![PMI Netherlands Chapter logo]

# Newsletter

## Editor's Note

This monthly publication contains the latest developments about PMP Exam, upcoming Events, coverage of last month's chapter meeting, an article from PMI Global and information about the English version of PMBOK® pocket companion that is available now!

Don't miss the introduction of our silver sponsors, PLANNINGFORCE and SIMPLE & USEFUL. We are thankful to both our sponsors for their support and encouragement.

Our 50th Anniversary is a time to reflect on the achievements of project managers and recognize the progress that the profession as a whole has made. To celebrate this, PMI NL is organizing a Volunteer day which is aiming not only to thank our volunteers but also welcome new members. Watch out for more details in upcoming weeks!

Last but not the least, call for volunteers, especially in the areas of **Social Media, Events and Operations**, you have opportunity to build on your talent. Visit PMI VRMS site Volunteer page. Looking forward to your active involvement in the project management community!



**In April, we announced a significant change to the Project Management Professional (PMP)® certification exam, originally scheduled to take place 15 December 2019.**

Over the last several months, chapter leaders and other stakeholders have communicated that more time is needed to prepare for this change. With that in mind…

The PMP exam is now changing 30 June 2020. You have six additional months to prepare your curriculum. The last day for candidates to take the current exam will be 30 June. Starting on 1 July 2020, the PMP exam will reflect new exam content. As more information becomes available, it will be available on the Chapter and R.E.P. Update Center. To see how we are communicating to candidates, visit the PMP Exam Change page on PMI.org.

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## Congratulations to Recent PMI Certified Members

| Name | Credential |
|------|------------|
| Santiago Gomez-Quero, Ph.D. | PMP |
| Manuela Groenewoud | PMI-ACP |
| Simone Groothuis | PMP |
| Andrei Samarin | PMI-ACP |
| Iliyana Stareva | PMP |
| Daisy Van Wijk | CAPM |

## Events Calendar Overview

| Oct-Nov 2019 | | |
|------|------|------|
| 24- Oct | Journey from The Lazy to The Agile project manager | Link |
| 31-Oct | Webinar: Going from Good to Better to Best PMO Practice | Link |
| 3 – 6 Nov | Delivering The Future  - PMO Symposium® 2019 | Link |
| 14- Nov | PMI EURegio Event, Impulse speech – Courage needs a voice | Link |
| 23 Nov | PMI NL Volunteer Day 2019 | In-planning |
| 27 Nov | PMI NL Chapter Meeting at Valid | In-planning |

### Link to Event calendar on Chapter website

## Project Management in Action ☺

## Introduction of our Silver Sponsor: PLANNINGFORCE

*Decision Intelligence Solution for Integrated Business and Supply Chain Planning*

PlanningForce is an innovative Decision Intelligence solution developed to solve complex "activity and resource planning and scheduling" problems. PlanningForce's Decision Intelligence, Simulation & Planning capabilities help optimize critical processes, like:

- Sales and Operations planning
- Production/Factory/Site planning and scheduling
- Supply planning and Inventory strategy
- Cross-department planning (e.g. Study Bureau and Production)

PlanningForce's modules cover different planning horizons (from Strategy to Operations) and are used in medium-to-large companies from four industries:

- Life Science
- Vehicle, Machinery & Equipment
- Aerospace & Defence
- Engineering, Construction & Operations

PlanningForce solutions and methodologies are the result of over 15 years of business-applied development including 5 years R&D at the Polytechnic University of Mons. For more information visit www.planningforce.com

## Introduction of our Silver Sponsor: SIMPLE & USEFUL

Simple and Useful BV is a company with a few employees, started by Davor Raić 10 years ago. Project management profession is the company's center of gravity. One of the corner stones of the company's foundation has been PMI, which is the main reason for Simple and Useful to become a sponsor and contribute to further profession development.

In order to benefit from changes in an ever faster changing economy, companies have to adapt ever quicker. The mission of Simple and Useful is to help its clients reach their business objectives by choosing the right things and delivering them on time in the right way, with simplicity and usefulness as the main organizational drive. The current state of profession is that many approaches live concurrently. Simple and Useful has a hybrid framework in its crosshairs, which PMI also sees as the current stage to 'whatever comes next'. (Reference: PMI, Pulse of the Profession 2018)

Davor Raić, company owner and founder, is a senior PMP, PMI-ACP, IPMA-B, Safe and PRINCE2 certified project manager and agile practitioner, with an international record in several countries and across various cultures. His hands-on experience spans three decades of implementing information technology solutions for business changes and value chains. He was a guest lecturer in project management practices at the Erasmus University Rotterdam and a student coach at the Academy of Applied Sciences in The Hague for several years.

For further information, visit www.simpleanduseful.com

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## Introduction of our new volunteers

**Eduard Hernàndez Balada**

Joining PMI NL Communications team, Eduard is a certified PMP with 10+ years of experience in various companies within the Pharmaceutical & Chemical industries. Originally from Spain, he gained a PhD in Chemical Engineering from the University of Barcelona and started his professional career in R&D positions, transitioning thereafter to Project Management roles. He currently works at Sanquin Plasma Products head office - located in Amsterdam - as a Senior Project Manager. His hobbies are playing guitar, reading books and practicing (outdoor) sports.

## Upcoming OCT Events - PMI NL Chapter

### 24th Oct at Aspira Amsterdam:

### Change is fun! What we have learnt to stop & start in the evolution of project management

The 'Lazy' History of Project Management - Where did project management come from and where does it think it is going in the future. A short history lesson in project management from the very beginning through to today, with insights from the world of Peter Taylor, 'The Lazy Project Manager'. This presentation will be an entertaining, funny, celebration of all things 'project management'

- Part 1: Will be a 'history' lesson with a difference

- Part 2: Will be an interactive (fun) session on personal productivity as a project manager

- Part 3: Will be a celebration of project management

Bio Peter Taylor

Peter Taylor is a PMO expert who has built and led five global PMOs across several industries and has advised many other organisations on Change and Project strategy. He is also the author of the number 1 bestselling project management book 'The Lazy Project Manager', along with many other books on project leadership, PMO development, project marketing, project challenges and executive sponsorship. In the last few years, he has delivered over 350 lectures around the world in over 25 countries and has been described as 'perhaps the most entertaining and inspiring speaker in the project management world today'. His mission is to teach as many people as possible that it is achievable to 'work smarter and not harder' and to still gain success in the battle of the work/life balance.

More information can be found at www.thelazyprojectmanager.com

**Location: Aspira: Strawinskylaan 4117, 1077 ZX Amsterdam, Netherlands**

**Date: October 24th 2019**

**Capacity: 50 seats only (register quickly!)**

**Agenda**

17:00    Registration, snacks and refreshments

17:45    **Introduction - Peter Ryan – Aspira**

18:00    **Part 1: A 'history' lesson with a difference (45mins)**

18:45    Break - snacks and refreshments

19:00    **Part 2:  An interactive session on personal productivity as a project manager (15 minutes)**

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19:15   **Part 3: A celebration of project management, it is fun! (30 minutes)**

19:45   Close out & Networking Drinks

20:30   End

## 31st Oct: Webinar: Going from Good to Better to Best PMO Practice



Best Practice: Commercial or professional procedures that are accepted or prescribed as being correct or most effective. In today's commercial arena, achieving best practice is a laudable ambition. However, it is the continuous improvement journey, not the end strategic destination that has the real power to drive visible accountable success.

According to PMI's latest evidence, organizations routinely waste 12% of their project investment spend due to poor performance - a figure that has remained stubbornly consistent over the past five years. Meanwhile, Geneca's research reveals a significant gap between strategy and deliverables: 45% of PMO and project leaders state that the wider business objectives are unclear to them. Even more worrying: only 23% of respondents feel that senior stakeholders and project teams agree on what defines a successfully completed project. What's more, 80% of project professionals estimate that they spend half (yes, half) of their time on rework – suggesting a lack of clear initial objectives resulting in misinformed work streams.

*Attend our webinar to discover more…Register here*

## Recap of PMI NL September Chapter Meeting –
## How To Succeed With AI As A Manager! at INSynQ

*Many thanks to our volunteer to cover this event, John van Kemenade*

After the informal beginning of the PMI NL Chapter Meeting with diner and the great opportunity to network with other professionals, the Chapter Meeting was formally opened by Lars Bessems outlining the agenda for the evening and introducing the speakers. Jan Cardol gave on overview of the upcoming chapter events and many participants made either mental notes or notes in their agenda's to participate. After a thrilling knockout contest, Wim Keesen was the proud winner and received the first Dutch PMI PMBoK Pocket.

Next in line was Peter Ouёndag, CEO of INSynQ and proud host of the Chapter Meeting, who provided insight on how INSynQ invests in their staff and stimulating them to get the best out of themselves in developing innovative initiatives.

After these introductions, the floor and all attention was given to Hatice Tavli, founder and CEO of IVDY Analytics. Hatice took all attendees on a trip into AI and how AI can assist organizations to become more successful. Before diving into the topic, Hatice explained her motivation and driving force by giving a very personal example: why are there occasions where doctors cannot set the right diagnose when they have all the data available. With this, the goal of AI was defined: assist decision makers in making smarter decisions based on the data available. This can range from how to optimize running a hotel (efficient reservations, increased room rates, offer additional services) to the selection and hiring process of candidates for a job-profile. Data sets are nowadays so big that humans cannot oversee all relations and this is where AI can assist. AI is able to analyse many data very quickly and bring correlations to light which humans do not notice.

After these examples, Hatice explained a framework consisting of six pillars how to implement a successful AI-strategy. The lesson I learnt from it, is that an AI-strategy starts by explicitly defining the desired outcome and start backtracking how this outcome is influenced. Without a clear and defined goal, AI will not bring the desired benefits.

After the break, we split up in groups where each group worked on defining a Data and AI strategy for an imaginary self-defined company. The team from 'Brought Coolness' presented their strategy in front of all attendees, and wow – what a marvellous strategy this group came up with. Fun fact: there is a correlation of increased ice cream sales and shark attacks!

## Global PMI
## When It Comes to Sponsors, Silence Doesn't Make It Better

I do not know if there have been any studies done on what the most common project manager frustration is, but I bet unrealistic expectations would be pretty close to the top of the list. We've all heard horror stories of projects that were approved where the PM is expected to deliver a huge amount of work in virtually no time with just a couple of people. While I tend to think that many of those stories are exaggerated, there are definitely situations where the constraints of the project are unrealistic—where the required work just cannot be done in the allotted time with the team that you have been given. What do you do in that situation?

For many project managers, the answer seems to be that you complain to the team about how unfair the organization is being and how everyone is being set up for failure. Unsurprisingly, that achieves nothing. If you find yourself in a situation where the project appears to be impossible to deliver within the current constraints, then you need to let the sponsor and other key stakeholders know that. You are the project manager, it is your job to identify and help resolve problems—and not being able to deliver the project is a big problem!

Let us go back to basics for a minute. Project constraints are not established to set the team up for failure. Sure, they may be aggressive (pushing to do as much as possible as quickly as possible), but the organization still wants the project to succeed. When unrealistic expectations are set, it is usually because of overly optimistic planning estimates—the high-level approximations, little more than guesses really, that are used in business cases to determine the mix of projects that will be approved. When you come on board as the project manager, one of your first jobs is to begin to plan the work, and that will include developing estimates that are more accurate. That may well reveal that the project cannot be completed as defined within the current constraints—and something needs to give.

**Handling the situation**

As a new project manager, you may well find yourself in this situation. You will have been appointed to one of the less critical projects currently underway, and the chances are that there was only a relatively rudimentary amount of effort put into the business casing—it simply wasn't a big enough project to justify more effort. That does not mean it is not important, but it does mean that more of the "real" estimation is happening during the initiation and planning work of the project. If working with your team on that planning identifies that there is a problem meeting the constraints, you need to do two things:

1. Work with the team to develop alternatives and establish what is possible. This is an exercise in developing options. How much of the scope could be delivered with the current team in the time provided? How much longer would be needed for the current team to complete the scope? How many more people would be required to deliver on the current schedule, and is that even possible? What does the team believe is the best compromise between the constraints? Once you have this level of understanding and recommendations from your team, you can go on to step 2.
2. Talk to the sponsor and any other key stakeholders involved in the decision-making process and explain the problem, presenting the alternative solutions you have developed. The sponsor needs to know the problem, and they expect the team to have developed alternatives. They may push back, but despite the horror stories, I have never met a sponsor who refused to listen to the PM and team—and make adjustments when it was clear those changes were needed.



New project managers need to get into the habit of trusting their sponsor, of developing a positive, collaborative relationship with him or her—not an adversarial one. Communication is the secret to a successful project, and the PM who cannot tell the sponsor that they are being asked to do the impossible is setting themselves up for failure. Of course, you do need to be capable of making your own decisions as to whether the work is impossible to deliver, or whether the team is trying to push back against hard work. For every set of unrealistic constraints I have seen, I have met a team that tried to pad the estimates to make its work a little easier.

Even new project managers need to be able to use their judgement to decide what is going on. Be prepared to reach out to colleagues for advice; talk to the PMO to analyse the data from similar historic projects to see how long different aspects of those took, and compare that data with the current estimates. This is another area

where the importance of point 1 above comes in. It's one thing for a team to pad an estimate in the hope it will be given more time; it is another to maintain that overestimation during the consideration of alternative approaches and more detailed analysis.

**The bottom line**

When you receive your foundational project management training, you have it hammered into you that communication is critical to success. That's true—effective communicators make for much better project managers. Yet I continue to hear of PMs who will not talk to the project sponsor about what they perceive to be unrealistic expectations, and instead spend all their time and energy complaining to the team and colleagues about how unfair the situation is. If the decision maker does not know that the project faces difficulty, then they cannot fix it. And if the decision maker is not getting that information from the PM, what are they going to think about that person?

Source: Andy Jordan / projectmanagement.com

## PMI's PMBOK® Guide pocket companion

**The English and the Dutch version of PMI's PMBOK® Guide pocket companion are available!**

This companion is an update related to the sixth edition of 'A Guide to the Project Management Body of Knowledge' (PMBOK® Guide), released in 2017 and worldwide acknowledged as the standard in project management. The companion gives a fast introduction and structured overview of this popular framework for project management.

It is very useful for anyone who wants to get familiar with the PMBOK® Guide or wants to learn about a systematic approach to project management, also when applied in an agile or hybrid project environment. Not only for project managers but also very useful for project sponsors and project team members who want to communicate in an common project management language according an international acknowledged vocabulary and get a quick insight in the PMBOK® Guide, including agile concepts and other PMI-concepts like program and portfolio management. The companion is also useful for PMO officers, trainers, consultancy organizations, etc. to support the practical application of the PMBOK® Guide, agile, hybrid and other PMI-concepts.
The PMBOK® Guide is tuned to ISO 21500:2012, Guideline for Project Management, the international PM standard developed by the International Organization for Standardization (ISO), as well as ANSI/PMI 99-001-2017, The Standard for Project Management, released by the American National Standards Institute.

This pocket is a complete but comprehensive overview of the PMBOK® Guide, and useful for everyone who is involved in projects and/or project management … and it will cost you only **€17, 95!** Visit www.vanharen.net

## Open Volunteer (VRMS) Update

## Would you like to be part of this amazing Project Management Community?        ….*Join us!*

We are grateful to our existing volunteers who are dedicatedly working across various teams and contributing in all spheres. We are still looking for energetic and active volunteers who would like to become part of this Project Management Community. PMI NL Chapter website have published OPEN volunteers' positions. Please have a look at the following positions (by clicking on the position description below) and apply if you think this is something for you ☺

| Name | Location | Interaction Type | Chapter/Global Headquarters (GHQ) | Community Type | Application Deadline | ID# |
|---|---|---|---|---|---|---|
| ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Regional Events Leader - North Netherlands (Groningen, Friesland, Drenthe) | Netherlands | In-Person and Virtual | Netherlands Chapter | Chapter | 2019-10-31 | 22621 |
| Supports the Director of Events with: - Finding Location Sponsors for the Chapter Meetings - Organizing the Chapter Meetings - Incorporating feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter as they relate to the logi... | | | | | | |
| Regional Events Leader - East Netherlands (Overijssel, Gelderland, Flevoland) | Netherlands | In-Person and Virtual | Netherlands Chapter | Chapter | 2019-10-31 | 22622 |
| Supports the Director of Events with: - Finding Location Sponsors for the Chapter Meetings - Organizing the Chapter Meetings - Incorporating feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter as they relate to the logi... | | | | | | |
| Social Media Volunteer | Netherlands | Virtual | Netherlands Chapter | Chapter | 2019-10-31 | 14080 |
| PMI NL aims to bring value to its members in many ways. With Social media very active these days, we are looking for a volunteer who can help us take our social media presence to next level, be it Facebook, Twitter, Youtube or LinkedIn. As a Social Media expert, you will play a pivotal role in ... | | | | | | |
| Chapter Operations Officer | Netherlands | In-Person and Virtual | Netherlands Chapter | Chapter | N/A | 15795 |
| Technical management of the website, other tools used by Board and domain Chapter broadcasts Registration of members and volunteers Administration of attendance at Chapter Events And Other Operational/ Admin tasks | | | | | | |
| PMI NL - Event Support | Netherlands | In-Person and Virtual | Netherlands Chapter | Chapter | N/A | 26007 |
| Supports the Director of Events with: - Finding Location Sponsors for the Chapter Meetings - Organizing the Chapter Meetings - Incorporating feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter as they relate to the logi... | | | | | | |
| Regional Network and Drink Organizer | Netherlands | In-Person | Netherlands Chapter | Chapter | N/A | 9205 |
| Representing PMI NL Chapter to build a Project Management Professionals' Network community (also including PM professionals who are not PMI members) around your living or working region | | | | | | |
| Deputy Chapter Operations Officer | Netherlands | In-Person and Virtual | Netherlands Chapter | Chapter | N/A | 9208 |
| Support Chapter Operations Officer on: Technical management of the website, other tools used by Board and domain Chapter broadcasts Registration of members and volunteers Administration of attendance at Chapter Events And Other Operational/ Admin tasks | | | | | | |

## Current Sponsors of the Chapter

Would you like to become our Sponsor? Please check our website for more information

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## This Month's Newsletter Contributors



- o Our Sponsors
- o Jan Cardol – Chief Executive Officer
- o Keith Mitchell – Chief Operations Officer
- o Vikram Srivastava - Director Marketing and Communications
- o Anthony Sichra – Editor Newsletter
- o PMI NL Board Members

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# Let's stay in touch

Our webpage is the main source of information about the PMI Netherlands Chapter:
http://pmi-netherlands-chapter.org
You can also sign up here to get Chapter news on your email.

Join our LinkedIn group:
http://www.linkedin.com/groups/PMI-Netherlands-Chapter-130083
Share your thoughts and join discussions. We will also inform you about Chapter events, Newletters issues and other PMI news.
You can also follow our company page:
https://www.linkedin.com/groups/130083/

Check out our Facebook Fan page:
https://www.facebook.com/PMINetherlandsChapter
which was set up to inform you about recent news and for community building purposes. We will let you know about Chapter events, Newletters issues and share with you our meetings' impressions.

Besides the website, LinkedIn and Facebook you can follow us on Twitter:
https://twitter.com/pminlch
On a regular basis we send tweets to inform you about Chapter events, news from PMI etc.
Have a look and give it a go and join other followers. Looking forward to tweet-connect.

To make reading our newsletters more convenient for you, we've created an Issuu account where you can find all our newsletters: http://issuu.com/pmi_netherlands_Chapter

You may also be interested in the latest Newsletter of **IPMA-NL**.
Their calendar of their events can be found here.

The calendar of events of the **Best Practice User Group-NL** can be found here.