtoday.net/>.

Good luck with your projects!

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About the Author

**David L. Pells**

*Managing Editor
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David L. Pells is the Managing Editor of ***PM World Today***, the most global online publication devoted to project management and one of the world's leading sources of project management news and information. David is an internationally recognized leader in the field of professional project management, with over 35 years of experience in projects and project management. His professional experience includes a wide variety of programs and projects, including engineering, construction, transit, defense and high technology, and project sizes ranging from several thousand to ten billion dollars. He continues to advise several major organizations and programs. He served on the board of directors of the Project Management Institute (PMI®) twice, and was awarded PMI's Person of the Year award in 1998 and Fellow Award in 1999. He is also an honorary Fellow of the Association for Project Management (APM) in the UK, Project Management Associates (PMA - the Indian National PM society), and the Russian Project Management Association SOVNET. David has published widely, spoken at PM conferences and events worldwide, and can be contacted at editor@pmworldtoday.org