



Volume X, Issue XI – November 2021

Welcome

Welcome to the November 2021 PMWJ

By David Pells, Managing Editor (USA)

Interviews

Let's Get the Risk Ball Rolling, Interview with Val Jonas, CEO, Risk Decisions Group Global (UK)

By Yu Yanjuan, PMR (China)

Bridging the Gap: Reflections on PMOs: Today and Tomorrow, Interview with Frédéric Casagrande, PMO Expert, Winner of the Europe PMO Leader of the Year Award 2021 (France)

By Yasmina Khelifi (France)

Interview with Executive Leaders of the International Project Management Association (IPMA): Joop Schefferlie, President; Martin Sedlmayer, Vice President for MarComm, Events & Awards; Amin Saidoun, Executive Director

By Yasmina Khelifi (France)

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Featured Papers

The Nexus between Organizational Climate, Collaboratist Leadership and Industry 4.0 Readiness within the Construction Industry

By Dr. Daniel Farai Zhou, Prof Dr. Cecile Schultz and Prof Dr. Pieter Steyn (South Africa)

Representing users converting project outputs into assets and organisational benefits; relevant organisational contexts; and a three-zone representation of an organisational strategic/operational model

By Alan Stretton (Australia)

"Principle-Based Project Management": The Truth, the Whole Truth and Nothing but the Truth...?

By Dr. Paul D. Giammalvo (Indonesia)

Customer service and project performance at state-owned enterprises: Towards a sustainable mechanism

By Ashley Majika (South Africa)

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Series Articles

The power and peril of common standards: Knowledge and standards in project-work (Advances in Project Management)

By Prof Darren Dalcher, PhD (UK)

Portfolios, programmes and projects in context (Advances in Project Management)

By Robert Buttrick (UK)

Leading Digital Transformation (Positive Leadership in Project Management)

By Frank Saladis (USA)

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Advisory Articles

Project Administration: Traditional Responsibilities and Future Directions

By Bob Prieto (USA)

Managing People in Projects – an Effective Strategy

By Srinivasan Radhakrishnan (USA)

Improving strategy through organizational design in I.T. consulting firms

By Angelica Larios (Mexico)

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Commentaries

Musings on Management of the Planning Kind: The 'Learning Curve' Conundrum

By Dr. Kenneth Smith (USA / The Philippines)

The Construction Materials Shortage: The Story So Far

By Erica Solberg (USA)

The VFAJ-DFSJ, a Franco-German citizen platform of French and German youth who want a Europe that prepares the future

By Sébastien Martin and Virginie Nahas, PhD (France)

If you Build it, will they come? It Depends! Do you have a strategy?

By John Cable (USA)

Why am I passionate about Projects?

By Manuel M. Ancizu Beramendi (Spain)

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Reports

KM FEST 2021 "Value Creation Networks 4.0": A Short Report on the 20th Global Festival of Knowledge

By Dr. Brane Semolic (Slovenia)

Project Organizations – Evolutions between theory and reality: A Study of Organizational Project Management in Swiss and Italian companies by faculty of Innovative Technologies at the University of Applied Science of Southern Switzerland (Project Management Update from Lugano)

By Antonio Bassi (Switzerland)

PMI France and Association for the promotion of project management in France (SMaP), one of the 72 Member Associations of IPMA - Interview with Frédéric d'Arrentières, SMaP President (Project Management Update from Paris)

By Yasmina Khelifi (France)

AEDIP adhered to the manifesto for the adoption of good practices of Project Management in the Management of European Funds and XVIII Annual Congress of Project Managers "Recovery and resilience, projects for a new stage" (Project Management Update from Madrid – English & Spanish)

By Alfonso Bucero (Spain)

PMO India Awards 2021, PMO Insights, Collaboration with The PMO Leader, PMO Global Alliance - Launch of PMO Certified Consultant (Project Management Update from Bengaluru and PMO Global Alliance India Hub)

By Kartik Ramamurthy (India)

Updates from Project Management Association Finland, PMI Finland Chapter, Olkiluoto 3 and Hanhikivi 1 nuclear power plants, Helsinki's Länsimetro extension, Raide-Jokeri light rail transit project (Finland Project Management Roundup), Kruunusillat [Crown Bridges] projects

By Dr. Jouko Vaskimo (Finland)

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Second Editions

Public Private Partnerships: The New Infrastructure Mega-Projects

By Bob Prieto (USA)

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Book Reviews

Pursuing Enterprise Outcomes: Maximizing Business Value and Improving Strategy for Organizations and Teams

Book Author: Alex Yakyma

Reviewed by Ramadevi Lanka (India / USA)

Harvard Business Review Project Management Handbook: How to Launch, Lead and Sponsor Successful Projects (HBR Press) – Book Review and Interview with the Author

**Book Author: Antonio Nieto-Rodriguez
Reviewed by Yasmina Khelifi (France)**

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Recent News

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[*How project managers will support UK government plans for ‘Green Industrial Revolution’*](#)

[*PM World to support PM South Africa*](#)

[*Call for Papers & Speakers – 2022 UMD Virtual PM Symposium*](#)

[*Final Program Announced for 20th KM FEST’21 – International Festival of Knowledge – Oct 18-19, 2021 – FREE Virtual Event*](#)

[*Yanping Chen, PhD named PMWJ Honorary Global Advisor*](#)

[*New HBR Project Management Handbook published*](#)

[*Project Management Zimbabwe now fully Accredited PMI Authorised Training Partner*](#)

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[*PMSA National Conference 2021: Virtual during 23-24 November*](#)

[*Antonio Nieto-Rodriguez and Peter Monkhouse named PMI Fellows*](#)

[*Employers can boost productivity by involving staff in return-to-office plans*](#)