

## Editorial

Welcome to the first issue of Volume 4 of the *Engineering Project Organization Journal* (EPOJ). As we enter the fourth year of publication it is exciting to see how the breadth of this journal has expanded in terms of international authorship and academic disciplines. Today, it is just as likely that we will be publishing a paper from a noted sociologist or business professor as it is that we will be publishing a paper from an engineering researcher. This is an advance that the EPOS community believed could occur, but it is satisfying to see the reality come to this effort. The basis for this success emerges from the EPOS community as a whole. Without the readers, authors, and researchers in this community, this journal would not exist. And for that community wide support, I thank you and I encourage all of you to keep supporting the community and our journal.

Reflecting the diversity of the EPOS community, this issue includes an international array of authors. The first paper by Walker and Lloyd-Walker is a fitting start to this issue as it bridges the divide between project management, contracting, and organization management. Focusing on alliances in Australia, the paper does an excellent job of introducing the concepts of alliance and ambience in the context of project delivery. The authors focus on the issues of culture and alliances through the experiences of project personnel. The paper highlights the collaborative ambience that pervades project alliances and the need to support these collaborations through inherently uncertain project environments. The second paper by Mollaoglu-Korkmaz, Miller and Sun continues the focus on collaboration by studying innovation in interorganizational teams and the effect of Integrated Project Delivery (IPD) on the introduction of innovation. Utilizing a case study approach, the authors take a social network

approach (SNA) utilized by many in the EPOS community to determine how information and knowledge flows between project participants. The paper provides a set of conclusions and recommendations focusing on the role of knowledge sharing within innovation development as well as the importance of delivery method as a supporting element in building interorganization collaboration.

The third paper in this issue by Sergeeva continues the focus on innovation through a sensemaking perspective. From this perspective, the author examines how innovation becomes a priority for project teams. Based on an extensive set of interviews, the paper details how some innovations are labelled as innovations and withstand the test of time. The paper illustrates how labels can be a driving force in driving both perceptions and adoption within the construction industry. Finally, the fourth paper in this issue by Ceric concludes the issue by emphasizing the role of project manager experience in reducing information asymmetries. Summarizing a multi-stage research effort, the paper details how experience is a key factor in reducing risk associated with information failing to be delivered to the appropriate parties at the right time. Information flow is a key element in project success as also seen in the previous papers. However, as highlighted, issues of culture, experience, and trust can significantly alter the manner in which this information flow occurs.

On behalf of the Editors and Editorial Board, thank you for your continued support of EPOJ and we look forward to bringing you additional works that challenge accepted principles. As always, please contact me or the Editorial Board with any comments regarding this issue.

Paul S. Chinowsky  
Editor