



## Volume XI, Issue XI – November 2022

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### Welcome

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

By David Pells, Managing Editor (USA)

### Letters to the Editor

#### [On the History of Earned Value Management: Responding to Pat Weaver's LETTER TO THE EDITOR dated 15 September 2022](#)

By Dr. Paul Giammalvo (Indonesia)

#### [On the importance of project management process groups](#)

By Massimo Pirozzi (Italy)

### Interviews

#### [Leadership is not a Title! Interview with Andy Kaufman, Award- winning Project Management & Leadership, Keynote Speaker, Author & Coach, President of the Institute for Leadership Excellence & Development Inc. \(USA\)](#)

By Yasmina Khelifi (France)

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### Featured Papers

#### [Improving Construction Site Workers' Safety Behaviour Through Visual Communication: A Case Study of Nigerian Construction Industry](#)

By Dr. Victor N. Okorie and Geoffrey O. Nwodo (Nigeria)

#### [From Customer Needs to Project Requirements: Helping customers/users clarify and confirm their basic business or equivalent needs, before specifying the project/product requirements to best help satisfy these needs](#)

By Alan Stretton (Australia)

### **Italian PM case history, in the Renaissance Age and before**

By Felice Corini and Federico Minelle (Italy)

### **An Exposition of Physical Work Environment Factors Influencing the Performance of Quantity Surveyors in Edo State, Nigeria**

By Monday Omogiate Imafidon and Dr. Joseph Aderemi Akinola (Nigeria)

### **Knowledge Management and Project-Based Knowledge Creation**

By Dr. Pieter Steyn (South Africa) and Dr. Brane Semolic (Slovenia)

### **Attaining Self-Reliant and Sustainable Energy in Sub-Saharan Africa: Challenges and Opportunities**

By Reuben Okereke, PhD, Emmanuel Ukanwa and Chukwuemeka Nwosu, PhD (Nigeria)

### **The Role of Communication in Construction Project Delivery**

By Dr Reuben A. Okereke, Dr. Chukwuemeka S. Nwosu and Arc. Emmanuel O. Ukanwa (Nigeria)

### **The evolution of project management**

By Patrick Weaver (Australia)

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## Series Articles

### **Three-point Estimates: a brief guide (Practical Project Risk Management)**

By Martin Hopkinson (UK)

### **Being predictable as an agile team (Sensemaking in the Agile Forest)**

By Henny Portman (The Netherlands)

### **Facilitating Change (Project Management in the time of Covid)**

By Dr. Lynda Bourne (Australia)

### **The Reinvention of the Project Manager (The Great Project Management Accelerator)**

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

### **Advanced Parking Lot + Tossed Salad (Quick Tips for Team Leaders)**

By Jeff Oltmann (USA)

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## Advisory Articles

### **Assessing Customer & Constituent Satisfaction: ACSI, & the “Misfortune 500” Index**

By Dr. Kenneth F. Smith, PMP (The Philippines / USA)

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## Commentaries

### [Mill Clocks and Earned Schedule](#)

By Crispin ("Kik") Piney (France)

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## Reports

### [Bond Street Station opens, The Stirling Prize announced, APM news, PMI UK events, IPA Project Start Up Toolkit, New OIL, Project Budgets, Language matters, wildlife projects and terraforming \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

### [Updates about Association of Project Professionals Finland; PMI Finland Chapter; Olkiluoto 3 nuclear power plant; Hanhikivi 1 nuclear power plant; Helsinki's Länsimetro extension; Raide-Jokeri light rail project; Kruunusillat \[Crown Bridges\] projects \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

### [PMI Madrid celebrated "The Social Impact Projects Day" \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

### [News Snippets: PMO Insights, PMO India Awards 2022, Global PMO Awards; Acknowledgements and References \(Project Management Update from PMO Global Alliance India Hub\)](#)

By Linda Ottmann (Germany and India)

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## Second Editions

### [Is your project failing? Actionable steps to get back on track to succeed!](#)

By Frank Murphy (USA)

### [What is the Value of Value?](#)

By Dr. Kenneth F. Smith (The Philippines)

### [On the Cusp of Agile Governance](#)

By Greg Saunders (USA)

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## Recent News

[\*\*\*Association for Project Management Reveals New Brand\*\*\*](#)

***Free virtual event Nov 21 – Certification for Project Business with Lee Lambert & Oliver Lehmann***

***Dr. Al Zeitoun appointed PMWJ Honorary Global Advisor***

***15th UT Dallas PM Symposium in May 2023 – Call for Papers***

***Participate in Research Survey on AI and Project Management***

***Call for Speakers for 2023 University of Maryland Hybrid PM Symposium***