

Newsletter

August, 2018 | www.pmi-netherlands-chapter.org |

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Editor's Note

When dealing with organizational changes, one vital component is to manage and engage stakeholders. Many organizations struggle on how to effectively communicate because they miss an essential component: mapping stakeholders and understanding their attitude and influence towards our project. Without knowing who should be target our communications, how can we come up with an effective communication strategy?

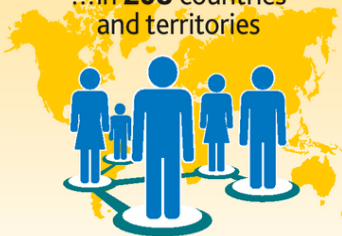

To do so, we need to assess different people, both internal and external to the project, that could have a positive or negative attitude. This could be determined as easy as approaching them and asking their opinion about the project in discussion. However, we shouldn't discard those who are indifferent to our endeavor, provided the fact that they could turn out to be supporters if we properly communicate with them and keep them involved. At the same time, evaluating their level of influence and properly engage them could mean either the success or failure of our engagements.

In that line, our current newsletter edition presents an article on how to better engage with a CFO. We hope you enjoy it!

PMI Fact File

Statistics through **31 May 2018**

PMI Has Passed the **Half-Million Member** Mark!


<p style="text-align: center; font-weight: bold;">TOTAL MEMBERS</p> <p style="text-align: center; font-size: 1.5em; font-weight: bold;">530,617</p> <p style="text-align: center;">...in 208 countries and territories</p>  <p style="text-align: center; font-weight: bold;">PMI has 292 chartered and 15 potential chapters</p>	<p style="font-weight: bold;">CERTIFICATIONS</p> <p>Total Active Holders of:</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="border-bottom: 1px solid black;">CAPM[®] Certified Associate in Project Management</td><td style="text-align: right; border-bottom: 1px solid black;">36,433</td></tr> <tr><td style="border-bottom: 1px solid black;">PMP[®] Project Management Professional</td><td style="text-align: right; border-bottom: 1px solid black;">870,429</td></tr> <tr><td style="border-bottom: 1px solid black;">PfMP[®] Portfolio Management Professional</td><td style="text-align: right; border-bottom: 1px solid black;">559</td></tr> <tr><td style="border-bottom: 1px solid black;">PgMP[®] Program Management Professional</td><td style="text-align: right; border-bottom: 1px solid black;">2,347</td></tr> <tr><td style="border-bottom: 1px solid black;">PMI-RMP[®] PMI Risk Management Professional</td><td style="text-align: right; border-bottom: 1px solid black;">4,762</td></tr> <tr><td style="border-bottom: 1px solid black;">PMI-SP[®] PMI Scheduling Professional</td><td style="text-align: right; border-bottom: 1px solid black;">1,849</td></tr> <tr><td style="border-bottom: 1px solid black;">PMI-PBA[®] PMI Professional in Business Analysis</td><td style="text-align: right; border-bottom: 1px solid black;">2,515</td></tr> <tr><td style="border-bottom: 1px solid black;">PMI-ACP[®] PMI Agile Certified Practitioner</td><td style="text-align: right; border-bottom: 1px solid black;">21,937</td></tr> </table>	CAPM [®] Certified Associate in Project Management	36,433	PMP [®] Project Management Professional	870,429	PfMP [®] Portfolio Management Professional	559	PgMP [®] Program Management Professional	2,347	PMI-RMP [®] PMI Risk Management Professional	4,762	PMI-SP [®] PMI Scheduling Professional	1,849	PMI-PBA [®] PMI Professional in Business Analysis	2,515	PMI-ACP [®] PMI Agile Certified Practitioner	21,937	<p style="text-align: center; font-weight: bold;">PUBLISHING</p>  <p style="text-align: center; font-size: 1.5em; font-weight: bold;">5,995,517</p> <p style="text-align: center;">Total copies of all editions* of the PMBOK[®] Guide in circulation</p> <p style="text-align: center; font-size: 0.8em;">*includes PMI-published translations</p>
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Congratulations to Recent PMI Certified Members



Name	Credential
Emma Atkin-Brenninkmeyer	CAPM
Ton Van Leeuwen	PMP
Serge Verbeten	PMP

Events Calendar Overview

August		
6-9	SeminarsWorld® in Boston	More info
27-28	Northern Star Consulting - Certified ScrumMaster® in Amsterdam	More info
27-30	SeminarsWorld® in Washington, D.C.	More info
September		
20	PMI Netherlands Summit	More info
24-27	SeminarsWorld® in St. Louis	More info

[Link to Event calendar on Chapter website](#)

Project Management in Action 😊



Central the me 2018: It is all about the human factor in project management!

People drive Change

This era is about disruption, the digital transformation, lean start-ups, minimum viable products, IoT, Agile leadership, SCRUM, scaled Agile framework and the ongoing need to innovate and transform your organization to a 4, 5 or even 6.0 version and what have you. Key to success and even to succeed are projects, agility and continuous change. The latest PMI Pulse of the Profession[®] confirms this, indicating that high performing organizations build the capability and capacity to change and adapt quickly to shifting market conditions and competitive pressures. And where does that capacity reside? In the very human beings who struggle valiantly to deal with all this change.

On Thursday September 20th, 100 Project-, Program- and Portfolio managers will meet to explore the influence of the human factor in real world cases, scientific views and workshops to sharpen their awareness and insights on this important, valuable and often neglected area. Furthermore we will explore what the critical people drivers are and how these drive business value.

Meet our keynote speakers:



- Chairman and keynote speaker Thomas Swaak, Senior Director, Philips Innovation Services, Industry Consulting
- Patrick van Veen, Behavioral Biologist and director of Apemanagement
- Jan Willem Vernhout, Managing Partner, CoThink
- Bill Richardson, Speaker, Author and Corporate Trainer

[REGISTER NOW](#)

Register now and ensure your place at the event: tickets are limited! Register now for only € 295,-excl. VAT for PMI members and € 395,-excl. VAT for non-PMI members.

[DOWNLOAD THE PROGRAM FLYER](#)

See you on September 20th in Bussum!

Coming Chapter Event: Complexity & Fun in Project management!



On first glance this might be seen as a contradiction; it's not always easy to regard upon complex situations as fun situations. The ever increasing market demands affect everybody. Keeping control of projects is a continuous challenge for a project manager.

How to deal with technological and organizational complexity will be discussed on October 25 during two interactive presentations, held by Karin Rosch – Group Leader Project Management at VDL ETG Technology & Development BV and Roel Wessels – Sr. Senior Director Projectmanagement & Technology at Holland Innovative BV and author of 'De Complete Projectmanager'.

Karin will focus on the characteristics of projects at VDL ETG, a contract manufacturer, and the expectations towards project managers working in such a complex environment. Roel will interview VDL project managers to see how they manage their challenges with fun. Roel will also challenge the audience to think about the complexity and possibilities in today's project management.

This session will take place on October 25 and is hosted by VDL ETG Technology & Development, De Schakel 22 | 5651 GH | Eindhoven | Building AQ1. There are only 70 seats available so register quickly.

Agenda:

17:00-18:00	Registration, sandwiches, and refreshments
18:00-18:05	Opening, welcome and introduction by the PMI Netherlands Chapter
18:05-18:15	Introduction of VDL – Karin Rosch, VDL ETG T&D
18:15-19:30	Presentation Karin Rosch Contract manufacturing partner. What are the implications for project management? Organizational growth, growth in complexity: organization & products What does this mean for the project manager? What is required from a project manager? Interviews with VDL ETG T&D project managers
19:30-19:45	Break
19:45-21:00	Presentation Roel Wessels How to manage complexity? How to increase the fun factor? How to stand tall in high stress situation?
21:00	Wrap-up & networking drinks



Help Wanted - Volunteer Positions

Regional PM Network and Drink Meeting Organizers: To organize informal PM Network and drink meetings to discuss PM related subjects; Promote PMI, PMI NLCH in your region and feedback suggestions and subjects to the chapter. Interested? Please contact: membership@pmi-netherlands-chapter.org

Event Coverage volunteer: We are looking for create a group of volunteers that regularly visit the chapter events and are willing to write a short summary for that chapter event. We will strive to it that it will result that a person has to write 1-2 times per year a summary. So a group of 5-6 persons or more would be great. Volunteers to contact events@pmi-netherlands-chapter.org

July Chapter Event: Project Management Institute Chapter Meeting Hosted by IHE Delft

Project Management Institute Netherlands Chapter meeting involved an educational session presented by IHE Delft, an institution specializing in water management. The opening topic discussed the various projects on which the institution is working. IHE Delft advocates a global partnership for water and development with the Ministry of Foreign Affairs in the Netherlands. Currently, IHE Delft has over 50 projects, which must be in developing countries and which are tired to funding from the Ministry. There are strict rules and regulations involved in assessing the impact of the projects, which smoothly segued into the next portion of the event.

Attendees were divided into groups and asked to tackle three main challenges: whether impact can be measured, how to pursue measuring impact and then a final bonus challenge regarding how to motivate leaders to be involved in and aware of the impact that they have in their projects. Groups were then asked to present their findings to the audience. Our group was adamant about the ambiguity surrounding impact – that it is unclear what impact could be. We rectified this by stating that the direct and implicit impacts are to be defined at the beginning of the project. However, project managers must be aware of both positive and negative impacts and also intended and unintended consequences of either the positive or the negative impacts.

The proceeding speaker presented a business case for evaluating and implementing success factors in projects. Project evaluation is significantly beneficial for organizations and yet some projects fail to collect data along the process, thus hindering the project-end evaluation. Furthermore, when a project leader self-evaluates a project, they are forced to be accountable for any mistakes they have made. Thus, this process can be painful for organizations. There are four levels of education in project management: strategic, tactical, operational and transformational. In assessing methods of improvement in each of these areas, one must account for all stakeholders involved.

A business evaluation card game was introduced as a solution to some of the issues which organizations face when trying to evaluate. Not only does the game allow members of the organization to evaluate anonymously, it also engages discussion among members through a two-pronged approach.

Drinks and snacks were served at the evening's end for the wrap-up networking portion of the event. It was a pleasant experience to have attended this event and as a prospective member, I would certainly love to attend more events in the future.

PMI Global

Help Your PMO Thrive in an Agile World: Become the CFO's New Best Friend

Repurposing the PMO in an agile environment from being a reporting PMO to a fully trained analytical PMO is something that is urgently needed. CFOs cannot continue to accept the information that they've been getting from IT at face value. Success in the new digital economy requires a level of financial review and an understanding of investment opportunities that significantly exceeds what was required when most of the projects were to support internal operations.

What Makes Some CFOs Uncomfortable

When asked privately, the majority of chief financial officers will admit that they don't really "know" what's going on with the money being spent on software development in IT. This admission should not be construed as saying they're concerned that the accounting is not up to snuff. What's troubling them is a deep sense that, if they just had more knowledge, they might be making different decisions about potential investments. Let's be honest—when IT was just a support service, it wasn't something the CFO needed to lose sleep over. But things keep getting more complicated. First, it was SOP 98.1. Then came agile. Then it was agile and SOP 98.1. Now, with the shift to digital products and service as revenue drivers, it's only natural the CFO might start getting a little uncomfortable.

Part of this lack of comfort comes from the proverbial failure to communicate. In a recent discussion, a CFO implied that he unconsciously found himself avoiding asking the same level of probing questions when speaking with IT that he routinely asked sales or manufacturing. He admitted that this was a defensive reaction to save himself having conversations where he rapidly lost the sense of what was being discussed. Given some of the technical discussion I've gotten dragged into over the years, I can personally sympathize. But organizationally, the CFO needs to find a way to bridge his or her knowledge gap. One way to do this is to team up with people who can be trusted to sort through the noise and bring back not only the information, but clear and concise insight into what the information means.

How the IT PMO Can Help Meet the CFO's Need

The CFO could assign someone from financial planning and analysis (FP&A) to do this work. But to be honest, I haven't had clients tell me that their FP&A staff ever had time to do anything other than basic accounting. What the CFO needs is insight from people who already have an insider's view of IT, know the people and who can do the comparative types of decision analysis the CFO would do if he had the time. The obvious group of people who fit this description is the IT PMO staff. The advent of agile is significantly reducing the PMO workload in many firms, so refocusing the PMO staff might provide a win-win for everyone. The notion that a PMO is no longer necessary in an agile environment is a bit of an overstatement. Nothing about agile reduces the independent observer responsibilities that the PMO has always had. And nothing about agile reduces the need for decision making around new strategic investments.

The new financial-facing role I'm advocating for the PMO does not take a degree in accounting. I've seen people succeed in these positions from every academic background. What it does take, however, is a questioning mind—and the ability to see the whole of a situation rather than its component parts. Let me offer an example. Let's pretend for a minute that a company wants a new customer-facing software solution. Someone waves a magic wand, and everything about the work effort starts out perfectly. Then things start to go wrong (Murphy's law). The CFO notes that revenue for the product the software is designed to support has fallen off. The lead product manager gets upset at something and takes another job outside of the company. The velocity of the development effort starts falling off. The list goes on. At this point, the CFO wants someone to tell her what's wrong, what's it going to take to fix it, and if fixing it is even worthwhile.

These are tough questions, and the odds of people who are deeply engaged in doing the work being able to answer these questions objectively are small. On the other hand, this difficulty provides someone with a solid project management background the opportunity to provide the answers. All it takes is getting sales and product management in a room to discuss why revenue is trending downward and knowing how to listen. It takes knowing the product management team well enough to know that the staff still in place is potentially better than the prima donna who left. And it takes some serious discussions with the dev team to realize that its velocity problem is being caused by frequent changes—and with the product manager gone, things should get better.

Obviously, I've glossed over the details to make a point. But as you can see, the information the CFO needs is the information a talented project manager can provide. If this sounds like a great opportunity, I encourage you to start incorporating more analysis into what you report today. You don't need permission, and you don't need a mandate. You will need to hone a number of the skills I discussed in my last article, but as we discussed there, you'll need to do this anyway to thrive in the future.

If no one bites your head off for giving more complete answers and meaningful recommendations, then invite your fellow PMs in the PMO to take a similar approach. The next thing you know, someone will be offering you new and better opportunities based on the stellar performance you've already shown.

Adapted from: Projectmanagement.com, by Donna Fitzgerald

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- Bronze:** THE PMO COMPANY (EXCELLENCE IN PROJECT MANAGEMENT), perfact GROUP, VALID (STAY AHEAD), Management of Change.
- Facility:** FISCAM B.V. ACCOUNTANTS, ckcseminars, HOGESCHOOL UTRECHT.

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- ✓ Keith Mitchell - Chief Operations Officer
- ✓ Anthony Sichra, Editor – Newsletter
- ✓ Vikram Srivastava, Director – Marketing and Communications

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<http://pmi-netherlands-chapter.org>
You can also sign up here to get Chapter news on your email.



Join our LinkedIn group:
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which was set up to inform you about recent news and for community building purposes. We will let you know about Chapter events, Newsletters issues and share with you our meetings' impressions.



Besides the website, LinkedIn and Facebook you can follow us on Twitter:
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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



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