



Volume XIV, Issue VII – July 2025

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Welcome

[Welcome to the July 2025 PMWJ](#)

By David Pells, Managing Editor (USA)

Interviews

[From Structure to Strategy: Redefining PMO Leadership for a Value-Driven Future \(An exclusive interview with co-authors of *The Evolution of the PMO: The Rise of the Chief Project Officer* – Part 4\)](#)

By Aina Aliieva (Canada/Ukraine)

[Project Management Education must go Beyond Technical Instruction; Interview with Prof. Dr. M.F. HARAKE, Professor, Research Scholar, Author, Assistant General Manager & Dean of Academic Affairs, MESOS Business School \(France\)](#)

By Yasmina Khelifi (France)

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Featured Peer Reviewed Papers

[Augmented Intelligence in Program Management: Enhancing Human Leadership with AI](#)

By Nidhi Mahajan (USA)

Other Featured Papers

[Effective Circular Economy in Gas Processing Facilities Projects](#)

By Hamad Aldossary (Saudi Arabia)

[Perceived Impact of Monitoring and Evaluation Practices on Outcome Performance of Productive Safety Net Program in Lemi-Kua Sub-City, Addis Ababa: Insights for Informed Decision Making](#)

By Teshome Tamirat and Misgina Asmelash (Ethiopia)

Unethical Practices in Construction Industry: Prevalence, Impacts, and Strategies for Mitigation

By Niroula Yamanta (Nepal)

Artificial Intelligence, Complexity, and Quantum Project Management: A Transformative Approach

By Robert Prieto (USA)

Post-War Project Management and the Multi-Stakeholder Approach: A Comparative Analysis of Rwanda and Bosnia and Herzegovina

By Prof M. F. Harake, PhD (France)

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

Student Papers

The Impact of Digital Twin Technology on Construction Project Efficiency and Risk Management

By Funke Folasade Fakunle, Agyemang Kenneth, Nizamuddin Pir, Ernest Brew, and Misagh Darvishi (Canada)

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Series Articles

Artificial Intelligence (AI) in Project Business Part I: The Contractor Side (Project Business Management)

By Oliver Lehmann (Germany)

Learn Continuously (Making a Modern Project Manager)

By Yasmina Khelifi (France)

The Project Manager's Mandate: Leading (Sustainability and Regeneration in Projects)

By Dr. Hugo Minney (UK)

Flexible Project Leadership (From the Podcast: Summary of a recent Interview on The Project Management Podcast)

By Cornelius Fichtner (USA)

Maturity Evolution: A Challenging Journey (Lessons Learned from the PMMM Research Series)

By Darci Prado, PhD (Brazil)

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Advisory Articles

The Combination-Permutation Algorithm: Optimizing Portfolio Allocation with TOC and Cost of Time

By Alexander Apostolov, PhD (Bulgaria)

[Selling Change Like Don Draper](#)

By Chris Gridley (USA)

[TILDA Framework for systemic project management](#)

By Michael Frahm (Germany)

[The Power of Scoring for Better Project Decisions](#)

By Jeff Oltmann (USA)

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Commentaries

[A Project Manager's Guide to Managing AI-Fueled Content Chaos](#)

By Taylor Summers (USA)

[From Factory Floors to Construction Sites: The Evolution of Lean Construction Through Six Decades](#)

By Lim YiiLiang (Malaysia)

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Case Studies

[Strategies for developing the autonomy, growth and external effectiveness of a project-based organisation: A case study](#)

By Alan Stretton (Australia)

[Enhance the Power of Customer Service Representatives: Lessons to be Learned from a Business Case Study](#)

By Dr. Kenneth Smith (The Philippines)

Reports

[First half 2025 activities from the Project Management Communities' Associations in Italy \(Project Management Update from Rome\)](#)

By Alessandro Quagliarini (Italy)

[The European University organized a Panel Discussion about the Future of Project Management \(Project Management Update from Madrid\)](#)

By Alfonso Bucero (Spain)

[New National Memorial to Queen Elizabeth + others\), Not So Good News \(Road to nowhere, Fall of the mighty + others\), Other Project News, Homework, Pet Hates, Mice and Problem Drinking! \(UK Project Management Roundup\)](#)

By Miles Shepherd (UK)

[Updates about Association of Project Professionals Finland; PMI Finland Chapter; Kruunusillat \[Crown Bridges\] projects \(Finland Project Management Roundup\)](#)

By Dr. Jouko Vaskimo (Finland)

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Second Editions

[**Leadership Agility: Mastering Growth Mindset in Project Management**](#)

By Dr. Arden Dudek (USA)

[**AI Governance and Frameworks: How to Manage AI Risks and Compliance**](#)

By Rizwan Amin Sheikh, PhD (USA)

[**Advanced AI Project Management Tools for Decision Support and Augmentation**](#)

By Joan Bradee (USA)

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Book Reviews

[**The World Is Your Office: How Work from Anywhere Boosts Talent, Productivity, and Innovation \(HBR Press\)**](#)

By Prithviraja (Raj) Choudhury

Reviewed by Shivani Rapolu (India/USA)

[**Project Math \(self\)**](#)

By Dr. James A. Robinson

Reviewed by Dr. Sushira Veera (USA)

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Recent News

[**Dr. Lynn Crawford appointed PMWJ Honorary Global Advisor**](#)

[**Sulficker Ali Ismail joins PMWL research team in Germany**](#)

[**APFPM Announces New Regional Accreditation Program**](#)

[**New Guide Reveals How to Build Sustainability into Every Tender Response**](#)

[**Sir Bob Reid, 1934-2025**](#)

[**MIT Lincoln Laboratory and Project Management Institute Join Forces to Improve Success in National Defense Projects**](#)

[**GAPPS Thought Leadership Forum #63 – Project Capability & Complexity – June 26-27 in Milan**](#)

Shortage of Project Talent Endangers Global Growth According to Global Project Management Talent Gap Report

22nd KM FEST 2025 – Global Knowledge Management Festival – 19-20 November (zoom)

GAPPS 2025 Thought Leadership Forums Announced

Major New Book: Handbook on Public–Private Partnerships in International Infrastructure Development: A Critical Perspective

Projects For a Better Future – APM Conference 2025, June in Coventry

IPMA announces 34th World Congress in Berlin: 17-19 September 2025