

Newsletter

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Editor's Note

Since 2001, PMI Netherlands Chapter has been growing to over 900 members and developing the project management practice in the country of tulips and windmills. Our chapter is run by a group of energetic and passionate volunteers, who day to day make the effort to deliver the best service to its member and contributors.

For this year we have planned some great initiatives:

- ✓ enhance our presence in social media and mailing
- ✓ develop an App to increase our visibility
- ✓ provide better events, networking sessions and yearly summit
- ✓ expand our practice at educational institutions
- ✓ collaborate with other PMI European chapters
- ✓ increase and actively engage volunteers

... and many others. So join us to expand our beloved community!

Introduction "new" PMI Netherlands Chapter CEO as of 01-01-2018

For those who don't know me yet, a short introduction. I'm Jan Cardol, age 66, married with Anke and head of a family with 4 daughters (all married), 8 wonderful grandchildren, and living in Lieshout (near Eindhoven). I started my career in 1978 working in a variety of branches – government, automotive, food & beverage, engineering - always related to projects and project management. In 2009 I joined PMI Netherlands Chapter and fulfilled the roles of Director Knowledge Sharing (2009), Director Events (2010) and CEO (2011-2013) in past. Interesting fact is that my successor is as well my predecessor. I would like to thank and compliment Henk-Jan Molenkamp for his unambiguous efforts during the past years. I'm looking forward to the coming period, to cooperate with an enthusiastic and motivated board, and hope to see you all during our events (Chapter Meetings and the 7th edition of the Summit).



When you have suggestions, remarks, ideas, you can always give me a call (+31 627 746 449) or send me an e-mail to ceo@pmi-netherlands-chapter.org.

Jan Cardol

Ensure Our Emails Get to You

Many of our communications are sent through email to keep you updated on PMI Netherlands' latest and greatest news/events on a monthly basis. We have noticed that there are situations that our emails do not get to some of you. This may be the case if we're not added to your mail client's whitelist.



In the case you are not receiving emails from us, please add us as a safe sender in your preferred email client and/or drop a line to operations@pmi-netherlands-chapter.org so we can help resolve your issue.



WHY LOSE?

Keep your PMI and chapter benefits on track.

RENEW YOUR MEMBERSHIP TODAY.

Congratulations to Recent PMI Certified Members



Name	Credential
Minna Arminen	PMP
Mustafa Çalışkan	PMP
Sherlock Hatomi	PMP
Sergey Kharebov	PMI-PBA
Arnoud Stol	PMP
Tommy van Schaik	PMP

Events Calendar Overview

February		
PMI Global		
12-15	SeminarsWorld® in Scottsdale, Arizona, US	More info
PMI Netherlands Chapter		
27	Chapter Meeting at Sofon in Eindhoven	More info
March		
PMI Global		
12-15	SeminarsWorld® in Atlanta, Georgia, US	More info
22	PMXPO 2018! ProjectManagement.com	More info
29	13:00 – 17:00, 'Introductie ISO-normen voor project-, programma- en portfoliomanagement' at NEN, Delft (in Dutch).	More info

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

Project Management in Action 😊



PMI Netherlands Summit 2018 - 7th edition



On January 26 we had the kickoff starting the preparations of the 7th edition of the PMI Netherlands Summit together with CKC Seminars. A program board – with our “own” Cees Pijs being chair – will definitely again organize an attractive program for you which you don’t want to miss. Therefore keep September 20, 2018 blocked in your calendar. We planned to have the theme known end-of-February and start the early bird subscription. You will be monthly informed about the progress through the Newsletter and of course in between via social media or – if necessary – with a dedicated e-mail.

So, keep an eye on your Facebook, Twitter, LinkedIn and e-mail.

Jan Cardol – CEO

PMI Netherlands Chapter meeting in January

Event Authored by Stefan van Doorn

To watch event Summary on YouTube click [here](#), edited by Mark van Helvoort

The first chapter meeting of 2018 was held at the office Frisse Blikken (“Fresh Forces”) in Utrecht. The meeting was opened by the waiving CEO Henk-Jan Molenkamp. After welcoming everyone he showed us the agenda and upcoming events before making a call to the crowd for several volunteering positions within the chapter. Then it was time for Fresh Forces, the host of the evening, to show us a glimpse of how they do project management. Fresh Forces is a young and millennial driven organization that helps large organizations to think outside the box when it comes to change and innovation. The young atmosphere is underlined by Ties de Vos from Fresh Forces, who calls himself a dinosaur after working there for only 5.5 years.

Their approach to projects became clear from how they intended to inform the audience, as their presentation was nothing like a one-way stream of information. Instead we found ourselves sitting in a “discussion carousel”. It meant we were split up in small groups of about 6 people discussing two oppositions:

1. Fixed method and approach vs. personal approach without a fixed method.
2. Tight control, fixed formats and extensive project reports vs. little control, incident-driven and visually creative reports.

In this setting we got an excellent chance to learn about the involved project management topics from the group’s experiences by debating the pros and cons. The discussion carousel was closed with a central discussion, which converged on the need for a mix of both approaches that is tailored to the type of project and situation.

Following a short break, Liz Hector asked the crowd to volunteer in bringing project management to schools as part of PMI’s Educational Foundation.

The second presentation was enthusiastically given by Louk Dielen of Arcadis on the topic of how Arcadis aligned their project approach with ISO21500. Their challenge was to create one global business with one best-practice consistent way of working in a company that has over 28,000 employees working in more than 40 countries. At the start Arcadis was using different project management standards and methods in different parts of the world. After one year they were able to find common ground by looking at ISO21500 that brings these standards and methods together. Other key take-aways are to set your project up for success by having a good handover and kick-off and to make sure that lessons learned are incorporated.

The last presentation by Rommert Stellingwerf gave us an update on ISO21500. The ISO21500 is a guidance on project management formed by looking at the PMBOK, BSI, DIN and ICB norms and standards. In a way the task of the ISO committee was similar to Arcadis; find one best-practice with a group of people coming from all around the world. Rommert Stellingwerf informs us that the ISO21500 will be updated in the coming period (2018-2020) and that an ‘Agile for projects’ ISO standard may be developed. Volunteers can contact Rommert to join the development or review of project, program and portfolio management ISO standards.

LIWG “ISO for Projects”

News from LIWG “ISO for projects”
by Rommert Stellingwerf – Past President PMI Netherlands Chapter

Introduction

This is an update on the developments of the ISO standards for project, programme and portfolio management (PPPM).

The family of ISO standards for PPPM

Development of the family of ISO standards for project, programme and portfolio management is done with worldwide participation of more than 100 subject-matter experts from more than 40 countries. The overall portfolio of work is managed by the international ISO Technical Committee TC258, whereby the feasibility to develop a standard is determined by Ad Hoc (or Study) Groups and the actual documents are prepared and compiled by Working Groups.

In the Netherlands, members of the NEN standards committee 381236, in which some 5 companies, PMI Netherlands Chapter and IPMA Nederland take part, are participating in the actual development of the standards, while the Local Interest Work Group “ISO for projects” reviews these documents from the NL perspective and helps promotes them. The LIWG was established in 2009 as an initiative from PMI Netherlands Chapter and IPMA Nederland. The group consists of some 10-20 professionals, interested in the applicability of ISO standards for PPPM.

Updates since Dec 2017

1. Chapter members hear The Millenials Versus ISO21500

On January 30th we had a well-attended chapter meeting at Frisse Blikken in Utrecht to hear different approaches for project delivery. The fresh way of looking at projects by a company of young entrepreneurs was put against the more traditional way of implementing project management using the ISO 21500 family of standards for project, programme and portfolio management.

2. Two new workgroups started their work

Two new workgroups had meetings from February 6th – 8th in Wels, Austria. The workgroup ISO 21500 revision drafted its workplan for the next 3 years. The workgroup Overarching standard for PPPM drafted their workplan for the next 4 years to develop an overarching standard on the context and concepts for the family of ISO standards for PPPM.

3. Study group on competences meets

The ad-hoc group for ISO 21510 - Competences, which is led by Ben Bolland from The Netherlands, is meeting from February 26th – March 2nd in Weimar, Germany. They are researching the competences of the project manager, the programme manager, the portfolio manager and the executive and senior managers, who provide the governance of projects, programmes and portfolios.

4. NEN publicizes ISO standards for PPPM into Dutch

To make the ISO standards for PPPM more accessible for the professionals in the Netherlands that normally do not work in an English-speaking environment, such as within the government and in the middle sized and small organisations, NEN is translating the other key standards of the family, i.e. ISO 21503 Guidance on programme management, ISO 21504 Guidance on portfolio management and ISO 21505 Guidance on governance (of projects, programmes and portfolios). These three NEN-ISO standards will be formally announced in an information meeting (in Dutch).

Agenda ‘Introductie ISO-normen voor project-, programma- en portfoliomanagement’, 29 maart, NEN, Delft

13.00 Inloop

13.30 Introductie door de dagvoorzitter - Rommert Stellingwerf, PMI Netherlands Chapter, voorzitter van normcommissie Projectmanagement

13.45 Nederlandse vertaling ISO-normen voor project-, programma- en portfoliomanagement

13.45 ISO 21503 Programmamanagement - Bert Boot (Atos)

14.15 ISO 21504 Portfoliomanagement - Ben Bolland (Bevon Gilde, IPMA-NL)

14.45 Pauze

15.15 ISO 21505 Governance - Rommert Stellingwerf, PMI Netherlands Chapter, voorzitter van normcommissie ‘Projectmanagement’

15.45 Nieuwe ontwikkelingen: Termen & definities, Earned Value Management, Work Breakdown Structure, Competenties, Revisie Projectmanagement, Overkoepelende norm - Paul Hesp (Croonwolterendros) & Marco Buijnsters (Balance, IPMA-NL)

16.15 Een verhaal uit de praktijk - Nader te bepalen

- 16.45 Overhandiging eerste exemplaren namens NEN aan de voorzitter van IPMA-NL en PMI Netherlands Chapter
 17.00 Conclusies & afsluiting

Contacts

If you want to learn as PPPM professional, be kept up-to-date with important ISO developments in your field and last but not least have fun, join the LIWG "ISO for projects". Contacts:

- PMI Netherlands Chapter: Rommert Stellingwerf, rommert@familiestellingwerf.nl
- IPMA Nederland: Ben Bolland, Ben.bolland@bevon.nl

If you are interested and have the time to cooperate with the development of ISO standards in our profession, join the NEN normcommissie project management (standards committee). The committee is always looking for new members.

Contact:

- Committee chairman: Rommert Stellingwerf, rommert@familiestellingwerf.nl
- Committee secretary: Shirin Golyardi, Shirin.golyardi@nen.nl

Please register for this meeting [here](#)

PMI Global

Beyond Charisma: Practical Leadership Skills for PMs

Leadership is endlessly fascinating for a good reason. An effective leader can inspire people, marshal resources and achieve difficult goals. On projects, a capable leader can make those long hours feel meaningful and worthwhile instead of an endless grind. Unfortunately, our admiration for successful leaders has a dark side.

The Julius Caesar Leadership Trap

If your approach to leadership is defined by history's successful leaders, you may end up feeling discouraged. Julius Caesar, the successful Roman general and statesman, famously wept when thinking about Alexander the Great: "In Spain, when he was at leisure and was reading from the history of Alexander, he was lost in thought for a long time, and then burst into tears. His friends were astonished, and asked the reason for his tears. 'Do you not think,' said he, 'it is matter for sorrow that while Alexander, at my age, was already king of so many peoples, I have as yet achieved no brilliant success?'" (Source: Plutarch)



Don't let this ancient condition—what we might call impostor syndrome today—hold you back from working on your leadership skills. Instead of viewing leadership as an inherent trait or a black box, I recommend viewing leadership as a set of skills that can be improved.

Leader, Know Thyself

Before you can put effort into growing your leadership skills, you need to understand yourself. This is one of the few legitimate shortcuts to improvement that I have found.

1. Know your strengths. As a general rule, you will get better returns from working on your strengths than repairing your weaknesses. Identifying your leadership strengths requires both subjective and objective evidence. Start by looking inward—what leadership activities interest you? For example, you might be drawn to building alliances to achieve a difficult objective. Alternatively, you might love the limelight that comes from public speaking. Armed with this understanding, the next step is to obtain objective evidence about your leadership strengths. For example, what comments do other people make about your performance?
2. Invest in career capital. Developing expertise in your industry is critical to being a credible leader. For example, look at the career history of CEOs in large companies. They typically rise through the ranks with a focus on a key line of business (such as investment banking in a large bank). As Cal Newport explains in *So Good They Can't Ignore You*, acquiring a set of valuable skills (career capital) gives you the ability to purchase more later in your career. For example, your career capital as an excellent project manager positions you to take over the PMO.

Grow Your Leadership Skills: Three Key Starting Points

Developing your people skills is the next phase to becoming an effective leader. Becoming just 5% better in any of these skills will work wonders at increasing your effectiveness.

1. Improve your communication skills. Remember the observation that project management is 80% communication? If that statement is true (or even half true!), consider the returns you could earn from improving those skills. Improving your focus and listening is one area to consider. Start by putting down your computer and phone during a meeting or conversation if you have the habit of checking too often. If your listening skills are already sharp, then work on your speaking skills. As a project manager, you will need to understand and influence a variety of audiences such as technical specialists, outside stakeholders and executives. For you to connect successfully with these audiences, seek out successful peers to model. At the next five meetings



you attend, pay attention on who presents to executives most effectively. Once you identify the most effective speakers, analyze their approach and ask them for advice.

2. Develop your negotiation skills. Responding to changing priorities inside and outside of the project is an important challenge for project managers. This work is easier if your project enjoys strong support and a robust governance process. However, you will still need negotiation skills to solve a wide spectrum of problems large and small. To improve your negotiation skills, look for ways to trade with others in the organization. For example, can you offer “face time” with an executive for a manager looking to grow her network? That is one way you can negotiate for increased engagement on your project. As with other leadership skills, you can also learn from direct observation: “Often the way to learn a skill is to see it modeled. If a project manager wants to develop their ability to negotiate, start watching more intently those around you who negotiate well (or poorly). Pay attention to their approach, the words, the body language, the setting. Experiment with these ideas in your negotiations,” comments Andy Kaufman, president of the Institute for Leadership Excellence & Development Inc.
3. Take the initiative to find opportunities. Projects are uncertain efforts designed to make a change in the world. That means you and your project team constantly face the unknown. As the project manager, you set the tone for the project. Developing the habit to take the initiative and develop ideas and solutions is an excellent way to stand out as a leader. At times, leaders will have to make decisions based on limited information. Becoming comfortable with such decisions will go a long way to helping you become a better leader.

Adapted from: ProjectManagement.com September 18, 2017, by Bruce Harpham

PMI Education Foundation can out money in students’ pockets



PMI does more than just support professionals in their goal to be better project managers. PMI's Education Foundation has both awards and sponsorships which give away well over \$500,000 every year.

Check out the details on line at <https://pmief.org/about-us/pmief-awards> or <https://pmief.org/scholarships/academic-scholarships> for more on awards and scholarships requirements and dates submissions are due. Content for these submissions generally use white papers or research done as part of students’ class content, and there is sure to be one that fits a “grad” you know.

So get the word out and let’s support our PM students.

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

Social Media volunteer: PMI NL aims to bring value to its members in many ways. With Social media well active these days, we are looking for a volunteer who can help us taking our social media presence to next level, be it Facebook, Twitter or LinkedIn. Interested volunteers to contact communication@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

GDPR / AVG subject matter expert: To work with the secretary to implement the new EU data privacy regulation requirements (update privacy statement, legal documents and processes to control data). Knowledge of the new data privacy law and implementation of the law in the Netherlands is required. Interested? Please contact: secretary@pmi-netherlands-chapter.org

Current Sponsors of the Chapter

Want to become our Sponsor? Please check [our website for more information](#).

Gold



Silver



Bronze



Facility



This Month's Newsletter Contributors

- ✓ Keith Mitchell, Chief Operations Officer
- ✓ Rommert Stellingwerf, Past President
- ✓ Liz Hector, Director - Academic Outreach and Educational Foundation
- ✓ Stefan van Doorn, Author for Jan Event Summary
- ✓ Mark van Helvoort, Video Editor for YouTube Video
- ✓ Jan Cardol, Chief Executive Office
- ✓ Lars Bessems, Director – Events
- ✓ Paul van der Wilt, Secretary
- ✓ Anthony Sichra, Editor - Newsletters
- ✓ Vikram Srivastava, Director – Marketing and Communications

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, Newsletters issues and other PMI news.

You can also follow our company page:

<http://www.linkedin.com/company/pmi-netherlands-chapter>



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, Newsletters 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](#).