



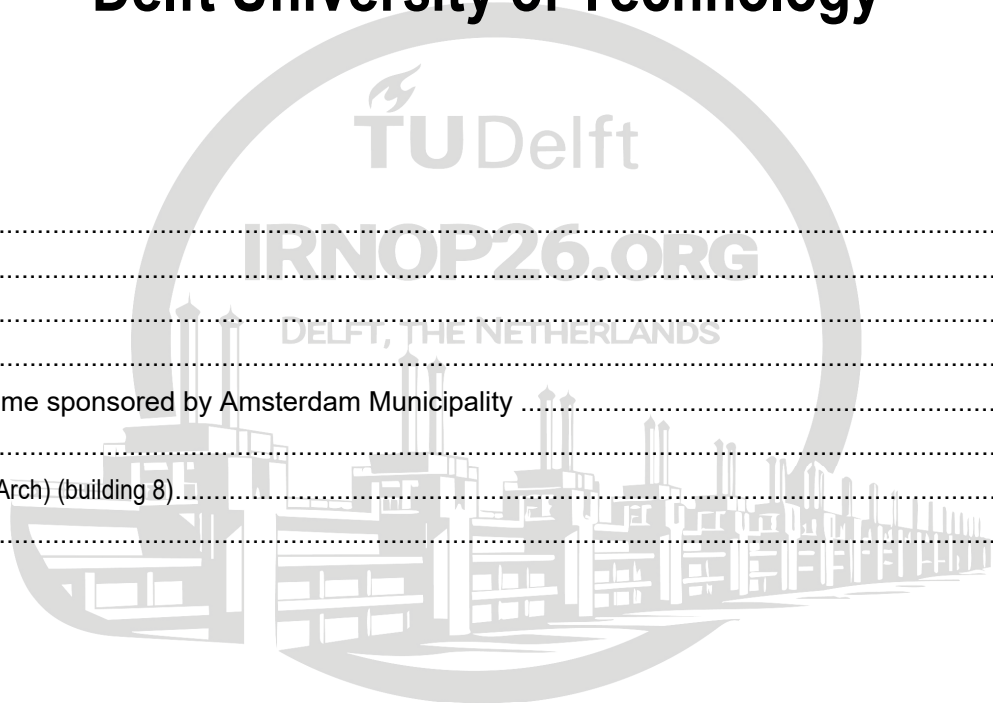
Program 31st IRNOP Conference

Delft, the Netherlands, 2-6 June 2026

Delft University of Technology

Inhoud

Tuesday June 2	2
Wednesday June 3	3
Thursday June 4	6
Friday June 5	8
Saturday June 6 – Social Programme sponsored by Amsterdam Municipality	11
Abstracts	12
Architecture and the Built Environment (Arch) (building 8)	79
Venues	80





Program 31st IRNOP Conference

Delft, the Netherlands, 2-6 June 2026

Delft University of Technology



Tuesday June 2

10:00 – 17:00	Doctoral Symposium (for Doctoral students) Convenor: Johan Ninan, Assistant Professor, moderator and contact person for the Doctoral Symposium.	Room: CEG 2.62, Stevinweg 1, TU Campus Delft
---------------	---	--

Wednesday June 3

8:00 – 10:30	Registration	Registration	Julianalaan 134, TU Campus Delft Room: Berlage 2
9:00 – 10:15	Plenary session	Welcome & Academic Keynote <ul style="list-style-type: none"> Welcome note: opening of the IRNOP 2026 Conference Keynote speaker: dr. Liselore Havermans, Senior Programmanager Circularity TKI Construction and Technology Spotlight: "What can PMI do to help your research?", Daniel Nicholls 	Lecture hall A
10:15 – 10:30	Coffee Break		Berlage 2
10:30 – 12:00	Parallel Paper Sessions	Transition and Change in Projects <ul style="list-style-type: none"> Mission-oriented Project Management for Grand Challenges: A Conceptual Framework to Bridge Policies and Projects. Sujuan Zhang (The University of Sydney); Giorgio Locatelli; Xuanqi Li; Natalya Sergeeva The proliminal project: Temporary organizing at the interfact of change. Leonore van den Ende (Vrije Universiteit Amsterdam), Jonas Söderlund Session chair: <i>Paul Chan</i>	Berlage 1
		Project leadership <ul style="list-style-type: none"> Project Leadership: An Integrative Review and Future directions. Linzhuo Wang (BI Norwegian Business School), Xinnan Wang, Anne Live Vaagaasar The architecture of trust: How project leaders build, sustain, and repair trust under uncertainty. Tayyab Jamil (Firewood), Pamela Yeow, Sorin Piperca Balancing Leadership in Exploratory Projects: Findings from a Critical Event Study. Isabel Runebjörk (KTH Royal Institute of Technology), Anna Jerbrant, Matti Kaulio Session chair: <i>Timo Leimbach</i>	01.West 770
		Megaprojects and major projects <ul style="list-style-type: none"> Coordinating megaproject supply chains as Complex Adaptive Systems: Towards an architecture for adaptive coordination. Sengul Duran (University College London) , Juliano Denicol, Tim Broyd Legitimacy in white elephants: the rise and fall of the Nanube-Oder-Elke (DOE) project. Petr Witz (Vrije Universiteit Amsterdam), Johan Ninan Dynamics of Planned and Unplanned Project Outcomes: A Complex Adaptive Socio-Spatial Systems Perspective. Ofer Zwikael (Australian National University), Francesco Di Maddaloni, Leonardo Herszon Meira, Mauricio Oliveira de Andrade, lury Ribeiro de Melo Session chair: <i>Nathalie Drouin</i>	Lecture hall A
12:00 – 13:00	Lunch		Berlage 2

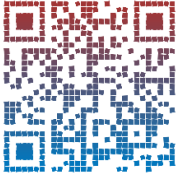
13:00 – 14:30	Parallel Paper Sessions	Project ecosystems <ul style="list-style-type: none"> From Label to Theory of Project Ecosystems: A Meta-Theoretical Framework. Alessandro Paravano (Politecnico di Milano) Bridging projects: Two views on ecosystems in project-based sectors. Tom Coenen (University of Twente), Ruth Slood, Luca Vadacca, Gijsbert van de Waerd, Ellen Kok, Marc van de Berg, Hans Voordijk, Leentje Volker From Optimism to Action: Making Inter-organisational Collaboration Work Under Uncertainty. Christoffer Rönndahl (Chalmers University of Technology), Petra Bosch-Sijtsema Session chair: <i>Leentje Volker</i>	Berlage 1
		Megaprojects and major projects <ul style="list-style-type: none"> From hero to farmer: The changing leadership profile of collaborative megaprojects. Anna af Hällström (University of Gothenburg) The Power of Religious Symbols and Rituals in Megaprojects: Showcasing the World's Largest Human Gathering. Alfons van Marrewijk (TU Delft) Designing Procurement Strategies for Urban Rail Megaprojects: Evidence from Jakarta MRT. Antonius Prasetya (University College London (UCL), Juliano Denicol Session chair: <i>Kirsi Aaltonen</i>	Lecture hall A
		Uncertainty, Hope and Future <ul style="list-style-type: none"> Projects as Missions – Meeting uncertainty in projects through Mission Command. Lynn Crawford (University of Sydney), Petr Matous, Jason Thomas Future-Making and the Front-End of Projects. Joseph Harrison (University Of Sydney), Jennifer Whyte When Hopeful Collaborative Infrastructure Projects Struggle: Collaboration Challenges under Uncertainty during Change Events. Kobra Gharouni Jafari (University Of Sydney), Lara Mottee Session chair: <i>Sofia Pemsel</i>	01.West 770
14:30 – 15:00	Coffee break		Berlage 2
15:00 – 16:30	Parallel Paper Sessions	Strategic Projects <ul style="list-style-type: none"> Directing Strategic Focus: Factors to Contribute Flexibility Across Operational Dimensions in Infrastructure Projects. Kubra Atli (University College London), Ilias Krystallis When Agile Becomes Strategic: Evidence from Real Project Problem Solving. Mauro Mancini (Politecnico di Milano), Massimo Rosi, Michele Bensa Motivation, Moral Ambiguity and Strategic Misrepresentation in Projects. Alicia Gilchrist (Australian National University), Ofer Zwikael Session chair: <i>Francesco Di Maddaloni</i>	Berlage 1

		<p>Projectification and Deprojectification</p> <ul style="list-style-type: none"> Trajectories of (un)doing projectification: Integrating evidence from the IT industry into novel patterns of organizing. Timo Leimbach (Aarhus University), Beata Jalocho, Matthias Jacobsson, Joana Geraldi, Ewa Bogacz-Wojtanowska, Mats Fred, Damian Hodgson, Malgorzata Dudziak Reading the Smoke: Capturing Signs of De-projectification in a Projectified Society. Joana Geraldi (Copenhagen Business School), Timo Leimbach, Beata Jalocho, Mattias Jacobsson, Damian E Hodgson, Mats Fred, Ewa Bogacz-Wojtanowska, Malgorzata Dudziak, Ewa Sońta-Drażczkowska The Dynamics of Deprojectification: Modularity, Complementarity, and the Scaling of Offshore Wind. Christian Thuesen (Technical University of Denmark), Josef Peter Oehmen, Joana Geraldi, Graham Winch <p>Session chair: <i>Jonas Söderlund</i></p>	01.West 770
		<p>Value creation in Projects</p> <ul style="list-style-type: none"> Value Flows In Inter-organizational Projects. Gijsbert van de Waerd (University of Twente), Leentje Volker, Hans Voordijk Value Co-Creation and Co-Destruction Across the Construction Project Lifecycle: An Actor-to-Actor Perspective. Erik H. Araya Aliaga (Politecnico di Milano), Costanza Mariani, Tuomas Ahola, Mauro Mancini Creating Value for Society through Projects: A Systematic Literature Review. Jiayue Zhao (University College London), Roya Derakhshan, Martina Huemann <p>Session chair: <i>Miia Martinsuo</i></p>	Lecture hall A
16:30 – 16:45		Short break	Berlage 2
16:45 – 17:45	Panel (plenary)	<p>Meet the Editors Panel (sponsored by the Project Management Institute, PMI)</p> <ul style="list-style-type: none"> Martina Huemann, Professor and Editor-in-Chief of IJPM (and PLaS) Yan Liu, Professor and Associate Editor of PLaS Nathalie Drouin, Professor and Editor-in-Chief of IJMPIB Giorgio Locatelli, Professor and Co-Editor-in-Chief of PMJ Jonas Söderlund, Professor and Co-Editor-in-Chief of PMJ Eleni Papadonikolaki, Professor and Department/Associate Editor of IEEE TEM (and IJPM) <p>Moderator: <i>Alfons van Marrewijk</i></p>	Lecture hall A
18:00 – 20:30		<p>Welcome reception (sponsored by the Project Management Institute, PMI)</p>	 

Thursday June 4

8:30 – 9:00	Coffee & Registrations		Berlage 2
9.00 – 9.30	Plenary session	Award Ceremony <ul style="list-style-type: none"> Welcome by the Dean of Civil Engineering Delft University of Technology, prof.dr.ir. Stefan Aardinkhof Announcement for the best papers awards supported by the International Project Management Association (IPMA) 	Lecture hall A
9:30 – 10:30	Parallel Paper Sessions	Career in Projects <ul style="list-style-type: none"> Early-Career Experiences of Racial/Ethnic Discrimination in Project-Based Organisations: A New Multilevel Framework. Christina Scott-Young (RMIT University), Naomi Borg, Jessica Borg Sustainable careers in major projects. Christine Unterhitzberger (University of Leeds), Kate Lawrence, Martina Huemann Session chair: <i>Linzhou Wang</i>	Berlage 1
		Project delivery <ul style="list-style-type: none"> Integrative technologies for system delivery project supply chains: case OmniChain MES. Matias Stähle (Tampere University), Matias Rokio, Tuomas Ahola, Tuuli Hämäläinen, Sebastian Toukola The AE Delivery Firm: A Conceptual Model of Project-Based Professional Services. Julius Chang (Columbia University) Session chair: <i>Andrew Davies</i>	01.West 770
		Transition and behaviour <ul style="list-style-type: none"> Exploring Responsible Leadership as a Catalyst for Circular Economy Transitions in Construction Sector. Roksana Jahan Tumpa (Central Queensland University), Leonora Nana Adwoa Amponsah-Asante, Benjamin Botchway, Samuel Gyimah, Eric Joseph Eduam Addressing Grand Challenges with Behavioural Intervention Projects: The case of Net Zero Transition. Marco Terenzi (Politecnico di Milano), Chiara Ogheri, Gabriele Frontori, Silvia Tedesi, Giorgio Locatelli Session chair: <i>Joana Geraldi</i>	Lecture hall A
10:30 – 11:00	Coffee Break		Berlage 2
11:00 - 12:30	Parallel Paper Sessions	Societal challenges <ul style="list-style-type: none"> Humanitarian projects in zones of armed conflict: How projects managers tackle the contributions from private donors. Kouassi Rodrigue Lahouri (Universite Laval), Gustavo Birolo Embedding Value Co-Creation for Urban Energy Challenges in Municipal Contexts. Sterre Lidwine de Jager (TU Delft), Inés van der Klip, Marina Bos-de Vos Session chair: <i>Petra Bosch-Sijtsema</i>	01.West 770
		Temporary organization <ul style="list-style-type: none"> Organising Transition: Discursive–Material Mechanisms in the Shift from Temporary to Permanent Organising. Masoud Aghajani (Edith Cowan University (ECU), Ashkan Memari, Kam Jugdev Path nets: Weaving the fabric of temporary organizing. Simon Adyman (University College London) and Brian Pentland 	Berlage 1

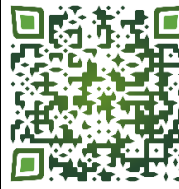
		<ul style="list-style-type: none"> Temporality as a lens for understanding alignment, articulation, and success. Sanaa El Boukri (School of Management Université du Québec à Montréal), Jonathan Harvey, Skander Ben Abdallah <p>Session chair: <i>Marian Bosch-Rekveldt</i></p>	
		<p>Project theory</p> <ul style="list-style-type: none"> The Unbearable Lightness of Temporary Organising: Transcending the Temporary-Permanent Dilemma Through Meaningful Temporariness. Joana Geraldi (Copenhagen Business School), Johann Packendorff A pragmatist theory of exploratory projects and project management, Sylvain Lenfle (Conservatoire National des Arts et Métiers), Jonas Söderlund Twenty-five years of social housing projects through the lens of social sustainability: a systematic literature review. Seyyedeh Zahra Naseri (Université du Québec à Montréal), Nathalie Drouin <p>Session chair: <i>Juliano Denicol</i></p>	Lecture hall A
12:30 – 13:30	Lunch		Berlage 2
13:30 – 15:00	Parallel Panels	<p>Panel 1: Co-Creating Knowledge and Impact through Participatory and Research approaches in Project Studies</p> <ul style="list-style-type: none"> Shankar Sankaran, Per Svejvig, Jonas Söderlund 	Berlage 1
		<p>Panel 2: Hopeful Organizing Beyond Projects: Dynamics of Projectification and Deprojectification</p> <ul style="list-style-type: none"> Joana Geraldi, Martina Huemann, Timo Leimbach and Beata Jalocho 	Lecture Hall A
15:00 – 15:30	Coffee Break		Berlage 2
15:30 – 17:00	Parallel Paper Sessions	<p>Human factors in projects</p> <ul style="list-style-type: none"> The Impact of Organizational Culture on Project Success in Agile and Traditional Methods: An Empirical Study. Adel Zadeh (Northeastern University), Chintan Ajaybhai Mistry, Pedro Serrador A restorative approach to gendered incivility in construction. Ken Farnes (RMIT University). Anna Regina Galluzzo, Christina M. Scott-Young From Experience to Willingness: Human Factors and the Individual Adoption of Agile Project Management. Anwasha Mukherjee (University of Kassel), Jan Christoph Albrecht, Habil, Timo Braun <p>Session chair: <i>Marian Bos-deVos</i></p>	Berlage 1

		<p>Complex projects</p> <ul style="list-style-type: none"> Leveraging Cloud Computing for ESG Performance Measurement: A Data-Driven Decision-Making Dashboard. Mohammad Gorjizadeh (University of Technology Sydney), Leila Moslemi Naeni, Roksana Jahan Tumpa, Shankar Sankaran Shaping legitimacy in the front-end of institutional projects: The case of small modular reactor projects. Kirsi Aaltonen, Jaakko Kujala (University of Oulu), Elina Jääskä Six Necessary Conditions for the Success of Megaprojects. Rodney Turner, Natalie Drouin <p>Session chair: <i>Jaakko Kujala</i></p>	01.West 770
		<p>Uncertainty, Hope and Future</p> <ul style="list-style-type: none"> Projects as Cultural Artifacts of Hope: Organizing Desired Futures in the Present. Marcos Lopez Rego (PUC-Rio), Flávia de Souza Costa Neves Cavazotte Project Management as a Hopeful Organising Logic in Public Health: A Longitudinal Narrative Review under Radical Uncertainty. Waner Zhangguan (University of Sydney), Lynn Crawford, Andrew Milat Building on Hope; The emergence of a hope-driven project approach in the renovation of Utrecht's wharf area. Egbert Wits (Vrije Universiteit Amsterdam) <p>Session chair: <i>Simon Addyman</i></p>	Lecture hall A
18.00 – 21:30	Conference diner		

Friday June 5

8:30 – 9:00	Coffee & Registrations		Berlage 2
9:00 – 10:30	Parallel Paper Sessions	<p>Duality in projects</p> <ul style="list-style-type: none"> Framework for Classifying Construction Project Lessons Learned into Managerial Classes. Clarissa Dalia de Azevedo, Marina Penazzi Gaudêncio, Luciana Hazin Alencar, Caroline Maria de Miranda Mota How spatial and temporal tensions influence environmental coordinators' boundary-spanning roles in infrastructure projects. Stina Hellsvik (Chalmers University of Technology), Petra Bosch Sijtsema, Pernilla Gluch Unpacking the Dual Mechanisms: How Breadth and Depth of Digital Technology Adoption Shape Project Sustainability Performance under Cultural Context. Ding Yanan (Shandong University), Ding Ronggui, Li Chongzheng <p>Session chair: <i>Giorgio Locatelli</i></p>	Berlage 1

		<p>Projectification and Deprojectification</p> <ul style="list-style-type: none"> Between Projectification and Deprojectification: DevOps and the fluidity of organizational forms. Beata Jalocha (Jagiellonian University), Timo Leimbach Ten Years Down the Line: How the Role of Projects Has Evolved Through Projectification and Deprojectification in Social Enterprises. Ewa Bogacz-Wojtanowska (Jagiellonian University), Beata Jalocha Structuring a digital transformation project portfolio using the Soft Systems Dynamics Methodology. Francisco Amadeu Monteiro do Nascimento (Universidade Federal de Pernambuco (UFPE), Maria Teresa Araújo de Lima, Luciana Hazin Alencar <p>Session chair: <i>Joana Geraldi</i></p>	Lecture hall A
		<p>Resilience in Project Management</p> <ul style="list-style-type: none"> The need for a common language in flood resilience: governance, communication, and mediation in Rotterdam. Zhaowen Liu (TU Delft), Sevin Yaren Aytepe, Vincent den Hartog, Johan Ninan, Ranjith K. Soman The Organizational Brain: How infrastructure projects learn, remember and evolve. Sana A Lateef (TU Delft), Hertogh Marcel Hertogh, Johan Ninan Path dependency and path breaking: Enabling response to change through project portfolio management. Catherine P Killen (University of Technology Sydney (UTS), Leila M Naeni, Amir Salehipour, Peter Bragge, Morgan Tear, Terence Weir, Cayt Rowe, Nicholas Tay <p>Session chair: <i>Sorin Piperca</i></p>	01.West 770
10:30 - 11:00	Coffee Break		Berlage 2
11:00-12:30	Parallel Paper Session	<p>Transition and change in Project Management</p> <ul style="list-style-type: none"> Social Media as a Boundary Arena: Transdisciplinary Knowledge Integration in the Port of Rotterdam Project. Johan Ninan (TU Delft), P. Vigneswara Ilavarasan Projects and creativity: Little talked about, even less addressed. Sofia Pemsel (CBS Copenhagen Business School), Iben Stjerne, Jonas Söderlund Suppliers' sustainability orientation in a project-based-firm's multi-supplier network. Marttila Asmo (University of Turku), Martinsuo Miia <p>Session chair: <i>Marijn Leijten</i></p>	Berlage 1
		<p>Uncertainty, Hope and Future</p> <ul style="list-style-type: none"> Future-Making Inquiry: Project Narratives as Temporal Mediation and Coordination. Meiqi Lu (UCL Global Business School for Health), Martina Huemann, Natalya Sergeeva From Support to Empowerment: Hopeful Projects at Centro Mujeres. Arvinder Loomba (San Jose State University) From Reactive Control to Hopeful Navigation: Proactive Community Strategies in User-Pay Infrastructure. Castelblanco Gabriel (College of Design construction and planning), De Marco Alberto, Hernandez Oscar, Ottaviani Filippo Maria <p>Session chair: <i>Martina Huemann</i></p>	Lecture hall A

		Action Research in Projects <ul style="list-style-type: none"> • Untangling paradoxes in unofficial projects through action research. Anita Birkeland (Aarhus University). • Experimenting using AI in project management: An action research study of developing practitioners for digital transformation at an Australian university. Shankar Sankaran (University of Technology Sydney), Biyanka Ekanayake, James Bawtree, Melinda Lewis, Sandeep Mathur, Daphne Freeder • It's more than what meets the eye: Associative imagery as a research intervention in project organizing research. Judith Armbruster (Alma Mater University), Martina Huemann Session chair: <i>Shankar Sankaran</i>	
12:30 – 13:30	Lunch		Berlage 2
13:30 – 15:00	Plenary session	Project Scholar Society <ul style="list-style-type: none"> • The global network of project scholars dedicated to elevating project research and education by fostering and supporting excellence and innovation. Martina Huemann, Jonas Söderlund, Miia Martinsuo, Judith Armbruster, Nathalie Drouin, Giorgio Locatelli 	Lecture Hall A
15:00 – 15:30	Coffee Break		Berlage 2
15:30 – 16:30	Plenary session	Panel 3: Projects and Sustainability Aaltonen, Bos-de Vos, Hetemi, Siavash Alimadadi, Andrew Davies, Jonas Söderlund, Daniel Armanios	Lecture Hall A
17:00 – 20:30	Closing meeting BBQ at the Hortus Botanicus		

Saturday June 6 – Social Programme sponsored by Amsterdam Municipality

8:15 - 8:30	Gathering at TU Aula	Christiaan Huygensweg, Delft
8:30 -10.00	Transport to Amsterdam by coach bus Arrival: Mauritskade +/- 7 minutes walking to PBK office, Achtergracht 14	
10.00 - 10:45	Coffee, welcome and a general introduction to the Bridges and Quay walls program Geeralt van den Ham: Head of the innovation team of the Bridges and Quay walls programme	Achtergracht 14, Amsterdam
10:45 -11:15	Hope in response to radical uncertainty: the transition of the Dutch infrastructure sector Dr. Jan Jorrit Hasselaar: Public theologian and Program Manager Hopeful transitions, Vrije University Amsterdam	
11.15 - 11:45	Renovating historic canal walls Dr. Mart-Jan Hemel: Hydraulic Engineer at Haskoning	
11.45 -12.00	Discussion	
12.00 - 12:45	Lunch and transfer to boat which is 10-15 min walk	Gemeente Amsterdam
13.00 - 14.30	Boat trip trough the canals of Amsterdam ending by Carré +/- 6 minuten walking to Mauritskade	
14.45 - 15.00	Return to Delft by coach bus	Christiaan Huygensweg, Delft




Abstracts

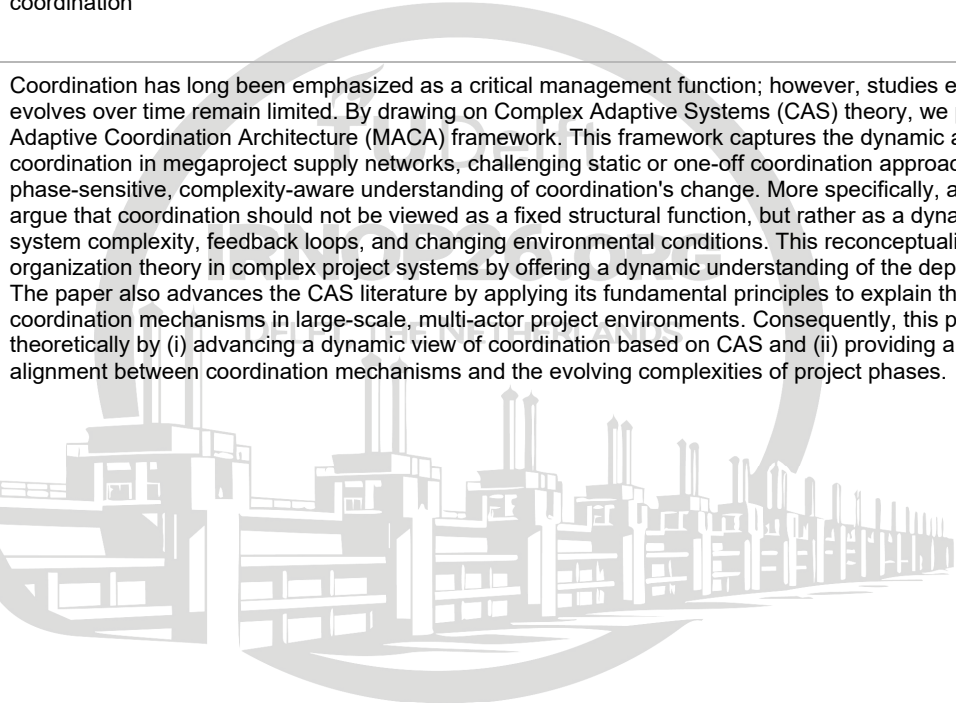
Presenter	Giorgio Locatelli
Institution	The University of Sydney
Author(s)	Sujuan Zhang; Giorgio Locatelli; Xuanqi Li; Natalya Sergeeva
Title	Mission-oriented Project Management for Grand Challenges: A Conceptual Framework to Bridge Policies and Projects
Abstract	<p>Grand challenges are wicked problems – complex, systemic, and deeply interconnected – that require coherent policy to ensure the design and delivery of projects and programs (P&Ps) to address them. The conventional project management approaches rooted in the iron triangle of time-cost-quality are insufficient to achieve the long-term and cross-sector transformations required. Drawing on the mission-oriented policy and the broad perspective of project management, we introduce the concept of “mission-oriented project management”—a novel approach that repositions P&Ps as institutional tools embedded within policy ecosystems, designed to mobilise diverse actors, adapt goals over time, and steer systemic transformations towards missions. The paper engages with the concept of “mission-oriented project management” by developing a conceptual framework for aligning the shaping and delivery of P&Ps with mission-oriented policy frameworks. A vignette of the CSIRO Missions Program in Australia illustrates how missions can be operationalised through cross-sector coordination and adaptive multi-level governance. By reframing mission-oriented projects as enactment instruments, this paper bridges the gap between policy design and project implementation, and contributes to ongoing debates in sustainability transitions about how execution systems can be mobilised to achieve societal missions.</p> 
Keywords	Grand challenges; Mission-oriented policy; Mission-oriented project management; Sustainability transitions

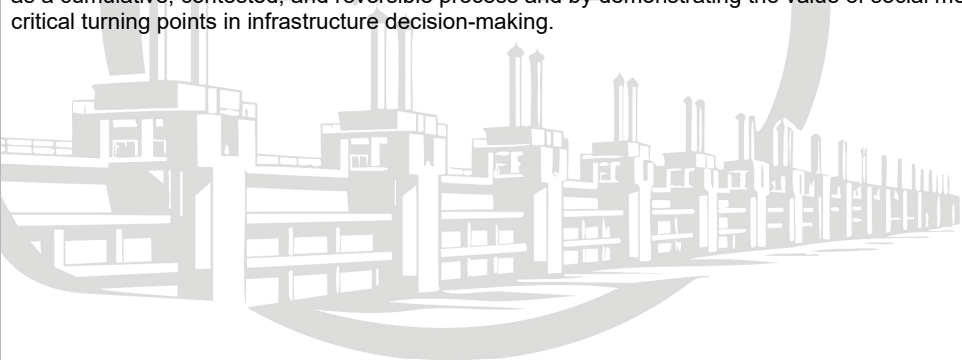
Presenter	Leonore van den Ende
Institution	Vrije Universiteit Amsterdam
Author(s)	Leonore van den Ende Jonas Söderlund
Title	The proliminal project: Temporary organizing at the interfact of change
Abstract	<p>Projects play a central role in organizational and societal transformation, yet theory explaining how they enable change remains underdeveloped. This paper advances a liminality theory of projects, conceptualizing projects as temporary organizing processes unfolding through three stages: separation, transition, and incorporation. We extend this framework through the concept of liminalization, arguing that projects are deliberately organized as proliminal forms that detach from the status quo to create protected spaces for experimentation and innovation. These spaces enable novel practices and insights to emerge and be reintegrated into permanent structures. The paper offers a refined conceptualization of liminalization and outlines future research directions at the intersection of project studies and liminality.</p> 
Keywords	project, temporary organizing, liminality, change, transition, transformation

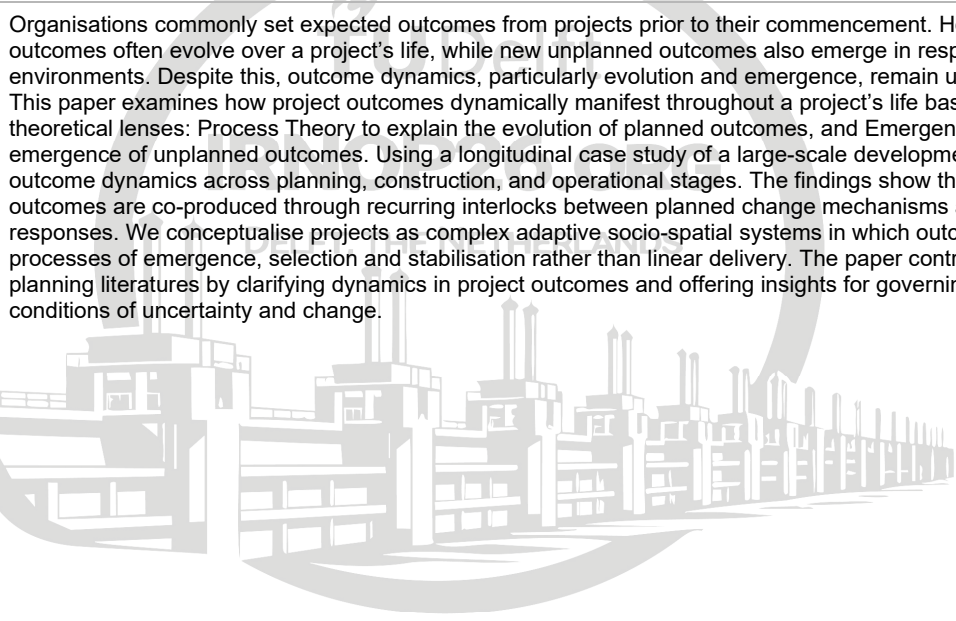
Presenter	Linzhuo Wang
Institution	BI Norwegian Business School
Author(s)	Linzhuo Wang, Xinnan Wang, Anne Live Vaagaasar
Title	Project Leadership: An Integrative Review and Future directions
Abstract	<p>In an era of projectification, project leadership is the primary driver of competitive advantage and value creation. Leadership in projects have increasingly become a promising yet fragmented fields, filled with challenges and opportunities. By synthesizing 98 selected articles from top-tier project management journals, using inductive thematic analysis, this study constructs a holistic and multi-level framework for understanding project leadership. The framework mapping the hierarchical antecedents, dyadic mediators, and multi-dimensional moderators to achieve outcomes with a dual-focus, including both hard and soft ones. The framework reflects on the main stream project leadership literature and sets a research agenda focused on temporal dynamics and contextual complexities in the projectified age.</p>
Keywords	Keywords: Project Leadership, Systematic Review, Integrated Framework.


Presenter	Tayyab Jamil
Institution	Firewood and Birkbeck, University of London
Author(s)	Tayyab Jamil, Pamela Yeow, Sorin Piperca
Title	The architecture of trust: How project leaders build, sustain, and repair trust under uncertainty
Abstract	<p>Traditional project management approaches inadequately address trust dynamics under uncertainty, treating trust as static rather than an active process. Through interpretivist case study research of two financial services programmes, this paper develops a framework reconceptualising trust as dynamic practice.</p> <p>We categorise trust as formal, informal, and 'functional', each addressing distinct uncertainty dimensions. Functional trust emerges as the mechanism through which trust is built, sustained, and repaired.</p> <p>Our findings demonstrate trust operates through distinct modes requiring varying intervention intensities. The paper contributes a diagnostic framework enabling leaders to assess context and implement appropriate interventions, connecting trust dynamics to multidimensional success outcomes.</p>
Keywords	project management; trust; uncertainty; project success

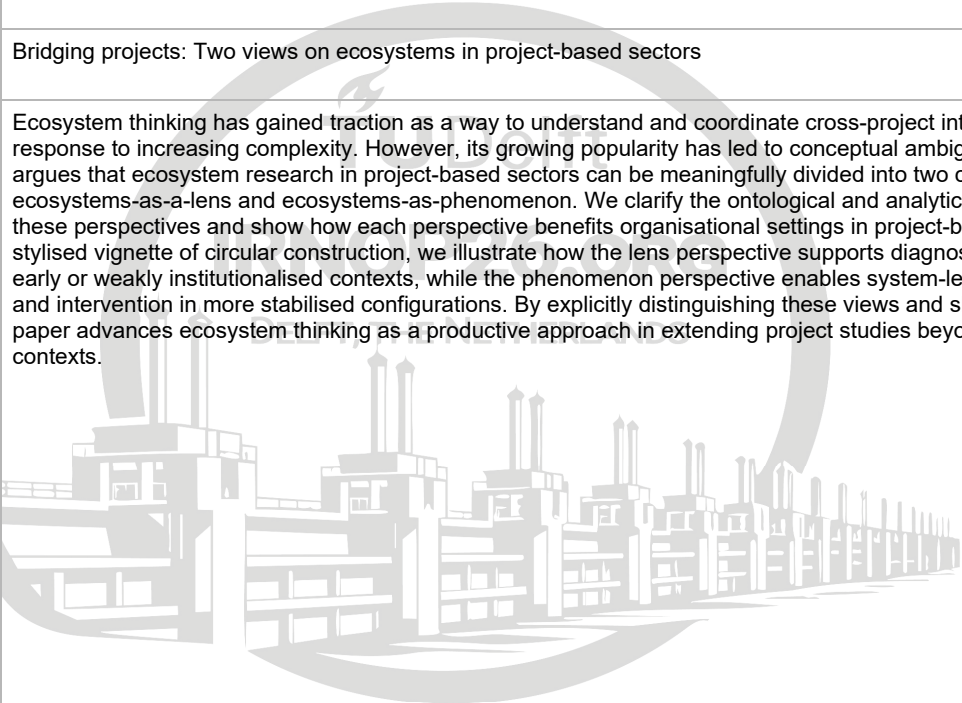
Presenter	Isabel Runebjörk
Institution	KTH Royal Institute of Technology
Author(s)	Isabel Runebjörk, Anna Jerbrant, Matti Kaulio
Title	Balancing Leadership in Exploratory Projects: Findings from a Critical Event Study
Abstract	<p>This study examines how leadership unfolds in exploratory projects characterized by high uncertainty. Drawing on a longitudinal, revelatory case study of an interdisciplinary research initiative, this study explores project leadership as an emergent phenomenon. The findings show that horizontal leadership emerged through negotiation, compliance, disengaging, and commitment as coping mechanisms in response to critical events and governance ambiguity. The study contributes to research by challenging core assumptions of balanced leadership theory in exploratory settings and by demonstrating the value of critical event analysis for capturing micro-processes of leadership emergence under uncertainty. For practice, the findings highlight the importance of protecting interpretive flexibility and resisting premature control in the governance of exploratory projects.</p> 
Keywords	uncertainty, exploratory projects, critical events, leadership emergence, coping

Presenter	Sengul Duran
Institution	University College London
Author(s)	Sengul Duran, Juliano Denicol, Tim Broyd
Title	Coordinating megaproject supply chains as Complex Adaptive Systems: Towards an architecture for adaptive coordination
Abstract	<p>Coordination has long been emphasized as a critical management function; however, studies examining how coordination evolves over time remain limited. By drawing on Complex Adaptive Systems (CAS) theory, we present the Megaproject Adaptive Coordination Architecture (MACA) framework. This framework captures the dynamic and evolving nature of coordination in megaproject supply networks, challenging static or one-off coordination approaches and instead offering a phase-sensitive, complexity-aware understanding of coordination's change. More specifically, adopting CAS theory, we argue that coordination should not be viewed as a fixed structural function, but rather as a dynamic process shaped by system complexity, feedback loops, and changing environmental conditions. This reconceptualization contributes to organization theory in complex project systems by offering a dynamic understanding of the deployment of mechanisms. The paper also advances the CAS literature by applying its fundamental principles to explain the temporal change of coordination mechanisms in large-scale, multi-actor project environments. Consequently, this paper contributes theoretically by (i) advancing a dynamic view of coordination based on CAS and (ii) providing a framework for temporal alignment between coordination mechanisms and the evolving complexities of project phases.</p> 
Keywords	Coordination, Megaproject Management, Complexity, Supply Chains, Project Networks

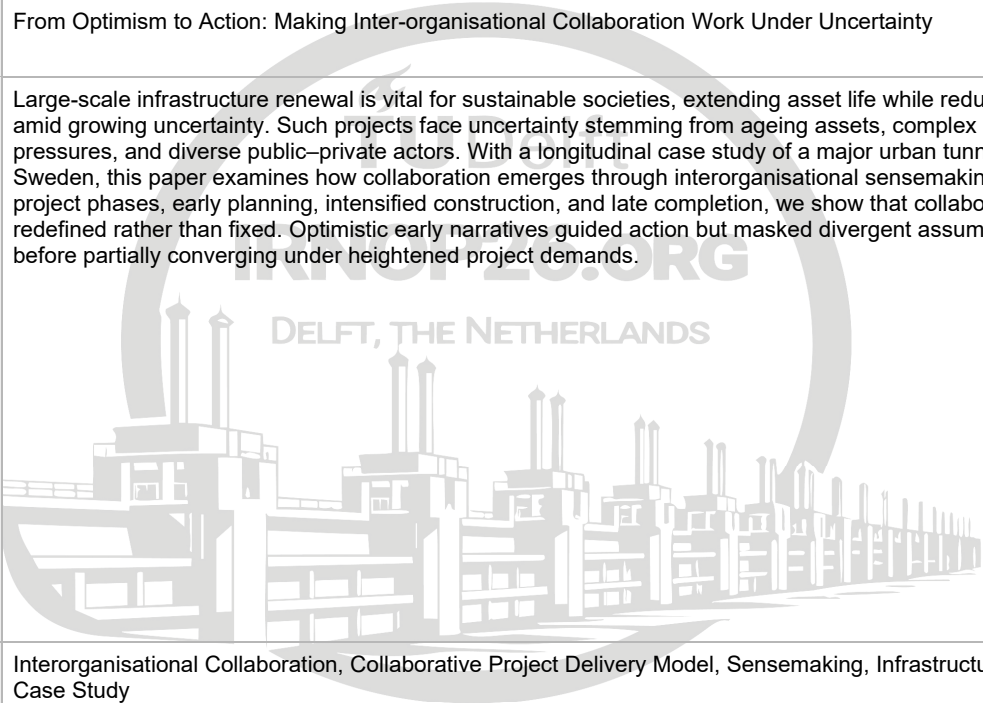
Presenter	Petr Witz
Institution	Charles University
Author(s)	Petr Witz, Johan Ninan
Title	Legitimacy in white elephants: the rise and fall of the danube–oder–elbe (doe) project
Abstract	<p>White elephant infrastructure projects persist despite weak economic rationales and mounting social and environmental criticism, suggesting that their trajectories cannot be explained by technical appraisal failure alone. This paper conceptualises white elephants as legitimacy-dependent projects whose survival hinges on the continuous construction and defence of symbolic, political, and moral legitimacy. It examines the Danube–Oder–Elbe (DOE) water corridor, a century-old Central European megaproject repeatedly revived yet definitively abandoned in 2023, as a rare case of successful delegitimation. Drawing on a qualitative longitudinal analysis of 89 social media posts published between 2013 and 2024, the study traces how legitimacy narratives evolved across the public life cycle of the project. The findings identify five discursive phases, from elite-driven symbolic legitimation, through moral and environmental contestation and geopolitical reframing, to evidence-based delegitimation and political withdrawal. The analysis shows that while symbolic and associative legitimacy can sustain white elephants for extended periods, delegitimation succeeds when moral critique becomes anchored in authoritative epistemic and legal claims, triggering an erosion of trust and perceived majority support. The paper contributes to megaproject and legitimacy scholarship by theorising delegitimation as a cumulative, contested, and reversible process and by demonstrating the value of social media discourse for identifying critical turning points in infrastructure decision-making.</p> 
Keywords	legitimacy, white elephant, Danube-Oder-Elbe, delegitimation, waterways


Presenter	Ofer Zwikael
Institution	Australian National University
Author(s)	Ofer Zwikael, Francesco Di Maddaloni, Leonardo Herszon Meira, Mauricio Oliveira de Andrade, Iury Ribeiro de Melo
Title	Dynamics of Planned and Unplanned Project Outcomes: A Complex Adaptive Socio-Spatial Systems Perspective
Abstract	<p>Organisations commonly set expected outcomes from projects prior to their commencement. However, these planned outcomes often evolve over a project's life, while new unplanned outcomes also emerge in response to changing project environments. Despite this, outcome dynamics, particularly evolution and emergence, remain underexplored in literature. This paper examines how project outcomes dynamically manifest throughout a project's life based on two complementary theoretical lenses: Process Theory to explain the evolution of planned outcomes, and Emergent Strategy to explain the emergence of unplanned outcomes. Using a longitudinal case study of a large-scale development project, we analyse outcome dynamics across planning, construction, and operational stages. The findings show that planned and unplanned outcomes are co-produced through recurring interlocks between planned change mechanisms and emergent strategic responses. We conceptualise projects as complex adaptive socio-spatial systems in which outcomes evolve through processes of emergence, selection and stabilisation rather than linear delivery. The paper contributes to the project and planning literatures by clarifying dynamics in project outcomes and offering insights for governing projects under conditions of uncertainty and change.</p> 
Keywords	Project outcomes, project value, project benefits

Presenter	Alessandro Paravano
Institution	Politecnico di Milano
Author(s)	Alessandro Paravano
Title	From Label to Theory of Project Ecosystems: A Meta-Theoretical Framework
Abstract	<p>Project ecosystem research is gaining prominence to investigate projects and a sustainable future. Yet, the literature remains fragmented and conceptually ambiguous. The ontological object of the project ecosystem is often used interchangeably with project ecology, networks, or project-based organisation ecosystem. This confusion partly stems from the diverse epistemological traditions informing the field, the difficulty of translating these concepts into temporary organising, and the ambiguity of the unit of analysis. This conceptual paper addresses this confusion gap by developing a framework grounded in ecosystems as affiliation and as structure, offering a compass for project research and managerial action under radical uncertainty.</p> 
Keywords	Project Ecosystem; Megaprojects; Project Ecology; Complex projects; Project Value.


Presenter	Tom Coenen
Institution	University of Twente
Author(s)	Tom Coenen, Ruth Sloom, Luca Vadacca, Gijsbert van de Waardt, Ellen Kok, Marc van de Berg, Hans Voordijk, Leentje Volker
Title	Bridging projects: Two views on ecosystems in project-based sectors
Abstract	<p>Ecosystem thinking has gained traction as a way to understand and coordinate cross-project interdependencies as a response to increasing complexity. However, its growing popularity has led to conceptual ambiguity. This perspective paper argues that ecosystem research in project-based sectors can be meaningfully divided into two complementary views: ecosystems-as-a-lens and ecosystems-as-phenomenon. We clarify the ontological and analytical distinctions between these perspectives and show how each perspective benefits organisational settings in project-based sectors. Using a stylised vignette of circular construction, we illustrate how the lens perspective supports diagnosis and sensemaking in early or weakly institutionalised contexts, while the phenomenon perspective enables system-level analysis, governance, and intervention in more stabilised configurations. By explicitly distinguishing these views and showing their potential, the paper advances ecosystem thinking as a productive approach in extending project studies beyond specific project contexts.</p> 
Keywords	Ecosystems, Project-based sectors, Societal challenges, Cross-project coordination, Ontology

Presenter	Christoffer Rönndahl
Institution	Chalmers University of Technology
Author(s)	Christoffer Rönndahl, Petra Bosch-Sijtsema
Title	From Optimism to Action: Making Inter-organisational Collaboration Work Under Uncertainty
Abstract	<p>Large-scale infrastructure renewal is vital for sustainable societies, extending asset life while reducing environmental impacts amid growing uncertainty. Such projects face uncertainty stemming from ageing assets, complex interdependencies, regulatory pressures, and diverse public–private actors. With a longitudinal case study of a major urban tunnel rehabilitation project in Sweden, this paper examines how collaboration emerges through interorganisational sensemaking over time. Analysing three project phases, early planning, intensified construction, and late completion, we show that collaboration was continuously redefined rather than fixed. Optimistic early narratives guided action but masked divergent assumptions, which later surfaced before partially converging under heightened project demands.</p>
Keywords	Interorganisational Collaboration, Collaborative Project Delivery Model, Sensemaking, Infrastructure Restoration, Longitudinal Case Study



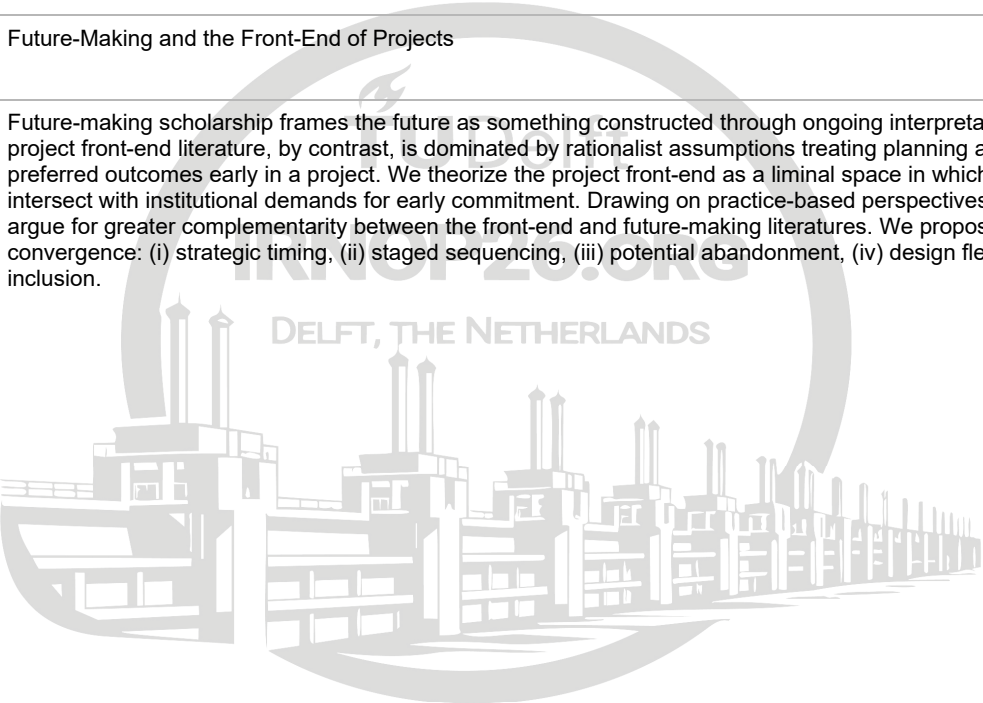
Presenter	Anna af Hällström
Institution	Unviersity of Gothenburg
Author(s)	Anna af Hällström
Title	From hero to farmer: The changing leadership profile of collaborative megaprojects
Abstract	<p>Megaprojects, complex and unique organizations, increased in both size and number. Although their procurement and results are well studied, their delivery phase necessitates further study. Drawing on data from a single case study, this paper shows how the view of leadership changes as the project's institutional context changes. The findings show that leadership requirements in megaprojects change when utilizing collaborative project delivery models, emphasizing trust and communication, as well as capabilities to manage uncertainty and teamwork. We contribute to research on megaproject management and delivery by providing insight into the leadership structure on multiple levels, including individual, project-based and field-focused.</p> 
Keywords	collective leadership, megaproject, project management, institutional change

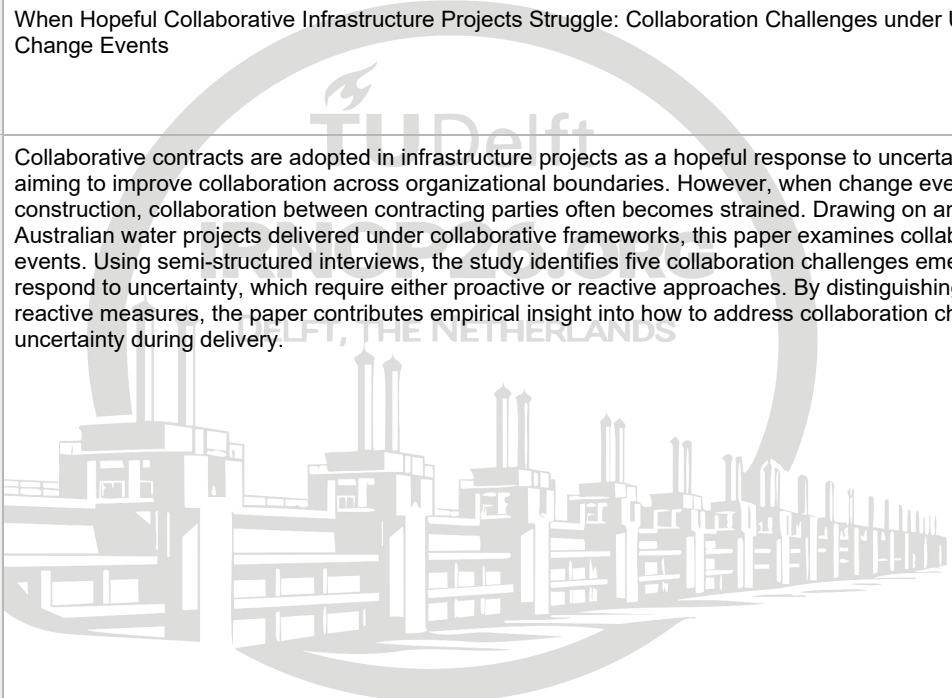
Presenter	Alfons van Marrewijk
Institution	Vrije Universiteit Amsterdam
Author(s)	Alfons van Marrewijk
Title	The Power of Religious Symbols and Rituals in Megaprojects: Showcasing the World's Largest Human Gathering
Abstract	<p>While religion plays a key role in societies, surprisingly little attention has been given to the power and politics of religion in megaprojects. This paper draws upon anthropological theories understanding religion to produce powerful symbols and rituals. The aim of this paper is to better understand the relation between power, politics and religion in megaprojects by studying the organization of Kumbh Melas in India. The Kumbh Mela is a Hindu mega-event where millions of pilgrims come for bathing in one of the sacred rivers. Through an interpretative qualitative study of desk research, interviewing and field research between 2017 and 2025 data has been collected. The findings show six religious symbols and rituals both infuse order and meaning and serving political and power in the organizing of the Kumbh Mela: (1) astrological calendar, (2) sacred rivers, (3) holy men, (4) praying ritual, (5) bathing ritual, and (6) parade ritual. These findings contribute to the debate on power and politics in and of construction megaprojects by showing how religious symbolic work can be understood as a powerful mechanism to manage megaprojects.</p>
Keywords	Religion, mega-event, megaproject, megacity, power, India

Presenter	Antonius Prasetya
Institution	University College London
Author(s)	Antonius Prasetya, Juliano Denicol
Title	Designing Procurement Strategies for Urban Rail Megaprojects: Evidence from Jakarta MRT
Abstract	<p>Urban rail megaprojects can operate as vanguard projects that help advance low-carbon mobility by reshaping travel behaviour and encouraging greater use of public transport. This paper investigates Jakarta MRT, the first metro system in Indonesia, to examine how a client designs procurement strategy up to contract award. The analysis draws on a qualitative multiple-case study using interviews and documents, structured through a Gioia-informed approach. The findings show an iterative design practice shaped by four linked dynamics: 1. Lender governance and multi-agency roles bound the feasible option space; 2. A capacity-constrained contractor market pushes schedule realism and affordability to the centre, supported by market sounding and tender sequencing; 3. Contestability is engineered through package sizing and evaluation gates that screen capability before price; and 4. Learning is embedded through repeatable improvements across tenders in assumptions, routines, and administrative mechanisms. The analysis demonstrates how clients can maintain procurement momentum and competition in constrained environments through integrated procurement strategy design.</p> 
Keywords	Procurement, Procurement strategy, Delivery models, Megaproject management, Inter-organizational relationships


Presenter	Jason Thomas
Institution	University of Sydney
Author(s)	Lynn Crawford, Petr Matous, Jason Thomas
Title	Projects as Missions – Meeting uncertainty in projects through Mission Command
Abstract	<p>This paper seeks to answer whether Mission Command can assist projects in dealing with uncertainty. Firstly, a literature review serves as the basis for a theory-guided knowledge synthesis, which develops a relational model to explain Mission Command outside the military domain. Then, drawing on qualitative data from 31 semi-structured interviews with senior project leaders across diverse industries. This research examines how the traits of Mission Command manifest in project environments, thereby further refining the relational model. Additional insights into the nature of project uncertainty are also provided, particularly regarding aleatoric uncertainty.</p>
Keywords	Mission Command, project leadership, decentralised authority, uncertainty, decision making.



Presenter	Joseph Harrison
Institution	University of Sydney
Author(s)	Joseph Harrison, Jennifer Whyte
Title	Future-Making and the Front-End of Projects
Abstract	<p>Future-making scholarship frames the future as something constructed through ongoing interpretation and negotiation. The project front-end literature, by contrast, is dominated by rationalist assumptions treating planning as a vehicle to enable 'lock-in' to preferred outcomes early in a project. We theorize the project front-end as a liminal space in which provisional representations intersect with institutional demands for early commitment. Drawing on practice-based perspectives and pragmatist inquiry, we argue for greater complementarity between the front-end and future-making literatures. We propose five strategies to aid this convergence: (i) strategic timing, (ii) staged sequencing, (iii) potential abandonment, (iv) design flexibility, (v) participatory inclusion.</p> 
Keywords	Future-Making, Project Front-End, Project Studies, Research Agenda

Presenter	Kobra Gharouni Jafari
Institution	University of Sydney
Author(s)	Kobra Gharouni Jafari, Lara Mottee, Carrie Sturts Dossick, Jennifer Whyte
Title	When Hopeful Collaborative Infrastructure Projects Struggle: Collaboration Challenges under Uncertainty during Change Events
Abstract	<p>Collaborative contracts are adopted in infrastructure projects as a hopeful response to uncertainty and complexity, aiming to improve collaboration across organizational boundaries. However, when change events arise during construction, collaboration between contracting parties often becomes strained. Drawing on an empirical study of Australian water projects delivered under collaborative frameworks, this paper examines collaboration during change events. Using semi-structured interviews, the study identifies five collaboration challenges emerging as projects respond to uncertainty, which require either proactive or reactive approaches. By distinguishing between proactive and reactive measures, the paper contributes empirical insight into how to address collaboration challenges under uncertainty during delivery.</p> 
Keywords	Collaboration, Collaborative Contracts, Change Events, Proactive, Reactive

Presenter	Kubra Atli
Institution	University College London
Author(s)	Kubra Atli, Ilias Krystallis
Title	Directing Strategic Focus: Factors to Contribute Flexibility Across Operational Dimensions in Infrastructure Projects
Abstract	<p>Despite the identification of flexibility contributing factors across different social levels and ongoing discussions of how these factors contribute to operationalizing flexibility across infrastructure projects' operational dimensions, there is limited insight into how these factors vary in their contribution across operational dimensions. Drawing on Correspondence Analysis with Biplot approach, we examined how factor x operational dimension associations vary when operationalizing flexibility in infrastructure projects. The findings are: (i) flexibility contributing factors do not uniformly contribute to operationalize flexibility across processes, products, and tools, and (ii) the varied associations of flexibility contributing factors require strategic focus toward the most influential factors.</p>
Keywords	design flexibility, uncertainty, project management, infrastructure, design theory

Presenter	Mauro Mancini
Institution	Politecnico di Milano
Author(s)	Mauro Mancini, Massimo Rosi, Michele Bensa
Title	When Agile Becomes Strategic: Evidence from Real Project Problem Solving
Abstract	<p>Organizations operate in volatile, complex ecosystems where linear project management and scaled Agile struggle to sustain continuous adaptation. This paper proposes Strategic Agile, an integrated framework that couples strategic reasoning with agile execution to steer projects and organizational change. The model combines Strategic Problem Solving and Palo Alto systemic perspectives on communication and change, interpreted through cognitive-bias insights, to understand and disrupt ineffective recurring solutions. Agile becomes an operational grammar for rapid experimentation, while the Analytic Hierarchy Process supports transparent prioritization and bias-aware decisions. Applied and refined in organizational settings, Strategic Agile improves overall alignment, flexibility, and resilience under uncertainty.</p> 
Keywords	Agile Project Management, strategic problem solving, Analytic Hierarchy Process

Presenter	Alicia Gilchrist
Institution	Australian National University
Author(s)	Alicia Gilchrist, Ofer Zwikael
Title	Motivation, Moral Ambiguity and Strategic Misrepresentation in Projects
Abstract	<p>Strategic misrepresentation is a form of deception that involves project planners intentionally misstating key information to make a proposed project appear more attractive for investment, thereby increasing its likelihood of being approved and funded. While planners engage in strategic misrepresentation to ensure their proposal is viewed more favorably than their competitors, we argue that the reasons planners engage in strategic misrepresentation are inherently more complex. Drawing on self-determination theory and interview data from senior executives, we examine why project planners engage in strategic misrepresentation. Our findings indicate that this behavior is driven by both controlled and autonomous motivations. We further show that strategic misrepresentation is enhanced in contexts of high organizational moral ambiguity. Finally, we identify seven approaches organizations can apply to reduce both the frequency and negative consequences of strategic misrepresentation.</p> 
Keywords	Strategic misrepresentation; deception; motivation; project selection; project front end

Presenter	Timo Leimbach
Institution	Aarhus University
Author(s)	Timo Leimbach, Beata Jalocho, Matthias Jacobsson, Joana Geraldi, Ewa Bogacz-Wojtanowska, Mats Fred, Damian Hodgson, Małgorzata Dudziak
Title	Trajectories of (un)doing projectification: Integrating evidence from the IT industry into novel patterns of organising
Abstract	<p>This paper theorizes how organizations reorganize beyond classical projectification by comparing four ideal-typical modes (projectification, deprojectification, deep projectification, and adaptive continuity) across time, space, activity, and relations, drawing on empirical observations from the IT industry (agile and DevOps). We frame current developments as an interregnum in which closure-driven projectification loses legitimacy while alternatives remain unsettled, producing hybrid and partial arrangements. Each mode assembles the pillars differently and exhibits a distinctive mechanism pattern. Adaptive continuity is introduced as one possible configuration that designs continuity-with-depth, while our overall contribution is a map of coexisting trajectories and the design choices that shape their stabilization.</p>
Keywords	Projectification, Deprojectification, Temporal structures of organizing, IT industry (agile/DevOps)

Presenter	Joana Geraldi
Institution	Copenhagen Business School, Centre for Organization and Time
Author(s)	Joana Geraldi, Timo Leimbach, Beata Jałocha, Mattias Jacobsson, Damian E Hodgson, Mats Fred, Ewa Bogacz-Wojtanowska, Małgorzata Dudziak, Ewa Sońta-Drażkowska
Title	Reading the Smoke: Capturing Signs of De-projectification in a Projectified Society
Abstract	<p>This conceptual essay examines emerging moves away from projects as the dominant organising form without abandoning projects altogether. Building on Jacobsson and Jałocha's notion of de-projectification, and drawing on Jensen et al.'s four pillars (time, space, relations, activity), we characterise projectification as a closure-driven morphology that generates temporal cliffs, ambitious yet provisional spaces, and relational regimes of connection and freedom. We then develop "adaptive continuity" as an emergent reconfiguration that designs temporal bridges, ordinary and reusable spatial arrangements, and relational commitments and commons. We also foreground its tensions: presentism, curtailed ambition, and new exclusions. We frame these developments as interregnum dynamics.</p> 
Keywords	Projectification, de-projectification, time and temporality, temporary organising, project-organising


Presenter	Joana Geraldi
Institution	Technical University of Denmark
Author(s)	Christian Thuesen, Josef Peter Oehmen , Joana Geraldi, Graham Winch
Title	The Dynamics of Deprojectification: Modularity, Complementarity, and the Scaling of Offshore Wind
Abstract	<p>The process of projectification has been a significant focus of research in project organizing over the past 30 years. Organizations across multiple sectors have been moving to more intensively project forms of organizing as they attempt to respond to growing instabilities in the markets for their products. However, there are now signs that this process of projectification has reached its limits, and some scholars have identified the factors that may be leading to processes of deprojectification in some organizations. However, such arguments presently remain speculative, and we do not yet have any detailed case studies of organizational change comparable to the work on Renault that introduced the projectification concept.</p> <p>The aim of this paper is to provide such a case study. We thereby explore the conditions under which deprojectification is possible for a project owner organization and also the limitations of such a process of organizational change. We do this through a historical case study of what is now Ørsted (1991–2020) using abductive logic, triangulating seven expert interviews, 24 annual reports, and other secondary data sources. Ørsted is one of the world's leading developers of offshore windfarms, and has been highly innovative in how it develops such farms, consciously moving away from temporary project forms of organization towards "industrialization" in order to meet the challenges posed by de-carbonizing electricity generation in Europe. In the concluding discussion, we identify the potential contribution of both projectification and deprojectification to sustainability transitions more generally.</p> 
Keywords	sustainability transitions, projectification, deprojectification, offshore wind.

Presenter	Gijsbert van de Waerd
Institution	University of Twente
Author(s)	Gijsbert van de Waerd, Leentje Volker, Hans Voordijk
Title	Value Flows In Inter-organizational Projects
Abstract	<p>Projects are increasingly expected to deliver value beyond traditional measures of time, cost, and quality. While project management research engages strongly with value creation and increasingly with value capture, few studies integrate both, limiting understanding of how non-financial value is distributed in inter-organizational projects. This study addresses this gap by examining value flows between value creation and value capture through an in-depth case study based on document analysis and twenty-three interviews with public and private organizations. The findings show that value flows in value co-creation and value capture are frequently disrupted. By integrating value creation and value capture through a value flow perspective, this study offers a complementary lens for evaluating projects.</p>
Keywords	value flows, co-creation, capture, slippage

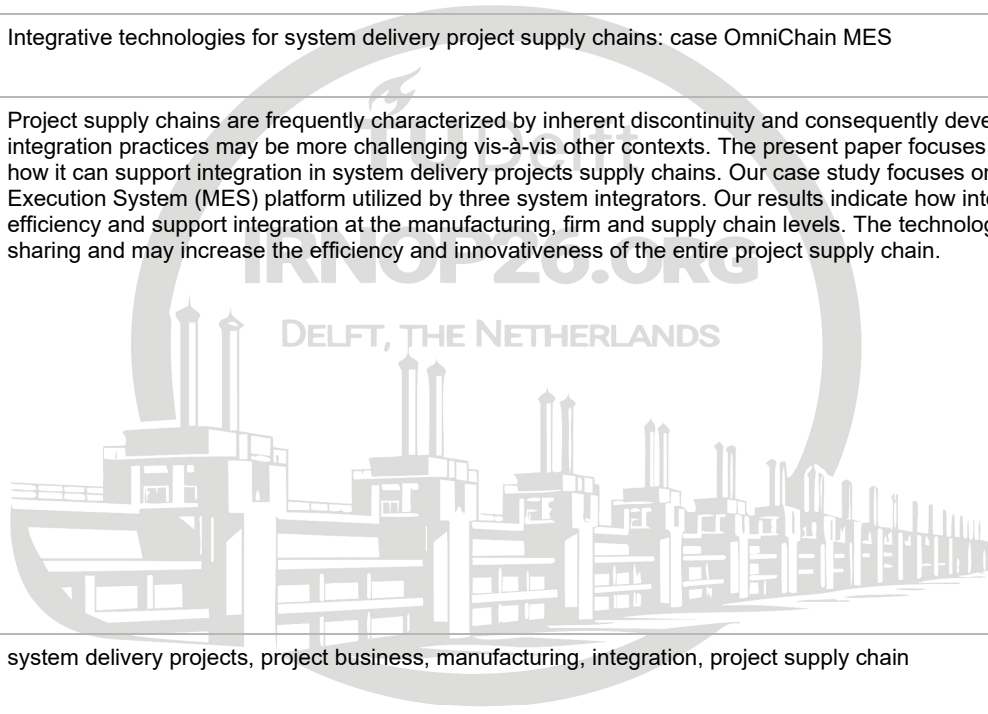
Presenter	Erik Humberto Araya Aliaga
Institution	Politecnico di Milano
Author(s)	Erik H. Araya Aliaga, Costanza Mariani, Tuomas Ahola, Mauro Mancini
Title	Value Co-Creation and Co-Destruction Across the Construction Project Lifecycle: An Actor-to-Actor Perspective
Abstract	<p>This study examines how value is co-created and co-destroyed across construction project lifecycles and how digital technologies shape these interactions. Drawing on service-dominant logic and an actor-to-actor perspective, we conducted 32 semi-structured interviews, including exploratory interviews and four case studies in infrastructure and industrial construction. Gioia coding revealed a four-phase process: network establishment, adaptive resource integration during execution, post-completion integration, and institutionalization through shared incentives. We also identify co-destruction mechanisms linked to weak community engagement, information withholding, unrealistic schedules, and contractual escalation.</p>
Keywords	Value co-creation, construction projects

Presenter	Jiayue Zhao
Institution	University College London
Author(s)	Jiayue Zhao, Roya Derakhshan, Martina Huemann
Title	Creating Value for Society through Projects: A Systematic Literature Review
Abstract	<p>Projects are expected to create value beyond organisational boundaries, contributing to broader societal and sustainability objectives. This systematic literature review explores how do projects create societal value by reviewing project management scholarship on value creation and benefits management to clarify key concepts and underlying mechanisms. Findings conceptualise project value as a dynamic, stakeholder-dependent phenomenon emerging across the project lifecycle and highlight the role of governance mechanisms in articulating and realising value. It also identifies an imbalance in sustainability research in project context, with economic dimension underexplored. This review advances theory by synthesising fragmented perspectives on societal value creation in projects.</p> 
Keywords	Value Creation, Benefits Management, Project Management, Sustainable Development

Presenter	Christina Scott-Young
Institution	School of Property, Construction and Project Management, RMIT University
Author(s)	Christina Scott-Young, Naomi Borg, Jessica Borg
Title	Early-Career Experiences of Racial/Ethnic Discrimination in Project-Based Organisations: A New Multilevel Framework
Abstract	<p>Diverse project teams enhance creativity and decision making, yet they also face risks of bias and conflict. This study examines discrimination towards early career project practitioners from racial/ethnic minorities in project based organisations in the UK and Australia. Thematic analysis of 40 interviews identified almost half the participants experienced racial discrimination, ranging from interpersonal microaggressions to systemic organisational barriers. Women faced additional gender- and age-based identity biases. More British project practitioners were discriminated against than Australians. Building on our empirical findings, we have developed a multi-level framework of racial/ethnic discrimination for further research and have provided recommendations to improve inclusion in project environments.</p>
Keywords	racial/ethnic diversity, discrimination, early-career, project practitioners

Presenter	Christine Unterhitzberger
Institution	University of Leeds
Author(s)	Christine Unterhitzberger, Kate Lawrence, Martina Huemann
Title	Sustainable careers in major projects
Abstract	<p>Working in the management of major projects involves a variety of different roles which leads to challenges such as unclear career paths or lack of developmental opportunities. This study aims to investigate how major project professional experience their career journeys. Adopting the theoretical lens of sustainable careers, we investigate how individuals perceive happiness, health, productivity and purpose in relation to their career and how contextual factors shape their journeys. Through a series of focus groups, we collect rich and in-depth insights from more than 20 professionals. Our indicative findings support the applicability of the theoretical lens and suggest that careers in the management of major projects are rarely linear and seldomly planned.</p> 
Keywords	Major projects, Sustainable careers, Career journeys

Presenter	Matias Stähle
Institution	Tampere University
Author(s)	Matias Stähle, Matias Rokio, Tuomas Ahola, Tuuli Hämäläinen, Sebastian Toukola
Title	Integrative technologies for system delivery project supply chains: case OmniChain MES
Abstract	<p>Project supply chains are frequently characterized by inherent discontinuity and consequently developing efficient and effective integration practices may be more challenging vis-à-vis other contexts. The present paper focuses on an integrative technology and how it can support integration in system delivery projects supply chains. Our case study focuses on OmniChain, a Manufacturing Execution System (MES) platform utilized by three system integrators. Our results indicate how integrative technologies can promote efficiency and support integration at the manufacturing, firm and supply chain levels. The technology enables transparent information sharing and may increase the efficiency and innovativeness of the entire project supply chain.</p>
Keywords	system delivery projects, project business, manufacturing, integration, project supply chain

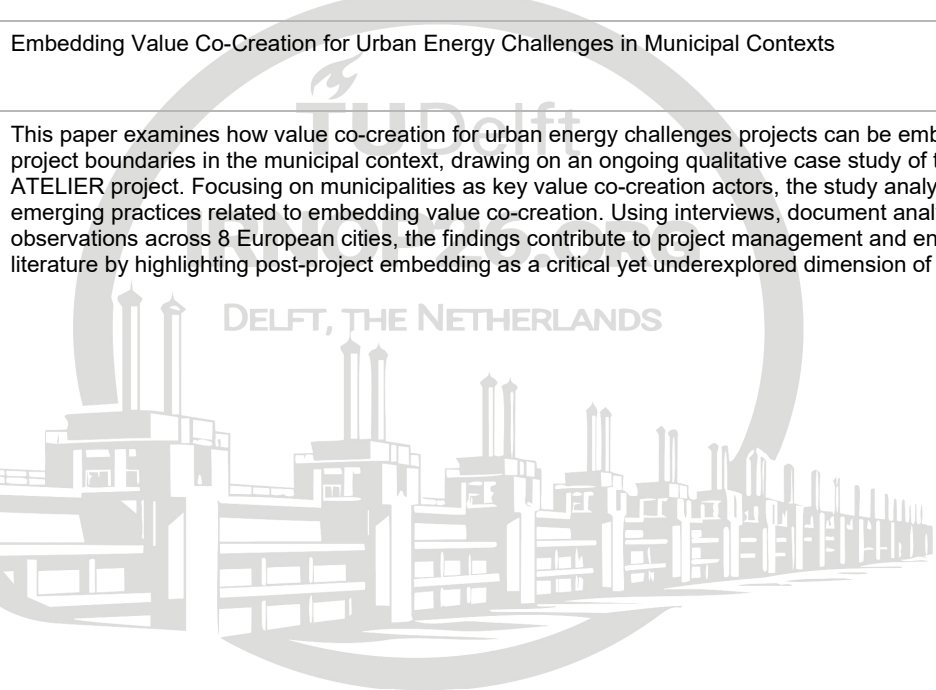


Presenter	Julius Chang
Institution	Columbia University
Author(s)	Julius Chang
Title	The AE Delivery Firm: A Conceptual Model of Project-Based Professional Services
Abstract	<p>Architecture and engineering (AE) firms assume multiple roles across the life cycle of long-term, public-facing projects. Prior professional service firm theories do not fully account for the resulting mix of responsibilities and exposures. This paper argues that these conditions produce a distinctive organizational form within project-based professional services. It proposes a model of the AE Delivery Firm, defined by structural features shaped by delivery risk. The model identifies five core traits: project selection and delivery, scope and talent integration, risk-aligned authority, financial capacity and resilience, and institutional client base. The framework extends PSF theory and supports comparative and empirical research.</p>
Keywords	Professional Service Firms, Project-Based Organizations, Risk and Governance, Institutional Clients, Architecture and Engineering Firms

Presenter	Roksana Jahan Tumpa
Institution	Central Queensland University
Author(s)	Roksana Jahan Tumpa, Leonora Nana Adwoa Amponsah-Asante, Benjamin Botchway, Samuel Gyimah, Eric Joseph Eduam
Title	Exploring Responsible Leadership as a Catalyst for Circular Economy Transitions in Construction Sector
Abstract	<p>This study investigates how responsible leadership (RL) shapes the adoption of Circular Economy (CE) practices within the construction sector. Adopting an interpretivist qualitative research design, the study employed the Critical Incident Technique (CIT) to capture 13 construction professionals' detailed accounts of leadership behaviours and decision-making moments that influenced CE outcomes. Inductive thematic analysis reveals that while responsible leadership plays a pivotal role in advocating for circularity, its influence is heavily mediated by structural conditions embedded in project initiation, procurement frameworks, regulatory environments, and supply chain maturity. Leadership impact is greatest at early lifecycle stages where CE expectations and contractual leverage can be embedded, but diminishes as projects advance into delivery due to technical complexity, commercial pressures and path-dependent design decisions. The study contributes to responsible leadership theory by positioning RL as a contingent, institutionally embedded process rather than solely an individual capability. Practically, it highlights the need for early-stage CE mandates, procurement reform and capacity-building across technical and supply chain actors.</p>
Keywords	Responsible leadership, circular economy, project lifecycle and construction

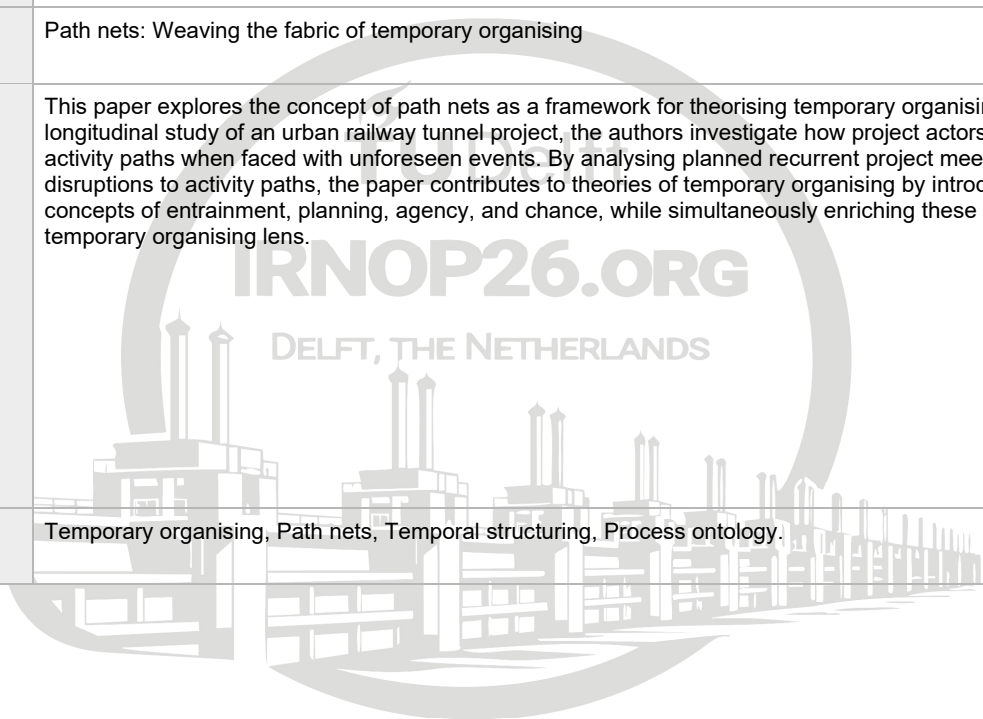
Presenter	Chiara Ogheri
Institution	Politecnico di Milano
Author(s)	Marco Terenzi, Chiara Ogheri, Gabriele Frontori, Silvia Tedesi, Giorgio Locatelli
Title	Addressing Grand Challenges with Behavioural Intervention Projects: The case of Net Zero Transition
Abstract	<p>The Net-Zero transition is a grand challenge, which requires both technological innovation projects (e.g., developing more efficient devices), adoption projects (e.g., building wind farms) and projects to change behavioural consumption patterns (e.g., convincing people to fly less). Compared to innovation and adoption projects, behavioural intervention (BI) projects are far less discussed in project literature. This paper aims to initiate a discussion of BI projects by focusing on those relevant to the Net-Zero transition. After building a database of 96 BI projects, we adopted a CIMO logic approach to investigate the nexus between BI project characteristics and outcomes.</p>
Keywords	Net-Zero transition, Behavioural Interventions, Projects, CIMO

Presenter	Gustavo Birollo
Institution	Laval University
Author(s)	Kouassi Rodrigue Lahouri, Gustavo Birollo
Title	Humanitarian projects in zones of armed conflict: How projects managers tackle the contributions from private donors.
Abstract	<p>Terrorist violence creates funding gaps for humanitarian project managers in conflict zones, pushing them to collaborate with regional private donors. This study examines the tensions this generates, based on 47 interviews with managers in Mopti, Mali. Findings show managers must navigate donor rules, seize opportunities, and uphold humanitarian principles. Donors' local legitimacy can support project implementation, but cooperation reduces managers' flexibility in volatile environments. Despite these constraints, managers can preserve neutrality and resist donor value imposition. The study contributes to understanding private donors' growing influence on humanitarian action. These dynamics shape daily decision-making in crisis settings and operational strategic choices.</p>
Keywords	Project manager, private donor, armed conflict, humanitarian projects

Presenter	Sterre de Jager
Institution	Delft University of Technology
Author(s)	Sterre Lidwine de Jager, Inés van der Klip, Marina Bos-de Vos
Title	Embedding Value Co-Creation for Urban Energy Challenges in Municipal Contexts
Abstract	<p>This paper examines how value co-creation for urban energy challenges projects can be embedded beyond formal project boundaries in the municipal context, drawing on an ongoing qualitative case study of the EU Horizon 2020 ATELIER project. Focusing on municipalities as key value co-creation actors, the study analyzes challenges and emerging practices related to embedding value co-creation. Using interviews, document analysis, and ethnographic observations across 8 European cities, the findings contribute to project management and energy transition literature by highlighting post-project embedding as a critical yet underexplored dimension of value co-creation.</p>  <p>The background of the abstract text features a large, light gray watermark of the TU Delft logo, which includes the text 'TU Delft' and 'DELFT, THE NETHERLANDS' above a stylized illustration of a long industrial building with multiple chimneys.</p>
Keywords	value co-creation, project management, urban energy transition, embedding


Presenter	Masoud Aghajani
Institution	Edith Cowan University (ECU)
Author(s)	Masoud Aghajani, Ashkan Memari, Kam Jugdev
Title	Organising Transition: Discursive–Material Mechanisms in the Shift from Temporary to Permanent Organising
Abstract	<p>Transition from temporary to permanent organising remains a persistent challenge in projects, yet is weakly theorised as an organising process. Prior research often approaches the project–operations interface through coordination or handover lenses, offering limited insight into why disputes over readiness, accountability, and performance persist after formal completion. This study reconceptualises transition as an ongoing organising accomplishment rather than a discrete phase or event. Drawing on a longitudinal narrative process analysis of documentary and media materials from a major public infrastructure project, the paper shows how transition unfolds across commissioning, handover, embedding, and routinising. Four generative mechanisms, i.e., anchoring, circulation, articulation, and sedimentation, explain how evaluative judgements and accountability are provisionally stabilised and reworked over time.</p>
Keywords	Temporary organising, Project-to-operations transition, Boundary work, Narrative process analysis, Discursive–material boundary objects


Presenter	Simon Addyman
Institution	University College London
Author(s)	Simon Addyman and Brian Pentland
Title	Path nets: Weaving the fabric of temporary organising
Abstract	<p>This paper explores the concept of path nets as a framework for theorising temporary organising. Drawing on a longitudinal study of an urban railway tunnel project, the authors investigate how project actors (re)weave planned activity paths when faced with unforeseen events. By analysing planned recurrent project meetings alongside emergent disruptions to activity paths, the paper contributes to theories of temporary organising by introducing the path-net concepts of entrainment, planning, agency, and chance, while simultaneously enriching these concepts through a temporary organising lens.</p>
Keywords	Temporary organising, Path nets, Temporal structuring, Process ontology.



Presenter	Sanaa El Boukri
Institution	School of Management University of Quebec at Montreal
Author(s)	Sanaa El Boukri, Jonathan Harvey, Skander Ben Abdallah
Title	Temporality as a lens for understanding alignment, articulation, and success
Abstract	<p>Megaproject success is often treated as a fixed endpoint assessed through static performance indicators. Based on a longitudinal case of a major North American infrastructure megaproject, this study conceptualizes success as a temporally contingent and processual accomplishment. We identify four inflection events where persistent stakeholder tensions destabilize existing commitments and expectations. Through relational temporal work, actors reconfigure links between past decisions, present constraints, and future promises, elastically re-coupling stakeholder alignment and project articulation. Success emerges as a series of provisional settlements rather than a single outcome, reframing megaproject success as “success becoming” under evolving legitimacy conditions.</p>
Keywords	Megaproject, success becoming, alignment, articulation, temporality



Presenter	Joana Geraldi
Institution	Copenhagen Business School
Author(s)	Joana Geraldi, Johann Packendorff
Title	The Unbearable Lightness of Temporary Organising: Transcending the Temporary-Permanent Dilemma Through Meaningful Temporariness
Abstract	<p>Thirty years after the conceptual creation of "temporary organisations," this paper questions what this foundational temporary-permanent distinction has done to our theoretical understanding of organising. We argue that this distinction, while initially useful for establishing a research domain, has slipped into a "comfortable dichotomy" when it should be engaged with as an uncomfortable but productive paradox that illuminates the temporal complexity of contemporary organising. Drawing on Nietzsche's concept of eternal return and Kundera's exploration of existential weight, and integrating recent advances in temporal complexity theory, we develop the concept of "meaningful temporariness" to engage productively with this paradox. Our analysis reveals how the field's romance with temporary organising may create unbearable lightness—celebrating flexibility and innovation while failing to address fundamental questions of meaning, continuity, and human flourishing in project-based work. Through empirical examples from creative industries where temporary organising is institutionalised, and integration of temporal complexity scholarship on Eigenzeit and temporal periodisation, we demonstrate that the temporary-permanent tension represents a fundamental paradox requiring sophisticated navigation rather than binary resolution. Our contribution offers both disciplinary maturation beyond dichotomous thinking and a concrete research program for studying organising as simultaneously navigating multiple temporal demands while creating its own "Eigenzeit" or temporal modes.</p> 
Keywords	temporary organising, temporary organisation, permanent organising, temporal dilemma, meaningful temporariness, eternal return, Eigenzeit, temporal complexity, periodisation, temporality

Presenter	Jonas Söderlund
Institution	Conservatoire National des Arts et Métiers
Author(s)	Sylvain Lenfle, Jonas Söderlund
Title	A pragmatist theory of exploratory projects and project management
Abstract	<p>This paper argues that a more elaborate theory of projects is needed to address the underlying rationale and dynamics of organizing by projects. For this purpose, we turn to American pragmatism – especially the work of John Dewey and Donald Schön. The paper demonstrates that a pragmatist theory of projects and project management offers new meanings of recent developments in project management and explicates how projects can ensure a certain type of reflexive and generative conversation with the situation, which adds nuance to our understanding of the practice of project management. Our theory is particularly relevant for understanding the context of exploratory projects and has several important implications for project management research and practice. The suggested theory reinforces that the very essence of projects is to establish collective agency, collaboration, and knowledge development that would otherwise be unlikely to occur.</p> 
Keywords	Exploratory project, pragmatism, conversation with the situation, inquiry.

Presenter	Seyyede Zahra Naseri
Institution	Université du Québec à Montréal
Author(s)	Seyyede Zahra Naseri, Nathalie Drouin
Title	Twenty-five years of social housing projects through the lens of social sustainability: a systematic literature review
Abstract	<p>This paper presents a literature review of work on social housing projects through the lens of social sustainability. Developing social housing is essential to provide sustainable and affordable dwellings; however, social housing projects often fall well below acceptable standards of social sustainability. We focused on literature addressing the challenges and potential solutions related to social sustainability within social housing projects. We searched the Scopus and Web of Science databases. Fifty unique articles passed the initial screening. Based on inclusion and exclusion criteria and after full-text reading, 35 articles remained. Finally, we proposed two frameworks addressing the challenges and potential solutions.</p>
Keywords	Social Housing Projects, Social Sustainability, Affordable Dwellings, Sustainability Challenges and Solutions

Presenter	Pedro Serrador
Institution	Northeastern University
Author(s)	Adel Zadeh, Chintan Ajaybhai Mistry, Pedro Serrador
Title	The Impact of Organizational Culture on Project Success in Agile and Traditional Methods: An Empirical Study
Abstract	<p>This study examines the relationship between organizational culture and project success by analysing project data employed by Agile methodologies and traditional approaches. Extracting data from 449 projects comprising multiple countries and industries, it identifies which cultural factors, such as senior management support, stakeholder engagement, team dedication, team adaptability, budget flexibility, and recognition, influence project outcomes and contribute to project success. Results indicate that organizational culture supports project success across all project types. Senior management support proved to be universally important, regardless of the project methodology. Stakeholder engagement emerged as the strongest individual predictor of project success. Notably, team dedication proved to be detrimental if it was partial, but showed stronger effects in Agile contexts. Team adaptability to external changes is significantly associated with all the success factors in Agile, but not with all the traditional projects. However, budget flexibility showcased no positive relationship with success, whereas recognition proved to be an important factor driving project success.</p>
Keywords	Project management, Agile methodologies, organizational culture, project success, leadership, budget flexibility, stakeholder engagement.

Presenter	Ken Farnes
Institution	RMIT University (Melbourne Australia)
Author(s)	Ken Farnes, Anna Regina Galluzzo, Christina M. Scott-Young
Title	A restorative approach to gendered incivility in construction
Abstract	<p>The aim of this study was to expand the discourse in scholarly research through the lenses of social identity theory and social justice theory on the lived experience of women in construction regarding incivility and violence directed towards women leaders. The study reveals that 92% of the 24 participants were recipients of some form of gendered incivility. The behaviors they experienced can be categorized under three general headings related to harassment: (a) personal abuse and bullying, (b) psychological abuse, and (c) physical threats and assaults. The intimidatory behaviors were often ambiguous in nature, enabling the incident to 'fall between the cracks' and go unreported, which in effect reinforced the perpetrator's hegemonic and misogynistic behaviors and the opportunity for a restorative justice style intervention to correct behavior was missed.</p>
Keywords	gendered incivility, hegemonic masculinity, bullying, construction, restorative justice

Presenter	Anwasha Mukherjee
Institution	University of Kassel, Fachhochschule Dortmund
Author(s)	Anwasha Mukherjee, Prof. Dr. Jan Christoph Albrecht, Prof. Dr. habil. Timo Braun
Title	From Experience to Willingness: Human Factors and the Individual Adoption of Agile Project Management
Abstract	<p>Despite the popularity of Agile Project Management (APM), adoption faces significant individual and social barriers. While literature often prioritises organisational dynamics, the individual perspective remains comparatively under-represented. Using an inductive methodology and narrative interviews with nine practitioners, this study proposes a grounded theoretical framework. Findings reveal willingness is an emergent property of a recursive cycle between continuous learning and application, culminating in a novel construct: 'Collective Cognitive Agile Experience' (CCAIE). This paper shifts the analytical focus towards the individual, introducing willingness as a critical explanatory variable and providing the CCAIE model for future empirical research.</p>
Keywords	Agile Project Management, Human Factors, Individual Adoption of Agile Project Management Principles and Practices, Experiential Learning, Willingness to Adopt

Presenter	Mohammad Gorjizadeh
Institution	University of Technology Sydney (UTS)
Author(s)	Mohammad Gorjizadeh, Dr Leila Moslemi Naeni, Dr Rokšana Jahan Tumpa, Prof Shankar Sankaran,
Title	Leveraging Cloud Computing for ESG Performance Measurement: A Data-Driven Decision-Making Dashboard
Abstract	In January 2025, the Australian Government Auditing and Assurance Standards Board approved the adoption of ISSA 5000 for sustainability assurance engagements and confirmed a phased model for mandatory reporting. Organisations must collect and analyse ESG data to meet disclosure obligations, this can be complex without established processes. This research proposes using Microsoft 365 and the Microsoft Power Platform as an integrated ecosystem to streamline ESG data collection and automate dashboard reporting for construction projects. Data can be captured at project level and aggregated organisation-wide, providing insights, supporting evidence-based decisions, improving sustainability performance, and reducing the need to build new systems
Keywords	Cloud Computing, Dashboard, Decision Making, ESG, Sustainability



Presenter	Kirsi Aaltonen
Institution	University of Oulu
Author(s)	Jaakko Kujala, Elina Jääskä
Title	Shaping legitimacy in the front-end of institutional projects: The case of small modular reactor projects
Abstract	<p>This study examines how legitimacy is shaped in the front-end phase of institutional projects operating in mature and contested fields. Focusing on small modular reactor (SMR) projects in the nuclear energy sector, the study identifies six interrelated legitimacy shaping activities. Rather than being produced by project proponents alone or through deliberate legitimization strategies, legitimacy is shown to emerge as a collective, multi-level accomplishment involving diverse institutional actors. The study advances project legitimacy and institutional change research and offers practical insights for managing legitimacy in societally sensitive projects.</p>
Keywords	Project legitimacy, institutional projects, project front-end, legitimacy shaping, SMR projects



Presenter	Rodney Turner
Institution	University of Leeds
Author(s)	Rodney Turner, Natalie Drouin
Title	Six Necessary Conditions for the Success of Megaprojects
Abstract	Successful megaprojects show common features. In this article we describe those common features, and suggest how they contribute to the success of megaprojects. Unfortunately, the inverse of the common features are often the traditional or popular ways of doing projects. So many megaprojects are managed using the inverse approaches, and when they inevitably fail, the managers think they have done nothing wrong. So they externalise their problems and go looking for alternative explanations of the failure, including fragility and complexity.
Keywords	Megaprojects, principal steward, contracting, stakeholders, complexity



Presenter	Marcos Rego
Institution	Pontifical Catholic University of Rio de Janeiro
Author(s)	Marcos Lopez Rego, Flávia de Souza Costa Neves Cavazotte
Title	Projects as Cultural Artifacts of Hope: Organizing Desired Futures in the Present
Abstract	<p>Projects are central mechanisms through which societies engage with uncertain futures, yet project studies lack an explanation of how collective commitment is sustained under indeterminacy. This paper reconceptualizes projects as cultural artifacts of hope: structured practices that render imagined futures present, meaningful, and actionable. Drawing on anthropological and cultural theory, it develops a framework showing how projects institutionalize hope through symbolic mediation, including narratives, designs, plans, and material representations. The findings demonstrate that projects enable coordinated action not by reducing uncertainty, but by stabilizing provisional future imaginaries in the present. Cultural project cases illustrate how projects enact futures performatively rather than merely executing predefined outcomes.</p>
Keywords	Projects, Cultural presentification, Hope, Futures, Project temporality



Presenter	Lynn Crawford
Institution	University of Sydney
Author(s)	Waner Zhangguan, Lynn Crawford, Andrew Milat
Title	Project Management as a Hopeful Organising Logic in Public Health: A Longitudinal Narrative Review under Radical Uncertainty
Abstract	Public health interventions are increasingly delivered through project-based structures in volatile and uncertain contexts. Although project management is widely used in practice, its role in shaping public health success remains poorly theorised beyond lists of tools or success factors. This study examines how project management functions as an organising logic that sustains collective action under uncertainty. Drawing on a narrative review of 244 studies (2019–2025), it shows that success is understood as multidimensional, emphasising system performance, capacity, equity, sustainability, and institutionalisation. Project management contributes through coordination, governance alignment, and adaptive learning, supporting endurance and legitimacy over time.
Keywords	project management, public health, sustainability, governance, adaptation



Presenter	Egbert Wits
Institution	Vrije Universiteit
Author(s)	Egbert Wits
Title	Building on Hope; The emergence of a hope-driven project approach in the renovation of Utrecht's wharf area.
Abstract	<p>Large-scale infrastructure projects increasingly face radical uncertainty—conditions that cannot be fully known, predicted or reduced to calculable risk. Traditional risk-based project management, relying on objective knowledge, fixed preferences, and contracts, often fails under such conditions. This paper examines how a hope-driven project approach can enable projects to better navigate radical uncertainty. Building on Hasselaar's (2023; forthcoming) conceptualization of hope as a relational and transformative response to radical uncertainty, the study traces the emergence of this approach in the ongoing renovation program of Utrecht's historic wharf area.</p> <p>Drawing on ongoing anthropological research and relying predominantly on qualitative data, the paper shows how the project transitioned from initial failure under a traditional economic model to success through a more hope-driven approach. This study contributes to project management scholarship by offering a theoretically grounded and empirically illustrated framework for organizing projects in contexts of radical uncertainty.</p>
Keywords	Hope, Radical Uncertainty, Project Management

Presenter	Marina P Gaudencio
Institution	Federal University of Pernambuco
Author(s)	Clarissa Dalia de Azevedo, Marina Penazzi Gaudêncio, Luciana Hazin Alencar, Caroline Maria de Miranda Mota
Title	Framework for Classifying Construction Project Lessons Learned into Managerial Classes
Abstract	<p>Construction project-based organizations increasingly operate under radical uncertainty, where prediction-oriented approaches offer limited guidance for action. This study proposes and applies a framework for structuring and prioritizing lessons learned in construction projects, integrating sensemaking stages with a classification-based multicriteria decision support logic. Lessons learned are treated as decision objects and classified into importance classes using the FITradeoff method, which supports preference elicitation under partial and evolving information. An in-depth case study in a Brazilian construction company demonstrates the framework's feasibility, showing how classified lessons support proportional allocation of organizational attention and decision-oriented learning without assuming predictability or complete information.</p>
Keywords	Lessons learned, Deep uncertainty, Decision-oriented learning, Multicriteria decision support, FITradeoff, Construction projects

Presenter	Pernilla Gluch
Institution	Chalerm University of Technology
Author(s)	Stina Hellsvik, Petra Bosch Sijtsema, Pernilla Gluch
Title	How spatial and temporal tensions influence environmental coordinators' boundary-spanning roles in infrastructure projects
Abstract	Sustainability professionals, including environmental coordinators, play a vital role in advancing sustainable transition but often encounter unclear responsibilities and ambiguous expectations. This paper examines how spatial and temporal tensions among project participants affect the boundary-spanning work of environmental coordinators in a major Swedish infrastructure project. Using document analysis, interviews, and observations, the study finds that differing views of space (resource vs. regulated) and time (in flux vs. fixed) create ongoing tensions for these coordinators to navigate. The research adds to project management literature by revealing how such tensions influence the role and challenges faced by environmental coordinators.
Keywords	environmental coordinators, environmental sustainability, boundary-spanning, roles, time, space, tensions, infrastructure projects



Presenter	Ding Yanan
Institution	Shandong University
Author(s)	Ding Yanan ; Ding Ronggui ; Li chongzheng
Title	Unpacking the Dual Mechanisms: How Breadth and Depth of Digital Technology Adoption Shape Project Sustainability Performance under Cultural Context
Abstract	<p>Project sustainability is increasingly salient, and digital technologies are widely viewed as key enablers. Drawing on resource orchestration theory, this study analyzes infrastructure digitalization projects from 2021 to 2023 to examine how digital technology adoption breadth and depth affect project sustainability performance, and how cultural context moderates these effects. Using multi-source data and empirical analysis, we find that both adoption breadth and depth significantly improve sustainability performance. Power distance strengthens the positive effect of adoption breadth, whereas uncertainty avoidance weakens the effects of both breadth and depth. The study extends project sustainability research by introducing a resource orchestration lens and offers culturally contingent implications for project managers.</p>
Keywords	Digital technology adoption; Breadth and depth; Project sustainability performance; Resource orchestration; Cultural Context

Presenter	Timo Leimbach
Institution	Aarhus University
Author(s)	Beata Jalocha, Timo Leimbach
Title	Between Projectification and Deprojectification: DevOps and the fluidity of organizational forms
Abstract	<p>DevOps reconfigures how organizations balance temporary projects and continuous operations. Drawing on a scoping review and semi-structured interviews, we show DevOps neither abolishes projects nor leaves them intact; instead, it creates a hybrid space where product-oriented, long-lived teams embed project logics into day-to-day work. This transformation redistributes roles, blurs boundaries, and reframes transition to operations as an enduring condition requiring ambidexterity. We conceptualize the coexistence of deprojectification at structural levels and deep projectification within ongoing practices, and highlight temporality and path dependence in adoption. The study contributes a processual lens and implications for governance, coordination, and performance in DevOps-enabled environments.</p>
Keywords	Deprojectification, DevOps, organizational ambidexterity,



Presenter	Beata Jałocha
Institution	Jagiellonian University
Author(s)	Ewa Bogacz-Wojtanowska, Beata Jałocha
Title	Ten Years Down the Line: How the Role of Projects Has Evolved Through Projectification and Deprojectification in Social Enterprises
Abstract	<p>This article examines how the role of projects in social enterprises has evolved over time, drawing on a follow-up study conducted twelve years after the original research. By reconnecting with organizations still operating, the study investigates the durability of their shift away from project logic and explores the conditions under which forms of (de)projectification have re-emerged. The analysis shows that projects no longer function primarily as developmental tools but increasingly reflect pragmatic, context-dependent responses to financial, institutional, and operational pressures. Overall, the findings highlight a more fragmented and adaptive landscape of projectification shaped by organizational capacities and external volatility.</p>
Keywords	projectification, deprojectification, social enterprises

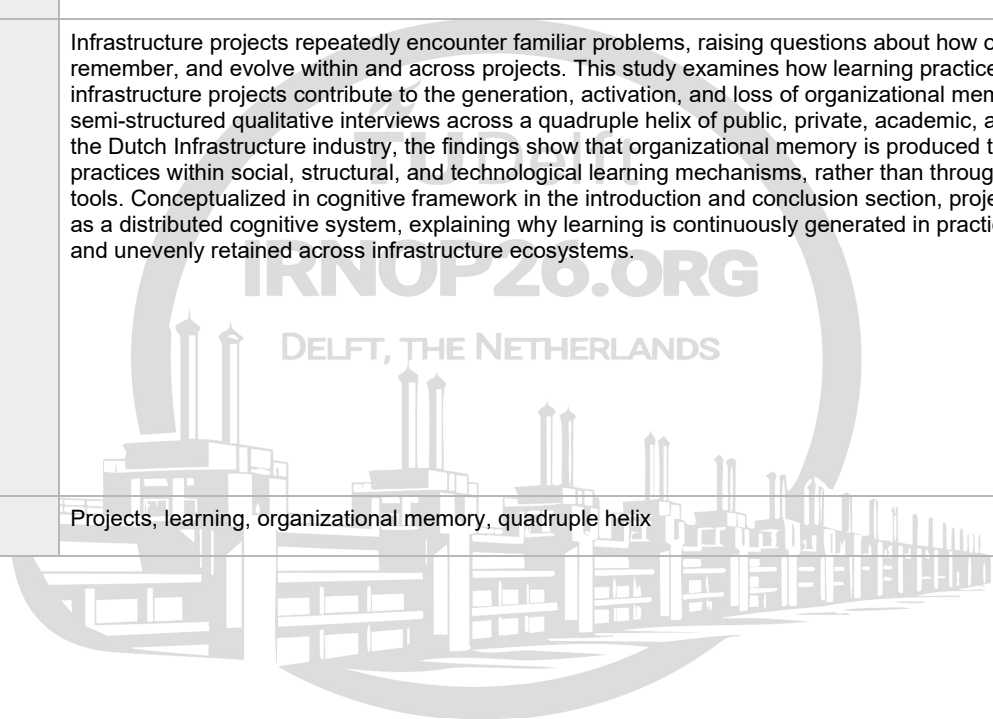
Presenter	Maria Teresa Araújo de Lima
Institution	Federal University of Pernambuco
Author(s)	Francisco Amadeu Monteiro do Nascimento, Maria Teresa Araújo de Lima, Luciana Hazin Alencar
Title	Structuring a digital transformation project portfolio using the Soft Systems Dynamics Methodology
Abstract	Structuring a digital transformation portfolio is a challenge that companies across industries face as they try to meet the demands of internal areas and stakeholders simultaneously. The high level of interdependence among digitalization projects must be observed and analyzed to maximize value creation. Digital transformation projects require a complementary, immersive approach that focuses on their synergy. In this context, this study structured a digital transformation project portfolio using the Soft Systems Dynamics Methodology (SSDM) for a large-scale beverage industry in Northeast Brazil, enhancing its sustainability and increasing value creation by converting 50 candidate initiatives into a streamlined 20-project portfolio.
Keywords	project management, portfolio management, problem structuring, soft systems dynamics methodology



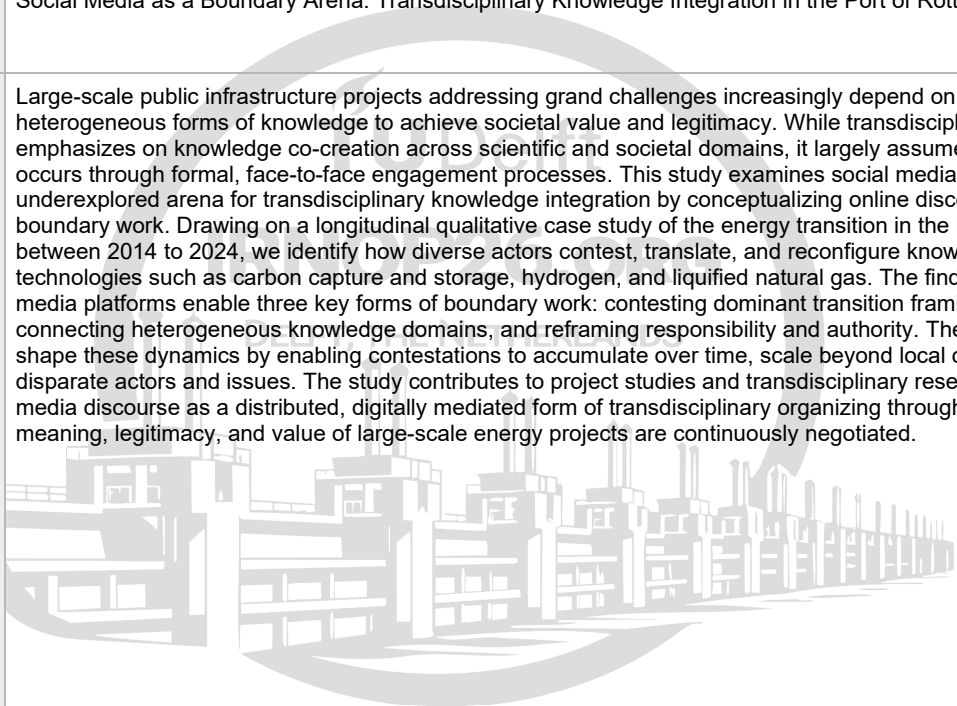
Presenter	Zhaowen Liu
Institution	Delft University of Technology
Author(s)	Zhaowen Liu, Sevin Yaren Aytepe, Vincent den Hartog, Johan Ninan, Ranjith K. Soman
Title	The need for a common language in flood resilience: governance, communication, and mediation in Rotterdam
Abstract	Flood risk management in cities increasingly relies on effective communication across institutional and disciplinary boundaries. This paper examines how flood risk information is communicated, interpreted, and mediated in Rotterdam, a city internationally recognized for its flood exposure and leadership in urban resilience. Drawing on document analysis, semi-structured interviews, and workshops, the study shows that information uptake is constrained less by data availability than by semantic mismatches, organizational misalignments, and uneven access to informal communication networks. Mediators such as informal networks, participatory co-production processes, and digital tools play a crucial role in enabling collaboration across sectors and projects.
Keywords	Climate information, Governance ecosystems, Stakeholder collaboration, Communication interoperability, Flood resilience



Presenter	Sana Amjad Lateef
Institution	Technische Universiteit Delft
Author(s)	Lateef Sana A. , Hertogh M.J.C.M. , Ninan J.
Title	The Organizational Brain: How infrastructure projects learn, remember and evolve.
Abstract	<p>Infrastructure projects repeatedly encounter familiar problems, raising questions about how organizations learn, remember, and evolve within and across projects. This study examines how learning practices within and across infrastructure projects contribute to the generation, activation, and loss of organizational memory. Drawing on 28 semi-structured qualitative interviews across a quadruple helix of public, private, academic, and civil actors, across the Dutch Infrastructure industry, the findings show that organizational memory is produced through the interplay of practices within social, structural, and technological learning mechanisms, rather than through isolated learning tools. Conceptualized in cognitive framework in the introduction and conclusion section, project learning operates as a distributed cognitive system, explaining why learning is continuously generated in practice yet remains fragile and unevenly retained across infrastructure ecosystems.</p>
Keywords	Projects, learning, organizational memory, quadruple helix



Presenter	Leila Naeni
Institution	University of Technology Sydney
Author(s)	Catherine P Killen, Leila M Naeni, Amir Salehipour, Peter Bragge, Morgan Tear, Terence Weir, Cayt Rowe, Nicholas Tay
Title	Path dependency and path breaking: Enabling response to change through project portfolio management
Abstract	<p>Project portfolio management (PPM) is commonly characterised as a dynamic capability enabling organisational adaptation through path-dependent actions. Under radical, discontinuous change, such adaptation may be insufficient. This paper introduces path breaking to PPM literature, conceptualised as path dissolution and new path creation within portfolio decision-making. Drawing on qualitative interviews and document analysis of Australian Defence investment portfolio planning, we show how exogenous shocks disrupted established organisation and triggered fundamental process reconfiguration. The study contributes to PPM and dynamic capabilities literature by showing how capability evolution supports strategy under extreme change.</p>
Keywords	Project Portfolio Management, Path Dependency, Path Breaking, Defence Investments, Dynamic Capability,

Presenter	Johan Ninan
Institution	TU Delft
Author(s)	Johan Ninan, P. Vigneswara Ilavarasan
Title	Social Media as a Boundary Arena: Transdisciplinary Knowledge Integration in the Port of Rotterdam Project
Abstract	<p>Large-scale public infrastructure projects addressing grand challenges increasingly depend on integrating heterogeneous forms of knowledge to achieve societal value and legitimacy. While transdisciplinary research emphasizes on knowledge co-creation across scientific and societal domains, it largely assumes that such integration occurs through formal, face-to-face engagement processes. This study examines social media platform as an underexplored arena for transdisciplinary knowledge integration by conceptualizing online discourse as a site of boundary work. Drawing on a longitudinal qualitative case study of the energy transition in the Port of Rotterdam between 2014 to 2024, we identify how diverse actors contest, translate, and reconfigure knowledge claims surrounding technologies such as carbon capture and storage, hydrogen, and liquified natural gas. The findings show that social media platforms enable three key forms of boundary work: contesting dominant transition framings, translating and connecting heterogeneous knowledge domains, and reframing responsibility and authority. The platform affordances shape these dynamics by enabling contestations to accumulate over time, scale beyond local contexts, and connect disparate actors and issues. The study contributes to project studies and transdisciplinary research by theorizing social media discourse as a distributed, digitally mediated form of transdisciplinary organizing through which the societal meaning, legitimacy, and value of large-scale energy projects are continuously negotiated.</p> 
Keywords	Grand Challenges, Energy Transition, Transdisciplinarity, Social media, Port of Rotterdam

Presenter	Sofia Pemsel
Institution	Copenhagen Business School
Author(s)	Sofia Pemsel, Iben Stjerne, Jonas Söderlund
Title	Projects and creativity: Little talked about, even less addressed
Abstract	<p>Creativity is at the very heart of projects, yet surprisingly few studies explicitly address creativity. In this paper, we develop an analytical framework for projects and creativity comprising four types of project-creativity domains: Project Creativity, Creative Project, Project Context Creativity and Creative Project Contexts. We conduct a systematic literature review on creativity in the three leading journals within project studies, IJPM, PMJ and IJMPiB and map and discuss identified papers in relation to our analytical framework. Based on this literature review we identify five frontiers for new research on projects and creativity and suggest topics and themes for future research.</p>
Keywords	Creativity, Projects, Literature review, Conceptual study



Presenter	Asmo Marttila
Institution	University of Turku
Author(s)	Marttila Asmo, Martinsuo Miia
Title	Suppliers' sustainability orientation in a project-based-firm's multi-supplier network
Abstract	<p>Sustainable project management requires that project-based firms' suppliers commit to delivering sustainable results and implementing processes sustainably. Often project-based firm and its suppliers differ in their sustainability cultures and activities, which together are covered in the concept sustainability orientation. This study explores the sustainability orientation of suppliers in a project-based firm's supplier network. The goal is to offer new knowledge and enable project-based firms in supporting suppliers to implement a sustainability-oriented strategy. The embedded case study reveals four types of suppliers' sustainability orientation. We report ways in which the project-based firm supports the development of suppliers' sustainability cultures and activities.</p>
Keywords	Sustainability orientation, Supplier development, Project-based firm, Complex project, Megaproject



Presenter	Meiqi Lu
Institution	University College London
Author(s)	Meiqi Lu, Martina Huemann, Natalya Sergeeva
Title	Future-Making Inquiry: Project Narratives as Temporal Mediation and Coordination
Abstract	<p>Abstract</p> <p>This conceptual paper explains how and why narratives applied by project leaders can enact collective inquiry of future-making, as there is no common past and past of project participants, and they might be indecisive and act toward competing futures and uncertainty in contemporary projects. Drawing on Ricoeur's time and narrative theory, we built a processual framework explaining how temporal conflicts in future-making inquiry can be mediated and coordinated through three recursive processes: (1) envisioning plausible futures, (2) negotiating a productive future, and (3) doing innovative futures. Using three vignettes from a renewable energy organisation, we advanced Paul Ricoeur's time and narrative theory by looking into future-making inquiry from project perspectives to co-create desirable futures for society.</p>
Keywords	Future-Making Inquiry; Project Narrative; Enactment



Presenter	Arvinder Loomba
Institution	San Jose State University
Author(s)	Arvinder Loomba
Title	From Support to Empowerment: Hopeful Projects at Centro Mujeres
Abstract	<p>Projects are increasingly carried out under conditions of radical uncertainty, where traditional tools of planning and control appear to fall short. Although project management research has begun to acknowledge this reality, it offers relatively little guidance on how engagement and adaptability are actually sustained when outcomes remain unclear or continually shift. In response, this paper examines the idea of hopeful projects, treating hope not as an abstract motivational state but as an organizing mechanism that may shape how goals are articulated, how alternative courses of action are generated, and how shared meaning is negotiated over time.</p> <p>Drawing on insights from both project management and the social sciences, we propose a conceptual framework that tentatively links hopeful projects to adaptive behavior and ongoing stakeholder involvement. These links are not assumed to be seamless; in practice, hope can be fragile, unevenly distributed, or even contested. To ground the discussion, we draw on a case study of Centro Mujeres, a community organization whose initiatives offer a concrete illustration of how hope is enacted through everyday relational practices—such as maintaining trust with volunteers during funding gaps or continuing programs despite uncertain long-term support. Taken together, the case suggests that sustained commitment to social and environmental futures often rests less on formal plans than on collective efforts to keep going when certainty is in short supply.</p>
Keywords	Hopeful projects, Peer Learning, Stakeholder Engagement, Community Leadership, Capacity Building, Knowledge Creation, Human Rights Violations.

Presenter	Alberto De Marco
Institution	Politecnico di Torino
Author(s)	Castelblanco Gabriel, De Marco Alberto, Hernandez Oscar, Ottaviani Filippo Maria
Title	From Reactive Control to Hopeful Navigation: Proactive Community Strategies in User-Pay Infrastructure
Abstract	<p>Large, long-term, user-pay infrastructure projects increasingly unfold in landscapes characterized by radical uncertainty, where relevant outcomes and their probabilities cannot be known in advance. In such contexts, hopeful projects that cultivate agency, meaning, and pathways to action offer a promising response that mobilizes project actors and communities toward sustainable futures. Drawing on a multi-case qualitative study of 18 user-pay road projects, this paper theorizes how private sponsors move from reactive, compliance-driven engagement to proactive, hope-infused strategies that rebuild legitimacy, enable adaptive collaboration, and mitigate institutional voids. We show how sponsors anticipate and engage heterogeneous communities, including hidden or intermediary-shaped coalitions, and we articulate a set of proactive strategies that function as vanguard practices: relational disintermediation, strategic power mapping, economic transition support, value communication, institutional bridging, sensitive handling of indigenous stakeholders, and ESG-aligned investment. Conceptually, we reframe collaboration as relational-political work under deep uncertainty, in which trust is engineered and defended rather than merely emerging. Our contribution positions proactive community strategies as the operational face of hopeful projects, linking micro-practices to macro-level transitions in contested public-private infrastructures.</p>
Keywords	User-Pay Infrastructure, PPP, Project legitimacy

Presenter	Anita Birkeland
Institution	Aarhus University
Author(s)	Anita Birkeland
Title	Untangling paradoxes in unofficial projects through action research
Abstract	<p>This paper presents empirical findings from an action research study of unofficial projects in a municipality. It examines their local tensions, showing how they can disrupt strategic priorities while fostering innovation and organisational learning. Two interventions illustrate the difficulties of supporting such projects without weakening their momentum, as well as the challenges of connecting them with organisational aims. The study shows how early interruption can create pressure and how output-focused attention risks dismissing their novelty. In doing so, it offers insight into how organisational involvement both enables and constrains unofficial projects, highlighting the importance of timing, sensitivity, and process-oriented engagement.</p>
Keywords	Action research, unofficial projects, paradoxes, temporary organisations



Presenter	Shankar Sankaran
Institution	University of Technology Sydney
Author(s)	Shankar Sankaran*, Biyanka Ekanayake, James Bawtree, Melinda Lewis, Sandeep Mathur, Daphne Freeder
Title	Experimenting using AI in project management: An action research study of developing practitioners for digital transformation at an Australian university
Abstract	Due to the rapid growth of Generative Artificial Intelligence, since 2023 project management academics are grappling with how to use GenAI in their teaching and research to match industry trends while upholding academic integrity. This paper discusses the experiences of a team of higher degree educators and advisors from Australia based on interventions between 2023 and 2025 where GenAI was introduced in a Master of Project Management course as an action research study navigating uncertainty in the educational sector as a common concern facing academics, practitioners and educational experts to prepare practitioners with graduate attributes valued by the industry.
Keywords	Project Management; Action Research; Higher Education; Institutional Theory



Presenter	Judith Armbruster
Institution	Alma Mater University
Author(s)	Judith Armbruster, Martina Huemann
Title	It's more than what meets the eye: Associative imagery as a research intervention in project organizing research
Abstract	<p>Advancing project organizing research increasingly requires methodological approaches that capture how meanings evolve during ongoing interaction rather than through retrospective methods. This paper introduces the associative imagery intervention as a forward-oriented qualitative research method designed to surface and trace the development of tacit meanings within a single interactional episode. The method combines visual elicitation with a dual-phase interview design in which participants select and interpret the same set of abstract images at the beginning and end of an interview. This enables observation of intra-episodic sensemaking and conceptual development as they unfold. Its methodological potential is demonstrated through an empirical study of experienced autonomy in agile project teams, based on 61 interviews across five organizations. Analysis reveals three dynamics of conceptual development: confirmation, refinement, and reorientation. These dynamics show how participants consolidate, sharpen, or reframe their understanding during the interview itself. The paper contributes methodologically with a process-sensitive visual intervention that expands the qualitative toolkit for researching process-oriented and emergent phenomena in project organizing. Future research steps include further refining the method design and demonstrating its applicability through additional studies.</p>
Keywords	associative imagery intervention, methodology, visual elicitation, process-oriented research, experienced autonomy

Adresses & Venues

This year, the **IRNOP** conference takes place in Delft, a city where canals, quiet courtyards, and centuries of thinking meet the rhythm of daily academic life. Hosted by Delft University of Technology (**TU Delft**), with contributions from four faculties, Architecture, Civil Engineering, Policy & Management, and Industrial Engineering, we invite you to join a thoughtful and open exchange on project studies. Expect focused sessions, generous dialogue, and time to reflect, all in a town where even the paving stones seem to remember the value of detail.

Architecture and the Built Environment (Arch) (building 8)

Julianalaan 134 / Zuidplantsoen 2a 2628 BL Delft
Netherlands
<https://map.tudelftcampus.nl/poi/bouwkunde-bk/>

General Chairs

Eleni Papadonikolaki
E: irnop26@tudelft.nl
Alfons van Marrewijk
E: irnop26@tudelft.nl

Review Committee

Marian Bosch-Rekvelde
Martin Leijten
Marina Bos-de Vos
Eleni Papadonikolaki
Alfons van Marrewijk

Program Committee

Alfons van Marrewijk
Yirang Lim
Johan Ninan
Erik-Jan Houwing
Marco Buijnsters

PhD Day Committee



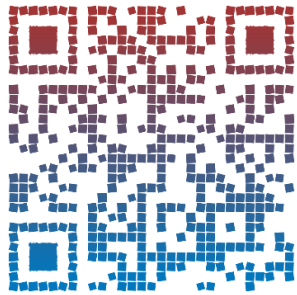

Johan Ninan
Paul Chan
Eleni Papadonikolaki
Marina Bos-de Vos
Alfons van Marrewijk
Wijnand Veeneman

Organisational support

Iris Batterham
Sandra Schuchmann
E: irnop26@tudelft.nl



Venues

			
IRNOP26.org	City Hall Delft	De Centrale restaurant	Hortus Botanicus BBQ location



