



Editorial

The mission of the *IJISPM - International Journal of Information Systems and Project Management* is the dissemination of new scientific knowledge on information systems management and project management, encouraging further progress in theory and practice.

It is our great pleasure to bring you the second number of the ninth volume of *IJISPM*. In this issue, readers will find important contributions on hybrid intelligence, innovation in digitalization projects, career dynamics of IT professionals, and stakeholder engagement in projects.

The first article, “Hybrid Intelligence: to automate or not to automate, that is the question,” is authored by Wil M.P. van der Aalst. According to the author, there used to be a clear separation between tasks done by machines and tasks done by people. Applications of machine learning in speech recognition (e.g., Alexa and Siri), image recognition, automated translation, autonomous driving, and medical diagnosis have blurred the classical divide between human tasks and machine tasks. Although current Artificial Intelligence (AI) and Machine Learning (ML) technologies outperform humans in many areas, tasks requiring common sense, contextual knowledge, creativity, adaptivity, and empathy are still best performed by humans. Hybrid Intelligence (HI) blends human intelligence and machine intelligence to combine the best of both worlds. Hence, current and future Business Process Management (BPM) initiatives need to consider HI and the changing boundaries between work done by people and work done by software robots. Consider, for example, the success of Robotic Process Automation (RPA), which demonstrates that gradually taking away repetitive tasks from workers is possible. In this viewpoint paper, van der Aalst argues that process mining is a key technology to decide what to automate and what not.

The title of the second article is “An examination of the preconditions of learning to facilitate innovation in digitalization projects: a project team members’ perspective,” and it is authored by Bertha Joseph Ngereja and Bassam Hussein. In the modern business environment spearheaded by digitalization, organizations are faced with the challenge of maintaining a competitive edge despite constant dynamic changes. Organizations, therefore, have to adopt new, improved and modern ways of doing things. This can be achieved through proper knowledge management within the organization, which is an antecedent of innovation. Innovation is one of the crucial means for tackling the digitalization challenge as it enables organizations to maintain their competitive edge. Although extant studies have extensively studied learning in projects, there is a lack of concrete examples of the correlation between learning and improving innovation in the digitalization context. This article is based on a qualitative study aimed at examining the organizations’ preconditions of learning in achieving innovation in digitalization projects focusing on the perspective of the project team members. The findings revealed two viewpoints regarding the perception of learning for innovation. The preconditions for learning for innovation in digitalization were also identified.

The third article, authored by Catherine Cabot and Stéphane Gagnon, is entitled “Understanding the career dynamics of IT professionals in digital transformation times: a systematic review of career anchors studies.” The concept of career anchors has long been a reference model to guide Human Resources Management (HRM) practices within the IT discipline. However, as the digital transformation phenomenon grows increasingly disruptive, the misalignment of human resources is becoming more apparent as IT professionals are faced with mixed job demands requiring multidisciplinary skillsets. Along with the lack of workforce diversity and high turnover rates, these HRM challenges are impacting career dynamics and talent management practices. A systematic literature review of 20 empirical studies reveals three broad themes: debunking the dual-ladder construct of traditionally opposing technical and management career paths, fostering a diverse workforce through a variety of demographic profiles, and understanding the response strategies of IT professionals. While career anchors proved to be a useful model, it falls short in the context of the current structural changes of professional career choices and talent requirements, which requires a more diverse and



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dynamic model. This finding leads to a new research agenda emphasizing the study of Business Technology Management (BTM). This new concept refers to an emerging transdisciplinary profession, uniting Project Management (PM), IS, and IT competencies within a common body of knowledge for leading digital transformation projects.

“Using Theory of Change to evaluate the role of stakeholder engagement towards socially desirable outcomes in ICT research projects” is the fourth article and is authored by Tilimbe Jiya. ICT research projects are important in generating breakthrough technologies that translate into solutions for numerous societal grand challenges through research and innovation. However, to ensure that such solutions are socially desirable, there is a concerted drive for the engagement of different stakeholders, including industry, academia, the public, and government. In the face of the growing recognition of stakeholder engagement in ICT research projects, particularly as part of responsible research and innovation, there is a limited discourse on how its consequence could be evaluated. This paper suggests and uses a Theory of Change approach to evaluate the value of stakeholder engagement on the attainment of socially desirable and responsible outcomes in projects, particularly ICT research projects. Using a multi-case study approach, the paper appraises the value of stakeholder engagement in ICT research projects by elucidating the linkages between stakeholder activities and socially desirable outcomes.

We would like to take this opportunity to express our gratitude to the distinguished members of the Editorial Board, for their commitment and for sharing their knowledge and experience in supporting the IJISPM.

Finally, we would like to express our gratitude to all the authors who submitted their work for their insightful visions and valuable contributions.

We hope that you, the readers, find the International Journal of Information Systems and Project Management an interesting and valuable source of information for your continued work.

The Editor-in-Chief,

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João Varajão is currently a professor of information systems and project management at the *University of Minho*. He is also a researcher at the *ALGORITMI Research Center* at the *University of Minho*. Born and raised in Portugal, he attended the *University of Minho*, earning his Undergraduate (1995), Masters (1997), and Doctorate (2003) degrees in Technologies and Information Systems. In 2012, he received his Habilitation degree from the *University of Trás-os-Montes e Alto Douro*. His current main research interests are related to Information Systems and Information Systems Project Management success. Before joining academia, he worked as an IT/IS consultant, project manager, information systems analyst and software developer, for private companies and public institutions. He has supervised more than 100 Masters and Doctoral dissertations in the Information Systems field. He has published over 300 works, including refereed publications, authored books, edited books, as well as book chapters and communications at international conferences. He serves as editor-in-chief, associate editor and member of the editorial board for international journals and has served on numerous committees of international conferences and workshops. He is the co-founder of CENTERIS – Conference on ENTERprise Information Systems and ProjMAN – International Conference on Project Management.