



Volume XI, Issue XII – December 2022

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Welcome

[Welcome to the December 2022 PMWJ](#)

By David Pells, Managing Editor (USA)

Interviews

[Be Bold and Reach High, Interview with Sandra Stosz, Servant Leader, Author, Leadership Keynote Speaker, Leading with Character Blog, First woman Deputy Commandant for Mission Support, United States Coast Guard \(USA\)](#)

By Yasmina Khelifi (France)

[Ground Truthing and other Lessons Learned over a 60 Year Career, Interview with Dr. Ken Smith, Author, Consultant, PM Pioneer, USAF \(ret\), Consultant for ADB, the World Bank, UNDP and USAID \(ret\) \(The Philippines\)](#)

By PM World Journal (USA)

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Featured Papers

[Beyond Budget, Schedule, and Scope: New Definitions of Project Success](#)

By Gregory Heinz and Joseph Pooler (USA)

[Optimizing the Natural Gas Supply Chain Using Fundamental Engineering Economics Methods](#)

By Prasasti Widya Putra, CCP (Indonesia)

[A Life Cycle Cost Analysis of Pertamina Refinery Carbon Capture & Utilization](#)

By Bonifacius Raditya Yudha Atmaja, CCP (Indonesia)

[Project, Program and Portfolio Management: the scalability of systemic approach to improve project strategic alignment](#)

By Marco Caressa and Massimo Pirozzi (Italy)

Post-Implementation Reviews - Benefits to project and operations teams

By Pascal Bohulu Mabelo (South Africa)

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Series Articles

Projectification of society – the beauty and the beast (Projects and Project Management for a Sustainable Social Impact)

By Reinhard Wagner (Germany)

Self-managing or self-organizing agile teams (Sensemaking in the Agile Forest)

By Henny Portman (The Netherlands)

Three-scenario Estimates: A brief guide (Practical Project Risk Management)

By Martin Hopkinson (UK)

Pareto Analysis (Quick Tips for Team Leaders)

By Jeff Oltmann (USA)

Agile Methods in Project Business (Project Business Management)

By Oliver Lehmann (Germany)

Is it time to rethink agile? (Advances in Project Management)

By Dr. Darren Dalcher (UK)

Addressing ‘agility’ in current project management standards and other authoritative publications (Advances in Project Management)

By Robert Buttrick (UK)

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Advisory Articles

Would you like to create sustainable value? Gear your projects towards quality

By Manuel Ancizu (Spain)

Scope 3 Emissions: How to further reduce your organisation’s carbon footprint

By Dr. Torill Bigg (UK)

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Commentaries

An autumnal personal commentary on some questions about individuals’ career contributions and legacies

By Alan Stretton (Australia)

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Personal Stories

[Broken Ankle and Beyond: Lessons for life and Project Management](#)

By Dr. Deepa Bhide, MBBS, DCH, PMP (India)

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Reports

[Zimbabwe's Historical 1st orbit Satellite Project Launched \(Project Management Update from Harare\)](#)

By Peter Banda (Zimbabwe)

[Towards the New ERA of Project Management, PM Expo® 2022 \(Project Management Update from Rome\)](#)

By Alessandro Quagliarini (Italy)

[PMI France, WomenbyPMI, Mentoring, an additional asset within PMI France Chapter, Major Projects / Programs in France \(June 22, Wind Park; July 22, Semiconductor New factory\) \(Project Management Update from Paris\)](#)

By Yasmina Khelifi (France)

[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)

[XIX PMI Madrid Annual Congress – "Back to Networking" held on November 17, 2022 in Madrid \(Project Management Update from Madrid\) – English and Spanish](#)

By Alfonso Bucero (Spain)

[PMO India Hub awarded as 2022 PMOGA HUB OF THE YEAR and PMO India Hub's president Gaurav Dhooper awarded as 2022 PMOGA VOLUNTEER OF THE YEAR \(Project Management Update from PMO Global Alliance India Hub\)](#)

By Linda Ottmann (Germany and India)

[Two recent PMO Awards, Project:Hack, Next Generation PMO \(Report from the House of PMO\)](#)

By Lindsay Scott (UK)

[APM Awards, Project Cetus, Vampires beware, Benefits management, A post project review, Great British Nuclear, Hydrogen engines, Hen Harriers in Wiltshire, birds and otter protection in the Shetlands \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

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Second Editions

[Risk Facilitation Made Easy](#)

By Dr David Hillson PMI Fellow, HonFAPM (UK)

[Three Techniques to Destroy Psychological Safety](#)

By Mei Lin (USA)

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Book Reviews

[Managing Projects in Trouble: Achieving Turnaround and Success \(CRC Press\)](#)

By Ralph L. Kliem

Reviewed by Améy Kulkarni, PMP (USA)

[Project Management: Processes, Methodologies and Economics \(Pearson\)](#)

By Avraham Shtub and Moshe Rosenwein (Israel)

Reviewed by Gauranga Deka, PMP (USA)

[Project Procurement: A Real-World Guide for Procurement Skills \(PMI\)](#)

By Ajay Bhargove

Reviewed by William H. Doernbach, PMP (USA)

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[David Hudson appointed PMWJ Honorary Global Advisor in Australia](#)

[Managing Knowledge for Sustainability – IFKAD 2023 call for papers](#)

[The Smart Mission: NASA's Lessons for Managing Knowledge, People, and Projects](#)

[Project Management Planning: From Practice to Applied Research](#)

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

[Project Management Next Generation: The Pillars for Organizational Excellence](#)

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