PMI
NETHERLANDS CHAPTER

Newsletter

Editor's Note

Discussions around the Theme of assessing and evaluating impact of projects and programmes have been numerous in the past years. With particular regard to development cooperation projects and programmes, a number of Donors, multilateral, and bilateral agencies have not only requested implementing organizations to define a way to assess projects' impact, but also supported the development cooperation community with studies, guidelines, references, and best practices to help improve that process.

The topic remains however largely a disputed one, especially concerning the essence of Impact defined as long-term contribution to broad scope goals. Main question being: how can we assess the contribution of an individual project (or programme) to a very large goal? The issue of assessing this kind of impact is even more challenging when it related to projects which are not infrastructural or whose results are not easily quantifiable.

Let us find out more in PMI NL July event, the theme is 'Impact Evaluation of Programmes and Projects in Modern Times'

2018 PMI Talent & Technology Symposium

The PMI Talent & Technology Symposium 2018 is the fusion of two prior events, the Internet Systems & Technologies Symposium, and the Talent Management Conference. The new event will focus on the impact of rapidly changing technologies on the project management discipline and careers.

Participants will better understand how emerging technologies affect their career and skills progression, as well as the evolving needs of hiring managers as they seek out top project management talent.

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Congratulations to Recent PMI Certified Members

Name	Credential
BARIS CAN KARA	CAPM
Robert Welling	PMI-ACP

Events Calendar Overview

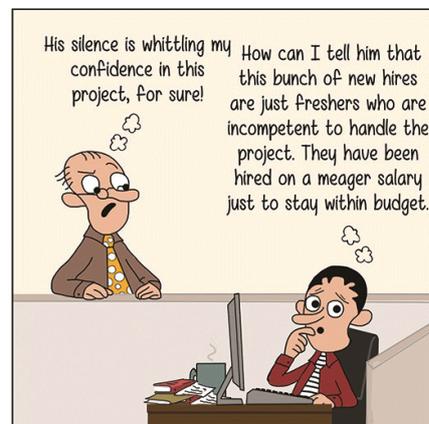| July		
12	PMI NL Chapter Event: Impact Evaluation of Programmes and Projects in Modern Times	More info
16-17	Northern Star Consulting - Certified ScrumMaster® in Amsterdam	More info
30-2	SeminarsWorld® in Portland	More info
August		
6-9	SeminarsWorld® in Boston	More info
27-28	Northern Star Consulting - Certified ScrumMaster® in Amsterdam	More info

Link to Event calendar on Chapter website

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Chapter Event: Impact Evaluation of Programmes and Projects in Modern Times on 12th July at IHE Delft Institute for Water Education

In the first session of the evening, led by Nadine Sander, we would like to discuss the approach taken in a large programme funded by the Ministry of Foreign Affairs of the Netherlands to try and answer the above question. In the interactive session, we will explore how projects designed and implemented in completely different contexts can be compared.

In the second session of the evening, led by Bart Terlingen and Antonie Reichling, we are going to ask ourselves several questions about evaluations:
- Why would you evaluate your project management?
- Why do we have such difficulty to find time to evaluate?
- Why do we find it even harder to evaluate the process and not just the product?
- What are critical success factors for effective evaluations?

We will involve you in a way of evaluating the effectiveness of your project management approach on four levels:
- The policy on project management of the organization (Strategic level)
- The selection process for the different projects (Tactical level)
- The planning and execution of the project (Operational level)
- The effectiveness of cooperation outside and within the project team (Transformational level)

In between and at the end we will draw conclusions and wrap up with an overall conclusion: What do you do with the collected data from an evaluation?
- Assurance of strong critical success factors
- Root cause analyses weak/improvement points
- Personal action plan
- Organizational learning

Nadine Sander is Programme Assistant for the IHE Delft DGIS programmatic cooperation since 2017 where she has been working on activities related to, among others, communication, monitoring and evaluation and learning. The IHE Delft DGIS programmatic cooperation is the global partnership programme of IHE Delft, funded by the Dutch ministry of foreign affairs. The programme currently exists out of around 50 projects.

Antonie Reichling first got involved with project management in 1985 with System Development Methodology. Since then he has supported a number of organizations in their project management. As consultant or trainer, he tailors to the clients need, based on his knowledge of the strong points of diverse methodologies.

Bart Terlingen is a senior trainer/consultant. His experiences over the last twenty-eight years convinced him about the importance of being skilled at both 'hard' and 'soft' in project management. His proposition is: "tenacious problems are based on the 'soft' side." He empowers companies to develop themselves and serve their clients best.

Date: July 12th, 2018   **Location**: Westvest 7 | 2611 AX Delft, at IHE Delft Institute for Water Education   **Max # seats**: 70

Agenda:

17:00 - Registration, sandwiches and refreshments

18:00 - Opening, welcome and introduction by the PMI Netherlands Chapter

18:05 - Intro of our host IHE Delft Institute for Water Education by Gaetano Casale, Liaison Office Manager, Office of the Rector

18:15 - **The Challenge of Impact Evaluation** in Education, research, and Partnership programmes: the case of IHE Programmatic Cooperation with the Dutch Ministry of Foreign Affairs – Nadine Sander

19:15 - Break

19:30 - **Workshop Critical success factors of effective Evaluations**– Drs. Bart Terlingenand Antonie Rechling

20:30 - Wrap-up & Networking drink

21:00 - Closure

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

PMI Global
Quit Putting Your Project Managers in a Box

On more than one occasion, I have had the opportunity to aid in the development of processes and methodologies for a project management office. In each instance, leadership desired standardized processes and templates in an effort to drive consistency in how all projects are executed and, in some cases, how feasibility is determined. While the enterprise environmental factors were different for each office, the one thing they all had in common was an aspiration to adopt an industry standard for project management.

Since many PMOs are born out of the necessity to provide greater focus on projects on behalf of the business, it should come as no surprise when leadership wants to apply many of the same organizational constraints applied to other areas of the business. Although there is much to gain from this ideology—such as stronger ties to the strategic mission of the company, standardized human resources and procurement processes, et al.—it has the unfortunate downside of treating the PMO like any other department with an expectation of standard inputs and outputs, much like their operational department antithesis.

Getting the most out of your project managers
If a project manager can make or break a project, then a PMO can make or break a project manager. By that, I mean a PMO typically has a responsibility to grow, develop and train project managers or those performing project management within the organization.
Limiting access to the tools, knowledge and frameworks required to successfully manage projects can be detrimental to a project manager and inhibit their ability to deliver results. This would appear to be rudimentary, but time and time again I see PMOs attempt to implement strict project management processes that require projects to produce PMO-compliant deliverables.

The mission of PMOs can vary greatly depending on the organization, but at their core, they all do similar activities such as develop project standards, methodologies and processes, manage talent, manage change and participate in strategic planning. However, PMOs seem to forget that projects by their very definition are temporary and unique. So why do project offices continue to implement rigid structures that project managers must follow?

In my experience, requiring mandatory project management deliverables for every project does not equate to improved project outcomes. In fact, in many cases it can have the opposite effect by encumbering project managers and negatively impacting their projects. To get the most out of our project managers, I urge leaders to think differently about project management methodologies by considering the following:

1. **Start with processes and guidelines, not templates.** In many cases, PMOs want to start with the implementation of a project management document template and reverse-engineer the process required to develop it. Chapter 3 of the A Guide to the Project Management Body of Knowledge (PMBOK® Guide) states that it's the project manager and project team who should determine which processes and their corresponding inputs and outputs are applicable to their project. With this in mind, PMOs should ensure the processes for

managing a project are formal and written and allow the appropriate amount of tailoring required to meet the needs of the project.

2. **Best is good, good is great.** If your PMO is starting from scratch, it's appropriate to look to industry standards and best practices when developing and implementing project management processes. Over time, as your PMO matures and you implement continuous improvement processes based on lessons learned, best practices will be modified to meet the enterprise environmental factors of your organization and become generally accepted practices (or "good practice"). An example of this is adopting the procurement processes used by a procurement department or adopting a budgeting processes developed by an accounting department.

3. **Cultivate organizational process assets.** Instead of restricting project management document templates to a standard set for all projects, implement proven project management document templates and include tailored versions that meet the needs of specific project portfolios, programs or projects. OPAs should grow as the PMO matures and include not only project management document templates, but examples of how the templates were appropriately applied to a project—as well as guidance for new project managers on how to complete a template and why they should consider applying it to their project.

4. **Develop a cross-reference to improve competency.** One thing I hear a lot from project managers is that it can be unclear what the expectation is for a particular project management process—or they don't understand why documenting certain aspects of a project is good practice. This is where a process cross-reference can come in handy to show that each process has an objective to develop an output—and that output is a trigger for another process or activity related to the project. Another way to look at it: Ensure your project managers are doing the minimum required to make the project successful—nothing more, nothing less.

5. **Improve competency, improve results.** Improving project management competences (such as the three dimensions of competency mentioned in the Project Management Competency Development Framework) will improve a project manager's process tailoring abilities and application of appropriate tools and techniques that fulfill the requirements of stakeholders.

Conclusion
Getting the most out of your project managers requires a PMO that is mature enough to identify the competency needs of its project managers—and agile enough to support its project managers with a variety of assets. PMOs should strive to build up their project managers by giving them all the tools and guidance they need to be successful. Don't hinder them, but empower them to effectively apply their experience and knowledge to ensure they are first and foremost meeting the needs of their stakeholders.

Adapted from: PM Network, by Cory Adcock

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- ✓ Keith Mitchell, Chief Operations Officer
- ✓ Anthony Sichra, Editor – Newsletter
- ✓ Vikram Srivastava, Director – Marketing and Communications
- ✓ Jan Cardol – CEO
- ✓ PMI NL Board

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:
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Check out our Facebook Fan page:
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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, 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.