



Volume XV, Issue VI – June 2026

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Welcome

Welcome to the June 2026 PMWJ

By David Pells, Managing Editor (USA)

Letters to the Editor

On Reading the Latest Edition of the PMWJ

By Dr. Stanislaw Gasik (Poland)

Tribute

A Tribute to Prof Tony Ridley CBE

By Dr. Miles Shepherd (UK)

Interviews

Rewiring the PMO for the AI Era, Interview with Nagendra Roy, Author of *PMO Rewired*, PMO and AI Strategist, Popular Speaker, PMI Influencer (USA)

By Archana Choudhary (USA/India)

PMI's purpose is to "maximize project success to elevate our world"; our Social Impact Programs are a demonstration of that! Interview with Dr. Ashley Forsyth, PMP, Director of Social Impact Programs, PMI (USA)

By Yasmina Kehlifi (France)

[To see previously published interviews, click here](#)

Featured Papers (Editor Accepted)

Factors Affecting the Adoption of Alternative Materials for Construction Projects in Edo State

By Edosa M. Osazuwa & Martha A. Esekiele (Nigeria)

Fatigue Risk Index: Measuring an “Internality” as a Performance Precursor Under Quantum Project Management (QPM) Theory

By Bob Prieto (USA)

Project Management Role in Development and Delivery of Experiential Retail Urban Infrastructure in Riyadh's Mixed-Use Master Plans

By Habib Fayadh (Saudi Arabia)

The AI-Augmented PMO: From Automation to Decision Intelligence, Value, and Responsible Transformation

By Aina Alive (Canada) and Massimo Pirozzi (Italy)

Shared Intelligence: *Foundations and architectures of Human–AI Hybrid Knowledge Ecosystems for project-based organizations*

By Antonio Bassi (Switzerland)

Warehouse Costs and Distribution Planning in Project-Based Supply Chains: Project Performance Implications in Beverage Distribution

By Chidubem Ebere-Nwosu, George Junior Akaun, Patricia Onyinyechi Onyechere, Chinyere Chienyenwa Nnaji, Oluchi Ebere Chukwu, Osita Valentine Okwara (Nigeria)

The Missing Link in Repair–Replace Decisions: A Quantitative Threshold for Oil and Gas Assets

By Andika Jaka Saputra (Indonesia)

When the Lights Stay On: How IT PMO Governance Turns Hotel Technology Into Competitive Advantage

By Abdellah Aitibour (Canada)

Toward More Reliable Maintenance Cost Estimates for Oil Storage Tanks: A Gold Price Index Approach

By Kamal Fu'ad (Indonesia)

Pracademic Project Management: Super Performance Plans Using Holistic Project Planning Methodologies

By Dr. Dale S. Deardorff (USA)

The £100 Billion Blind Spot: A Probabilistic Chain Analysis™ Autopsy of HS2

By Nikhil Dhand (India)

Assessing Owner-Side Front-End Schedule Readiness for Sanction-Quality Decisions in Indonesia's Downstream Oil and Gas Projects

By Roffi Ardinata (Indonesia)

Cybersecurity and Project Governance in Large-Scale Initiatives

By Sreesudha Ayyalasomayajula (USA)

How wisdom helps with success in projects and making progress with a program

By Thomas Walenta (Germany)

Sustainability Transition Imaginaries: The Role of Projects and Project Management

By Isaac Odhiambo-Abuya (Kenya)

Why Project Management Fails at Scale: The Missing System Layer

By Eva María Hernández Cortés (Spain)

From Project Manager to Project Leader: How AI and Human-Centric Practices Accelerate the Transition

By Richard Maltzman (USA) and Luigi Morsa (Italy)

Construction Quality Beyond Technical Compliance: A Leadership Perspective

By Yamanta Raj Niroula (Nepal)

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Peer Reviewed Papers

Cultural Framing in AI-Generated Project Recovery Advice: A Comparative Analysis of ChatGPT, DeepSeek, and Gemini Using Hofstede's Cultural Dimensions

By J A A P Jayasundrara (Sri Lanka)

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Series Articles

The Weight of the Cloud: AI Data Centres and the Project Manager's Role in Balancing Digital Ambition with Environmental Reality (Sustainability and Regeneration in Projects)

By Dr. Hugo Minney (UK)

The Governance Trap: Why More Oversight Creates Less Value (Reimagining Project Management for a New Era)

By Antonio Nieto-Rodriguez (Spain)

Secret No. 6: Execution (Secrets to the Success of Organizational Transformation)

By Dr. Prasad Kodukula (USA)

Why Stories and Movies Help Project Teams Learn and Align (Projectland Goes to the Movies)

By Dawn Mahan and Jerry Manas (USA)

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Advisory Articles

Project Capital Intelligence: Why Scope, Schedule, and Cost Are No Longer Enough

By Brent Hooks (USA)

Project Management Reserve Buffering

By Dr. Kenneth Smith (Philippines/USA)

Designing Project Architecture for Reuse: How process maturity helps project teams move faster, reduce rework, and build value from one initiative to the next
By Madison Lundquist (USA)

Using Project Management to Drive Organizational Change
By Dr. Harold Kerzner and Dr. Al Zeitoun (USA)

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Commentaries

The Documentation Gap: Why Divergence After Agreement Is Inevitable Without Anchoring
By Pradeep Billa (USA)

Global Energy Scenarios
By Daslav Brkic, PhD and Roberto Mori (Italy)

The Invisible Competencies of the Project Manager: Why Projects Fail Despite Good Methodologies
By Luca Paolo Giuseppe Prinzio (Italy)

Project-oriented Technologies – the Next Decade: Tools, Integration, Skills and the Future Professional
By Dr. Dimitris Antoniadis (UK)

The New Generation Project Manager: Leading with Artificial Intelligence, Human Influence, and Complete Project Leadership
By Dr. Alfonso Bucero (Spain)

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Case Studies / Lessons Learned

A Remarkable Public-Private Partnership: A Case Study - Part I
By John L. Craig (USA)

Governance Under Pressure: PMO Lessons from Saudi Vision 2030 Delivery Environments
By Muhammad Naeem (Saudi Arabia)

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Stories

Story 6: Special studies – for the future, Meet the Managers
By Tom Taylor (UK)

Some “extra-curricular” influences on my project management perspectives: 3. Some late-career and post-retirement activities

By Alan Stretton (New Zealand)

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Reports

Klaus Pannenbäcker – More Than a Pioneer (Project Management Update from Germany)

By Sebastian Wieschowski (Germany)

Climate Change, Politics of Projects, Artificial News, Seasons Greetings, Military Projects and Peaceful Stories (UK Project Management Roundup)

By Miles Shepherd (UK)

PMI Madrid continues organizing WEBINARS as a contribution to professional members (Project Management Update from Madrid)

By Alfonso Bucero (Spain)

Future-Ready Leadership in Action: PMI Dallas Builds Toward What's Next (June 2026 PMI Dallas Chapter Newsletter)

By Joseph Adebajo (USA)

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Second Editions

Assessing the Challenges Encountered to the Adoption of Computer-based Project Management Models among the Construction Industry in Enugu State, Nigeria

By Sunday Aniagolu Ezech and Francisca Okeke (Nigeria)

Applying Project Management Principles to Enhance Organizational Efficiency and Effectiveness

By Oluwadamilare Michael Olusa and Anugwo Stephen Emeka (Nigeria)

Geographic Information Systems (GIS) As an Effective Tool for Construction Management in Enugu-East, Nigeria

By Ndubuisi Ambrose Ositadinma, Dr. Henry C. Ajaelu, Ezeali Ukie Oluchukwu (Nigeria)

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Book Reviews

Doing exemplary research projects: A guide to practice (Edgar Elgar)

By Stewart Clegg and Julien Pollack, Editors

Reviewed by Dr. RonAmber Deloney, PMP (USA)

[Don't Be Yourself – Why Authenticity Is Overrated \(and What to Do Instead\) \(HBR Press\)](#)

By Dr. Tomas Chamorro-Premuzic

Reviewed by Dr. Pernel Roberts, PMP (USA)

[AI Project Power: Reimagining Your Role in the Age of AI \(Fnova\)](#)

By Mei Lin

Reviewed by Diana Owens, PMP (USA)

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