Newsletter

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

In This issue...

Editor's Note

In this edition we want to bring to your attention a topic that usually flies under the radar, and if not handle properly, could cause a significant negative impact to our projects and organizations. Specifically, we refer to ethics in projects.

Taking ethical decisions is a responsibility of all people involve in our projects, starting from the sponsor and project manager who should lead by example. A good practice is having a common understanding of what is ethical at the beginning of the project. Also project suppliers or partners are part of these stakeholders who should follow an ethical path, and a previous assessment before their selection is needed to reduce risks.

Remember that as PMI members and project managers, we are committed to always act with honesty, responsibility, respect and fairness. Sometimes ethical decisions are intricate and difficult to make. Once a wise man called Albert Einstein said: *"Relativity applies to physics, not ethics"*. So, in case of doubts reach out to the PMI and make use of its resources to guide you in the process.

Decisions and Dilemmas

Project management is driven by decisions, often dozens or more per day. Some decisions are small and barely noticed while others are prominent. Some require deep thought because they involve people, resources and the environment. And sometimes these factors are in conflict, creating a dilemma and perhaps significant risks. While project managers normally know what to do, how to do it can become a puzzle — especially when stakeholder interests conflict. Like all leaders, project managers build trust by the way they make decisions. Here again, the "how to do it" can be puzzling yet is instrumentally important.

Ethics is the discipline of "how to do it best". To guide behaviour and help with tough decisions, we've crafted a Code of Ethics and Professional Conduct and an Ethical Decision-Making Framework. To deepen your knowledge and perspective, we provide numerous articles, papers and webinars.

When unethical behaviours arise, take action. Use our ethics complaint and review process and see the specialized resources available.

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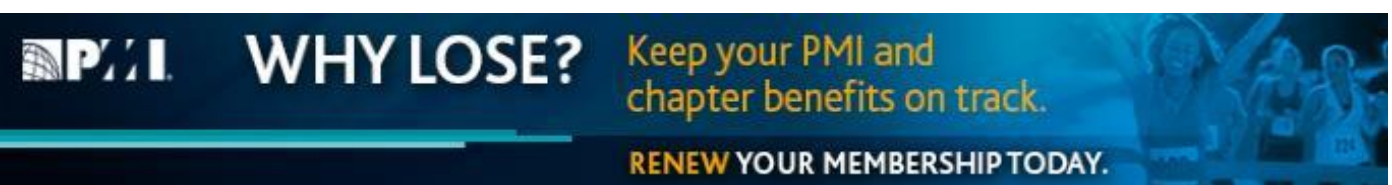
Congratulations to Recent PMI Certified Members

Name	Credential
Erwin Baars	PMP
Anna Bottalova	PMP
Jarmila Domazlicka	PMP
Evangeline Gnanaraj	PMP
Getjan G.W.J. Lammers	PMI-ACP
Juerd Maillé	CAPM
Natalie Nieuwenhuis-Appels	PMP
Nicole van der Heijden	CAPM
Raymond Woertman	PMP
Adrienne Zwartbol	PMP

Events Calendar Overview

March		
PMI Global		
12-15	SeminarsWorld® in Atlanta, Georgia, US	More info
22	PMXPO 2018! ProjectManagement.com	More info
PMI Netherlands Chapter		
29	13:00 – 17:00, Introductie ISO-normen voor project-, programma- en portfoliomanagement' at NEN, Delft (in Dutch).	More info
April		
PMI Global		
23-26	SeminarsWorld® in Minneapolis	More info

Link to Event calendar on Chapter website

Project Management in Action ☺

*"It's a very special occasion…
You went a whole month without humiliating anyone."*

PMI Netherlands Summit 2018 - 7th edition

After the successful last edition of the PMI Netherlands Summit, the PMI Netherlands Chapter in co-creation with CKC Seminars are preparing for the 7th edition on **September 20th 2018** in Conference Center 't Spant in Bussum, the Netherlands. Central theme of the 2018 edition is:

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.

When we look for the reasons that a project succeeds or fails, we usually come up with a complex cocktail of aspects: communication, resources, objectives, priorities, scope and on and on. And we tend to overlook the most important, the most powerful foundation which determines whether a project works or not: the human factor! 90% of crisis management focuses on the human factor. When a project is incredibly successful we discover again and again that the secret ingredient is engaging people working towards a shared goal. And what is so difficult and mysterious about that? You are about to find out. In this PMI Netherlands Summit, the human factor, the people drivers and ongoing developments in this area, in an agile and continuously changing world, will hold the center stage.

We will explore the human factor from different viewpoints:
1. The changing role of the project manager. Reinventing PM Leadership. The individual viewpoint.
2. Building high performing and successful cross-cultural teams, across the globe. The team viewpoint.
3. Engaging customers. The secret of Agile? The stakeholder viewpoint.
4. Co-operating with suppliers revisited. Keep competing or….? The supplier viewpoint.
5. What new behavior do we need to embrace and work with new project approaches? How to organize ourselves? A viewpoint from the rapidly changing digital world.

During the Summit we will explore the influence of the human factor in real world cases, scientific views and workshops to sharpen your 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.

Invitation call for papers

You're invited to become a part of the leading conference on Project Management by submitting an innovative best practice or workshop corresponding with our themes. If you would submit a valuable suggestion, take a look into the conditions and submit your paper **before April 30th 2018**.

The program board will review the papers on content and connections with the conference themes plus the way you will contribute in achieving the objective mentioned above. Submitters will receive a notification of acceptance no later than May 15th. We assume you'll be available for the entire conference day so together we can explore "Project Management 0.5 – a reconstruction of Project Management". Duration of the sessions is 40 minutes (including questions).

Interested in visiting PMI Netherlands Summit?

Not submitting a paper, but interested in a PMI Netherlands Summit ticket?

Early birds will receive a € 50,- discount! Register before May 31st and visit this unique Conference for only € 345,-! PMI members will get a special discount, visit the registration form here. Twitter with us #pmisumnl

PMI Netherlands Chapter meeting in February

Event Authored by Getjan Lammers / Hans Buijs   Watch event Summary on YouTube click here, edited by Mark van Helvoort

"Iteration, good moves, interaction and welding firm alliances for future"

That is what people missed not joining the 63 people in Eindhoven that magnificent night of 27 February.

PMI's annual general meeting was awesomely hosted by SOFON and attended by 60+ persons. After a well-organized plethora of sandwiches and drinks we were all ushered 3 floors up into the canteen, repurposed as grand meeting room for the occasion. And we moved 3 times up & down: great for energy and meeting others. People from as far as Maastricht, Lichtenvoorde, Goes, Amsterdam joined. Check the PMI website for the presentations of the event.

Sofon is helping organization to convert from just organizations to winning organizations. Ton, Harry and customer success staff help companies in manufacturing to have their sales and tendering process optimized. From 72 hours to 72 minutes is what I heard. Let's check!
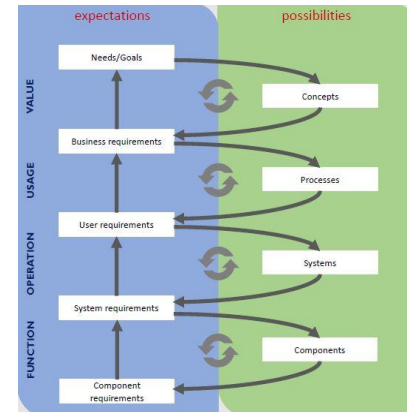
In fact making a good product configurator to work with your know-how, rules and data really increases the sales success efforts.
Look at what SCANSONIC achieved when they started using QSI. The well-known SOFON application for Quote-to-Cash.
Customers love the Individual and error-free price calculations.
The linking pins during the chapter event are
•   The quality of the structured data to support the variation and configuration management;
•   The quality of the customer requirements.

Edwin Schumacher unrelated to the F1 driver, cosmetic surgeon or standup comedian, but owner of Synergio then took us to how you can use VISUAL reasoning to get the right requirements right.
Expectations with specific needs lead to possibilities in solutions which in turn have characteristics. These characteristics lead to renewed needs which then will adjust the solutions and have the characteristics changed….yes that is maybe hard to read. So look at the picture:

Though everyone may think she or he is a requirements engineer ….. correct requirements are key to a successful project and need to be assured of the right quality as this will:
-       Bring product faster to market,
-       Bring happier customers and more motivated employees
-       Increase employee productivity,
-       Reduce rework caused by defects.
And for those not in the event you can buy the book 'Start with the end' by Edwin Schumacher. The iterations can be connected on different levels in the organization.
An engaging discussion than took us to the essence of requirements being reduction of risk and minimize assumptions. And the point that customers explain their problem or very well know what the solution is....before getting their requirements right.

Responsibility of a Scrum Master

What are the responsibilities of a Scrum Master? What is the Scrum Master accountable for? The Scrum Guide™ lists several activities and responsibilities for the Scrum Master. However, nowhere does it say that the Scrum Master is responsible for delivering the product. The Scrum Guide™ indicates that the Scrum Team is responsible for delivering value to the organization.

Have you seen organizations considering the Scrum Master to be the person who is to report to the outside world about the progress regarding the team's delivery? Or even worse, making the Scrum Master the one-person responsible for delivery. As the saying goes – "if everyone is responsible, no one is". But does that work well in a Scrum team? What happens to the responsibility of the team members when we make the Scrum Master the ONLY person responsible? What happens to the self-organizing characteristics of the team? Would any individuals on the team take on the responsibility but the Scrum Master? Does this tend to make the Scrum Master more of a command and control person and team members more of an order takers?

Does this mean that the Scrum Master should not have any responsibility or accountability at all? Not true. The Scrum Master does not have any more responsibility/accountability than anyone else on the Scrum Team to deliver value. One of the responsibilities of the Scrum Master is to bring the responsibility where it really belongs – the team as a whole. And that is a tough job.

How do you see your responsibilities as a Scrum Master? What are the responsibilities that your organizations see in you as a Scrum Master?

Do You Scrum? Let's help you Scrum Better!

Join our Certified ScrumMaster® (CSM®) class to start your Agile journey. Register at a discounted price and also get 14 PDUs from the class. Find the list of classes in the Netherlands and discount code for them at
https://www.doyouscrum.com/pminetherlands

PMI Global

7 Steps to Selling Your Vision

A new program can be a confusing time for your team and stakeholders. What's the program all about? How will we know that we have delivered? At this stage, the end goal may be as little as a vaguely defined strategic intention.

As the program manager, your task is to be a leader capable of inspiring the team and stakeholders to do whatever it takes to deliver the greater strategic initiative. One key tool you can use to manage this uncertainty is the program vision statement. A well-constructed program vision defines the reason for the program and sets up an aspirational goal that serves as a guiding light across the life of the program. Here are seven ways to make sure your program vision sticks.

1. Define your vision. It is difficult to get your team and stakeholders to buy into your program until you have a well-defined idea for them to follow. Ideally, this takes the form of a short statement expressing the overarching ideal of the way things will be if the program succeeds. It should be short and easy to remember. A good vision statement describes a compelling future view of the world that engages not only a rational factual response, but also an emotional one. People need to feel the need for change. The statement should embody the strategic imperative, the threats and opportunities that the program must consider—and from these provide an outcome that seizes this imperative. The vision must be verifiable in some tangible sense; it should be clear from your statement when the organization has arrived at the intended outcome. This gives everyone a challenge to rise to that has a demonstrable goal.

2. Think big. The vision statement is one of the few times when it is best to think outside any preconceived limitations. Put aside what is required. Instead, think about what is possible. In their book Built to Last: Successful Habits of Visionary Companies, James Collins and Jerry Porras speak of "Big Hairy Audacious Goals." This is the time to be unreasonable and think about those big goals. A challenging vision can inspire your team to stretch beyond the accepted boundaries of what is considered feasible. Consider U.S. President John F. Kennedy's 1962 "We choose to go to the moon" speech. The NASA effort to put a man on the moon remains one of the most audacious goals mankind has ever attempted. Kennedy's speech spells out a grand vision and invites total dedication in finding some way to achieve it.

3. Socialize your vision. The vision statement forms the core of motivation to move from the "as is" to the "to be" version of the world. It is not just a set of words to be left on a piece of paper, but rather a story you need to tell over and over until people accept it as integral to the ethos of your program. Never underestimate the power of spreading your story across the organization.

Start by sharing the vision you are developing with your senior stakeholders, and make sure you do this early and often. It is rare that a program manager has all the insights into the strategic challenges that executives are aware of. The final vision statement may contain the wider management view of possible outcomes. The converse is just as important. You may see a better future, but many stakeholders will not understand the proposed changes. Your challenge will be to sell your vision to these stakeholders in such a way that they understand what benefit they will derive from the program outcomes. Choose the style of communication you use with each stakeholder with care by identifying their preference for email, structured reports or direct, face-to-face communication. The optimal style varies from individual to individual; choosing the right one will promote their rapid understanding of your vision.
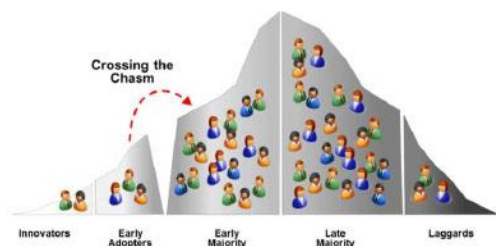
4. Find your early adopters. In any change, there are stakeholders that embrace new ideas long before others. They see the benefits of the new way of doing things and are eager to begin using what they have found. They are energized by the new and like to share what they have discovered. A team of committed stakeholders will have a far greater reach than you can on your

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own. Your challenge is to find these early adopters and foster their enthusiasm in such a way that they effectively become the front-line promoters of your vision. This group will lead the adoption of your vision by the majority of stakeholders.

5. Prepare to be refused. The polar opposite of the early adopter is the laggard. There is no missing this group. They will tell you exactly why your vision of the future will never work and may even actively resist change as it is brought in. The key to managing laggards is to take careful note of the criticism. This sounds counter-intuitive, but I find it important to distinguish between the naysayers and genuine critical analysis of your vision that reveals underlying weakness. You can mitigate the impact of negative voices by using change management or conflict resolution strategies. However, genuine criticism deserves due consideration and careful management of the stakeholder who has cared enough to point out flaws. Be prepared to accept that your view of the vision may be wrong.

6. Plan for the long game, but don't forget quick wins. A program is usually not a sprint, but a drawn-out slog. Some programs take years to complete. In these environments, the program manager must push to keep the guiding concept of the initial vision alive like a beacon to lead people on. One way of ensuring this is to identify early wins that accord with your defined vision. These initial successes amplify your vision and invest your team and early adopters with the confidence to push for long-term goals. Ideally, the vision statement is a constant across the life of the program, but sometimes altered circumstances dictate a change in the overall direction of the program. Treat any such change with due care. A change in program vision is not simply a change in scope. It has far-reaching consequences on the network of trust you have built across your stakeholders. A change at this level is a change in what you promised to deliver.

7. Leave a legacy. Programs have a finite lifespan that ends when you deliver the final planned outcome. This may be the contractual end, but only the beginning in terms of what the program has delivered. By now, the future you have been promising should have started to arrive. Your program vision is the initial promise of that future. Give stakeholders a pathway to confirming that your vision is what will be delivered by incorporating an approach to benefits realization in your program plan. A benefits realization framework provides further assurance that the proposed future is attainable and can be measured once it arrives. It not only confirms the project's legacy, but also underscores the need for successful delivery.

Adapted from: ProjectManagement.com February 28, 2018, by Carleton Chinner

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

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

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Ethics in Project Management
How not to leak company secrets

What would your project sponsor think if you leaked sensitive company information or financial data to a third party?

Maybe you think that you'll never have to answer that question because you subscribe to the PMI Code of Ethics and Professional Conduct, or because your personal ethical boundaries mean that you would never give away company secrets under any circumstances.

OK. But what if I told you that employees at Google, Barclays and the Pentagon all leaked sensitive information without knowing about it? According to a new guide from document collaboration software firm Workshare, metadata in documents can give away company secrets.

What's metadata? It's all that stuff Microsoft puts into your document: comments, the version history, and corrections made through the 'track changes' feature. Metadata is automatically added to Microsoft Office documents whenever a document is created, edited or saved. If you use collaboration features such as opting to record your changes in PowerPoint so that you can send them back to the document's original author, then all that is stored as metadata too.

Document properties often store the name and organization of the author. If you repurpose a PID, for example, to use for another client, be careful about what detail is stored in the properties that could give away who else you work with. The Workshare report details several widely publicized, high profile cases in which metadata has landed organizations in hot water.

For example: Google let slip financial forecasting information which was hidden in a PowerPoint document which was circulated to the Wall Street community. Barclays accidentally shared contract information in hidden columns in an Excel spreadsheet when it submitted a bid to buy assets from Lehman Brothers. The Pentagon leaked information about the death of a U.S. agent in a PDF document with hidden information. Even if you aren't dealing with multimillion dollar deals or sensitive financial models you should still be careful about what you could be unwittingly sharing. Circulating financial information about your project could be commercially damaging even if it is a small project. Worse, the company could end up in legal hot water with fines to pay if sensitive data is leaked. No project manager wants to be the one who got the company sued.

So should you stop using track changes? Of course not. Metadata is useful for identifying, indexing and managing documents. Track changes makes editing project documents that have several rounds of revisions possible. Just be careful about what you send outside the organization The report does recommend that you make an effort to strip out comments and revisions before you send documents to people outside the company.

Here are some tips for your documents:

- ✓ Remove the names of reviewers and the comments they have entered into the document or revisions they have made.
- ✓ Check document headers or footers in every section to ensure logos are removed.
- ✓ Remove hidden text.
- ✓ Delete hidden columns and worksheets in Excel; don't just hide them.
- ✓ Delete macros in the document.
- ✓ Turn off 'fast save' in Word as this only stores revisions which allows readers with some text editors to see how the document has evolved including anything that was deleted.

In short, be smart about what you circulate to avoid exposing your company's financial data or other secrets when you share documents.

Adapted from: ProjectManagement.com, The Money Files Blog by Elizabeth Harrin

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This Month's Newsletter Contributors

- ✓ Keith Mitchell, Chief Operations Officer
- ✓ Mark van Helvoort, Video Editor for YouTube Video
- ✓ Getjan Lammers / Hans Buijs for authoring Feb event
- ✓ Program committee of the PMI NL Summit 2018
- ✓ Our Silver sponsor: Northern Star Consulting, LLC
- ✓ Anthony Sichra, Editor - Newsletter
- ✓ Vikram Srivastava, Director – Marketing and Communications

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![PMI Netherlands Chapter logo]

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:
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, 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.