



## Volume XI, Issue I – January 2022

*Notice: The positions, views and information contained in works published in the PM World Journal are those of the authors of such works and do not necessarily represent the views or opinions of the PM World Journal or the publisher of this journal.*

### Welcome

#### [Welcome to the January 2022 PMWJ](#)

By David Pells, Managing Editor (USA)

### Letters to the Editor

#### [On the War on Ethics](#)

By Thomas Walenta (Germany)

### Interviews

#### [Project Management is for those Comfortable with Uncertainty, Interview with James T. Brown, Author, Expert, Speaker, President, SEBA® Solutions, Florida \(USA\)](#)

By Yu Yanjuan (China)

#### [What has changed in 20 years and what's important now? Interview with Jean-Claude Dravet, PMP®, Honorary President, PMI France Chapter \(France\)](#)

By Yasmina Khelifi (France)

#### [Lessons from an Award-winning Enterprise PMO During a Global Pandemic, Interview with Heba Al Shehhi, Head of PMO, Dubai Municipality \(UAE\)](#)

By Obi Omoregie (UAE)

*[To see other recently published interviews, click here](#)*

### Featured Papers

#### [An Innovative Integrated Approach to Manage Effectively the Complex Projects, Programs, and Portfolios](#)

By Marco Caressa and Massimo Pirozzi (Italy)

## **[Integrating Physical Progress with a Prompt Payment Process Using Earned Value Management](#)**

By Claudio M. Olivieri (Australia)

*[To see other recently published featured papers, click here](#)*

## Series Articles

### **[Projects and Project Management from a Social Perspective \(Projects and Project Management for a Sustainable Social Impact\)](#)**

By Reinhard Wagner (Germany)

### **[What is Agile? \(Sensemaking in the Agile Forest\)](#)**

By Henny Portman (The Netherlands)

### **[Introduction and the Maturing Project Sponsorship \(The Connected Future Business Culture: The Great Project Management Accelerator\)](#)**

By Dr. Harold Kerzner and Dr. Al Zeitoun (USA)

### **[Some existing project-related supplier-organisation services in owner-organisations' strategic and operations management contexts \(Project-related Contributions to Organisational Objectives\)](#)**

By Alan Stretton

*[To see other recently published series articles, click here](#)*

## Advisory Articles

### **[The Role of Trust in Projects](#)**

By Bob Prieto (USA)

### **[The Four Fundamentals to Lead Sustainable Projects Successfully](#)**

By Manuel M. Ancizu Beremendi (Spain)

### **[Leadership – Fulcrum Above & Beyond: Part 3](#)**

By Gaurang Vora (India)

### **[Polling People and Pollsters: Facts and Fiction](#)**

By Dr. Ken Smith (The Philippines/USA)

*[To see other recently published advisory articles, click here](#)*

## Commentaries

### **[Follow on Action Items for Consideration in response to "Capturing Project Management Best Practices" \(by Dr. Harold Kerzner and Dr. Al Zeitoun, PM World Journal- Vol. X, Issue XII – December 2021\)](#)**

By Dr. Paul D. Giammalvo (Indonesia)

### **[Individuals Quitting Their Jobs, Causing Employee Shortages, Creating Major Issues and Problems for Businesses, Companies, and the Economy](#)**

By Michael Marshall, PhD (USA)

**[What is Innovation Project Management?](#)**

By John Cable (USA)

*To see other recently published commentary articles, [click here](#)*

## Reports

**[CaProSoc 2021 Update \(International Research Programme CaProSoc, "Capabilities for delivering projects in the context of societal development", Alma Mater Europaea ECM, Maribor, Slovenia\)](#)**

By Prof Mladen Radujkovic (Slovenia/Croatia) and Reinhard Wayner (Germany)

**[Good News, APM News, December Events, Stirling Prize, Project Successes \(Hornsea Wind Farms, Archaeological Achievement Awards\), Hail and Farewell \(passing giants\), Stellar Success and Closing Remarks \(cricket and words from Capt Tom\) \(UK Project Management Roundup\)](#)**

By Miles Shepherd (UK)

**[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, Kruunusillat 'Crown Bridges' \(Finland Project Management Roundup\)](#)**

By Dr. Jouko Vaskimo (Finland)

**[PMO Global Awards 2021, PMO Insights, PMOGA India Volunteer of the Month, New Members \(Project Management Update from Bengaluru and PMO Global Alliance India Hub\)](#)**

By Kartikeyan Ramamurthy (India)

**[One more year of Project Management Passion managed by the PMI Madrid Spain Chapter \(Project Management Update from Spain\)](#)**

By Alfonso Bucero (Spain)

*To see other recently published reports, [click here](#)*

## Book Reviews

**[Rescue the Problem Project: A Complete Guide to Identifying, Preventing and Recovering from Project Failures \(AMACOM\)](#)**

By Todd C. Williams, PMP (USA)

Reviewed by Angela Willhoite, PMP (USA)

**[How to Outthink, Outmaneuver, and Outperform Your Competitors: Lessons from the Masters of Strategy \(CRC Press\)](#)**

By Norton Paley

Reviewed by Amitha Mosapeta, PMP (USA)

*To see other recently published book reviews, [click here](#)*

## Recent News

[\*Project Management in Southern Africa: Approaches, Experience, Trends\*](#)

[\*Prof Vito Introna appointed PMWJ Honorary Academic Advisor in Italy\*](#)

[\*Prof Iris D. Tommelein appointed Honorary Academic Advisor\*](#)

[\*AI and the Project Manager\*](#)

[\*Project Management Stream at 10<sup>th</sup> AMEU International Conference\*](#)

[\*Final Program announced for 3rd World PM Forum during 15-17 December 2021\*](#)

[\*3<sup>rd</sup> Edition Strategic Project and Portfolio Management Conference\*](#)

[\*APM launches Major Project Leadership Specialist Certificate\*](#)

[\*PM World announces historic cooperation agreement with ISIPM in Italy\*](#)

[\*Call for Papers for UT Dallas 2022 PM Symposium: Project Management Transformed for Rapid Results\*](#)

[\*PMI Releases New Construction Offering to Address Industry Challenges and Rapid Industrialization Efforts\*](#)

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