Newsletter

Editor's Note

Changes in current business models are becoming more frequent. As part of this disruptive environment triggered by increasing demands from customers and the deployment of new technologies (especially in the digital domain), leadership teams must take into account a number of aspects. For instance, the business value proposition, customer relationships, target segments as well as project management in order to drive the change.

In the past, projects were considered successful once they met their targets (e.g. on time, scope completed and under budget). However, our modern business environment demands real success which can occur later when the expected business value is reached. Project managers have the responsibility to conduct their projects keeping in mind the strategic relevance to their organizations. Resources are scarce and new priorities are established to keep up with the changing market.

As a result, sometimes project managers have to take difficult decisions such as stopping a project because it isn't adding value to the company. In line the previous scenario, I would like to quote the great business guru Peter Drucker who said "there is nothing so useless as doing efficiently that which shouldn't be done at all".

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.

Top

Congratulations to Recent PMI Certified Members

Name	Credential
Resurreccion Alloza Miravete	CAPM
Anke Deuss	CAPM
Norbert Jonker	PMP
Ruud Mierlo Van	CAPM
Zachary Powers	PMI-ACP
Tom Schaddenhorst	CAPM
Rosan Sierhuis	CAPM
Corinne Spijker	CAPM

Events Calendar Overview

May		
28-31	Threon - Accelerated PMP Prep	More info
June		
5	BPUG seminar 2018: People, Plan it, Profit	More info
5-6	Northern Star Consulting - Certified ScrumMaster in Amsterdam	More info
8	Webcast: Accelerated PMP® Certification Preparation	More info
15	Webcast: Project Risk Management Professional (PMI-RMP) ®	More info
13 Jun	2018 PMI Talent & Technology Symposium	More info

Link to Event calendar on Chapter website

Project Management in Action ☺

What my Mom thinks I do.

What my kids think I do.

What my boss thinks I do.

What I actually do!

Top

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!**

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.

Visit PMI Netherlands Summit!!
Early birds will receive a € 50,- discount! Register now and visit this unique Conference for only € 345,-! PMI members will get a special **additional discount** (€ 100,-).
Visit the registration form: www.pmi-netherlands-summit.com
We hope to see your participation in this exciting conference!

Message from our Sponsor Microsoft: Planting success: Unlock the benefits of maturing your project-management setup

Managing investments, evaluating risks and staying on top of projects… Can you still see the forest from the trees? In today's high-paced, competitive environment, organizations need strong alignment between vision, strategy and execution. To achieve this, they need to prioritize the right initiatives, resource them appropriately and closely monitor progress to deliver business results.

Project Online is a flexible, cloud-based solution that helps by enabling executives to make data-driven decisions, empowering project managers to execute effectively and facilitating team members to manage their tasks from anywhere.

Ready to mature your setup? Learn more at aka.ms/pmd_ie

- **Project portfolio management:** Take advantage of Project Online Premium's smart online tools to help you strategically optimise your project portfolio and deliver on business goals. Built-in reports and BI tools let you visualise data to gain insights across projects, programs, and portfolios, and make more informed decisions.

- **Collaborative project management:** Publishing projects and enabling team members to directly update tasks in the same solution environment provides everyone with the most current information, which contributes towards improving alignment, reducing duplications of work and increasing accountability.

- **Standalone project management**: Project Online Professional offers you the right tool for creating structured plans, assigning work effectively and tracking progress easily. Leverage built-in templates and out-of-the-box reports to get setup quickly and start saving time.

- **Ad hoc task management**: Do you feel lost in the dark when it comes to understanding what work is headed your way and how the tasks you're working on contribute towards the team's larger goals? It's easy to incorrectly prioritise work or drop the ball altogether when things are being thrown at you left, right and centre.

YOU START HERE *Microsoft commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and examine the potential return on investment (ROI) enterprises may realize by deploying Office 365 Project and Portfolio Management*

PMI Netherlands Chapter Past Event (April)

PMI's April meeting was held at Primaned office in Capelle aan de Ijssel and +60 people participated. Primaned is one of the new PMI's sponsor. The welcome session and introduction of this event were conducted by Lars Bessems.

Being in control and maintaining the control of the project was the main topic of this session. As part of this, Earned Value Management (EVM) and Schedule Risk Analysis (SRA) were presented in separate sessions by Primaned specialists to show how that will deliver project managers robust tools to maintain control in projects.

Paul Vogels, managing director of the PrimaNed was the first speaker of the day. He provided a brief introduction to the history of PrimaNed and their respective services. Paul emphasized the importance of the knowledge area and why they should be integrated. In addition, he presented several different tools and solutions for project controls, but having the best tool won't guarantee the success.

The Earned Value Management presentation was given by Mr. Stijn van de Vonder, Director Primaned Belgium. He spoke about the implementation of the EVM by US government, lesson learned, and why US government altered to the EVM. Since 2002 US government decided to be more transparent and accurate for their true financial condition and therefore, the EVM implementation is regulated for the big projects. Mr. Stijn van de Vonder very efficiently explained and demonstrate how the EVM can be utilized to measure performance and forecast the project. One of the main emphasizes of his presentation was about having an Earned Value Management System (EVMS) which will report the bad performance and can't be manipulated by a human (excel).

Following a short break, the second presentation was given by Mr. Jelmer Wagenaar who is responsible for Primaned's training courses. He discussed the importance of the risk analysis and why should we acknowledge the project risks. Different use of the qualitative and quantitative risk analysis was shown. The quantitative risk analysis is the most common for the Schedule Risk-based Analysis and Monte Carlo simulation is one of the approaches which takes uncertainty and risks into account. In addition, use of cost and time contingencies was demonstrated to show the aggressive and cautious schedules and their pros and cons. Often the case, most likely schedule with deterministic activity duration is used.

At the end of the session, Maarten Lolcama from Antea Group Netherlands talked about his daily experience about the project controls and risk management techniques. Marteen illustrated different graphs as results of Schedule Risk Analysis and their added value. Ability to communicate with the project members and having soft skills such as leadership and negotiation power are considered vital for a successful project controls. It is important to know what is going on in your team. Drinking coffee with the team will get you a lot of information.

PMI Netherlands Chapter Past Event (May)

The theme of the chapter meeting hosted by the HU on May 15th was: "Unexpected Research Results in the Field of Project Management"

The meeting was moderated by the PMI director of Events, Lars Bessems CEO, and hosted by the Hogeschool Utrecht (University of Applied Sciences Utrecht). 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.

Our host from the HU, Dianne Beunk, project leader educational innovation, told us about the Master's degree programme in Project Management, recognized by Elsevier as a "topoplieding" in 2018. The master's program is a part-time study that can be done in 2 years during 2 days a week (Friday and Saturday).

Then we heard from Project Manager Steven Nijhuis, also from the Utrecht University of Applied Science, talking about the challenge for higher education in Learning Project Management. Steven is a lecturer and researcher, and member of both PMI and IPMA. The purpose of his research was to discover what should be offered in Project Management skills by higher education (not in a dedicated Project Management program - but in general). After trying to distinguish between important and critical competencies, his conclusion was that more research is needed to be able to form a generic PM profile, and identify the required skill set.

Christian from TU/e invited us to participate in his research, "How should performance reviews be applied for obtaining the best project results?". In the email of May 11 you can find his questionnaire and more information. Please take 20 minutes to support him.

Following a short break, we enjoyed an enlightening presentation by Sarah Heemskerk, who presented a summary of her graduation research project regarding "How the contract type affects the leadership style", done with abcnova Utrecht.

The last presentation of the evening was given by Maedeh Molaei, PhD Project management Delft University of Technology on "Research Insight and Experience". The research project ultimately aims at improving the measurable performance of projects. Maedeh was able to obtain a good amount of participation engaging the practitioners present using an online poll (https://www.sli.do/) during the meeting to get insights on the 4 different perspectives identified in the first phases of the research.

PMI Global

Talent Deficit

Fintech needs help—and fast. Here's how banking giants and startups alike can build teams on the fly. The disruptive marriage of finance and technology reshaping how consumers and banks interact. Financial technology (fintech) projects are delivering innovative conveniences—from an instant messaging chatbot that can check bank balances and tally expenses to an app that lets users transfer funds with a wave of the hand. As organizations roll out new tools and apps, global fintech spending skyrocketed to US$22.3 billion, according to a 2016 Accenture report. Despite this influx of funding, the fintech uptick is straining the talent supply, says Stephen Findley, relationship manager at fintech software developer GigaParse Technologies, London, England.

"The difficulty of finding good employees and the dizzying pace of the fintech field has project owners scrambling to identify and build their project teams," he says. "And I've heard all sorts of industry horror stories about the talent crunch hampering initiatives." Leaning on the usual talent tactics can endanger the pace and delivery of fintech projects. But there are ways to bridge the talent gap. Teaching new skills to current team members and marketing the sector's casual culture can help build fintech teams—and give organizations the firstmover advantage.

DIRECT DEPOSITS

Finding project talent with the right blend of IT and financial experience can be like looking for a rare coin in a pile of pennies. That's largely because fintech is still a new field with an immature talent pipeline, says Mariona Prat Vila, project manager, Samsung Pay, Seoul, South Korea. Rather than risk delaying strategic initiatives by holding out for exactly the right type of talent, she and other project managers are taking steps to develop expertise in-house. Ms. Prat Vila says fintech companies usually identify individuals who have banking know-how and then develop their tech skills to close the gap.

"The best candidates for our fintech projects understand how banks work and what they care about," she says. "Sometimes, a candidate might have some experience with a bank's mobile app or the bank's digital strategy, but even if they haven't, I've found it quite easy to get them up to speed with tech." At Samsung Pay, every new employee attends a brief training session on the basics of the payments industry and the technical components involved. But employees might also have a lengthier onboarding session to allow for deeper technical training or on-the-job shadowing with a more experienced team member depending on their individual needs.

Other organizations upskill from the opposite direction: indoctrinating those with strong IT skills to the world of finance. "For a product development project, for instance, we look for specific technical profiles for front-end, back-end and mobile developers and user experience and user interface designers," says María José Romo Cotera, program manager, GBM Grupo Bursátil Mexicano, Mexico City, Mexico. "But we know there's a long learning curve around financial knowledge, from financial principles to legislation to market opportunities." To ensure candidates have the stamina to make the leap, Ms. José Romo Cotera screens for people with passion and curiosity. She's also upfront about the intensive training required, including seminars and workshops on sophisticated subjects, such as capital markets and investment funds. Once they're integrated, she encourages team members to attend fintech meetups and industry events with other team members for ongoing education. "We want them to be a part of the culture and sharing fintech news," she says.

DRAWING INTEREST

The financial sector has a reputation for rigid work environments—and that can scare off external tech prospects. So organizations must market the freedoms associated with fintech project teams, Ms. Prat Vila says. "Financial institutions are very regulated, traditional and hierarchical, but fintech companies tend to be much more fresh, young and flexible," she says.

Collateral Damage

Startups and traditional banks are going head-to-head for fintech talent. But finance giants must be both nimble and strategic at once to outpace their leaner peers, according to a 2016 McKinsey report. Three primary factors are limiting fintech project performance:

1. **Static Mindset:** Conventional banks are poised to lose up to 35 percent of their revenues to fintech startups focused on individual segments of the value chain. If banks focus on digital transformation, they can shield—and perhaps increase—those revenues. But that will require a fundamental shift in how financial institutions think, including how they launch and implement strategic initiatives.
2. **Legacy Architecture**: Unlike conventional banks, startups don't have to worry about integrating legacy architecture with new fintech offerings. For startups, that can offer advantages that range from shorter project schedules to more innovative, start from-scratch offerings.
3. **Massive Overhead**: Deep pockets, massive payrolls and huge customer bases might seem like assets, but size can be a fintech detriment. Many banks have been hesitant to cannibalize their existing product offerings with newer innovations, and high overhead costs place greater pressure on new projects to deliver.

This more casual culture also can be a strong recruitment tool for professionals already in the finance world. For instance, to fill project roles, organizations might first recruit individuals with strong financial backgrounds. "Selling bank employees the idea of working for fintech and having exciting new challenges that they'd never get at their current job was very simple," she says. Recruiters emphasized the flat organizational structure, the flexible work schedule and the bleeding-edge innovations the team was pursuing. "Most of them decided to make the move."

Showcasing the disruptive potential of fintech projects to new talent should be a nonstop endeavor, says Casey Minshew, director at EnergyFunders, a fintech platform in the oil and gas sector, Houston, Texas, USA. He makes it a point to keep an eye out for new talent, even when there's not a specific opening in mind, and to talk about both fintech and his organization's culture when asking for referrals. "You always have to be on the lookout for talent," he says. "And people whom you know and trust have others that they also know and trust who might have thought about fintech before."

Getting Up to Speed

To make the most of their hard-won talent, many fintech project managers are embracing agile. Barclays, for example, launched an 18-month program to adopt enterprise-wide agile approaches after fintech competitors started to apply pressure. The global bank moved more than 800 teams to agile since the program's inception in July 2016. Barclays' move represents a global financial sector trend. "Because of the uncertainty of scope and technical feasibility, we opted for agile methodologies on our fintech teams," says María José Romo Cotera, program manager, GBM Grupo Bursátil Mexicano, Mexico City, Mexico. "That approach lets us better respond to change." But daily stand-ups and weekly sprints aren't the only ways for fintech teams to stay nimble. Ms. José Romo Cotera and the leadership team have organized her people into product teams, each with an integrated user-experience expert. "We wanted to always include that user perspective in every conversation and feature decision, right from the start," she says.

Adapted from: PM Network, BY KATE ROCKWOOD

Eindhoven University of Technology Research: Current State and Future of Performance Reviews

How should performance reviews be applied for obtaining the best project results?

That is the knowledge you gain if you contribute to this research that is carried out by Eindhoven University of Technology.

You will receive a tool for performance reviews based upon the results from a questionnaire that is completed by you.

In this video the background of this research is briefly explained. In many companies performance reviews are applied in the governance of suppliers in order to obtain the best project results. Especially in complex projects client and contractor are dependent upon each other's performance in pursuit of the best results. The objective of this study is to investigate how performance reviews are currently applied in buyer-supplier collaborations in complex projects, and how performance reviews should be applied for the best project results. As a participant, you will receive a white paper based on this research, next to the aforementioned tool for performance reviews.

Update from PMI® Leadership Institute Meeting 2018 EMEA

From 4th to 6th May, PMI hosted so far biggest and another successful Leadership Institute Meeting 2018 EMEA in Berlin. With more than 300 volunteers' leaders joined the event and participated in from nearly 40 educational sessions. Chapter's leaders learned about the tools and resources to assist in managing the chapter effectively. We also got opportunity to hear the latest news and information about PMI's global initiatives.

In essence, The PMI® Leadership Institute Meeting 2018 -EMEA featured a variety of educational tracks, general sessions and networking opportunities for chapter leaders and provided the platform to learn from other chapters.

We, as Dutch chapter, also actively participated in the event and gained insights. Liz Hector, who is Director for Academic Outreach and Education Foundation for our chapter presented the audience on the topic "Leveraging Academic Institutions to Build the PMI Brand". The idea of FutureProofing PMI by connecting more to our Dutch Universities. The Universities in the Netherlands are famous for great ideas that convert into practical application (water management just to name one). But how can the 20 Universities with Masters Programs in Project Management and PMINL find a mutually beneficial connect?

Top

During this panel we both gave insights and learned from panelist and those attending the meeting. We are proud of the work we have done, but know we can do better. How? Sponsor Grad Members attendance at our PMI members meeting (see a Grad? Start a conversation!). The Board sponsors up to 10 Grads monthly starting May 2018. Put insight into action - Our Grads will present to us on their work more regularly staring in May, 2018. At these meetings think about the take aways you can put into practice on your project, be agile with what you learn.

You can watch the closing video from the LIM again and see how learning with fun took place in Berlin. Click here to watch.

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
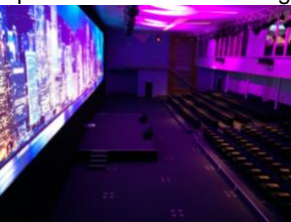

PM Fair
PMI Belgium Annual Congress

Theme: Facilitation: The Ultimate PM Skill?

The event will be set up like a Fair and will offer a fertile ground for professional interaction, networking and knowledge sharing. It will provide an opportunity to exchange ideas, opinions, values and best practices with professionals from different industries/organizations in an informal environment. It will encourage active participation in various PM roles at special booths. It will also allow sponsors/authors to demonstrate their products or services to a targeted group of professionals. In nutshell, it will be a very special, very dynamic and a very friendly "Market" of Project Management.

As Project Management is not limited to any particular business segment or industry, we want to broaden our horizon with this concept to welcome practitioners, academicians, speakers, writers, lecturers, recruiters as well as sponsors from different organizations, industries, professions, universities, etc.

And icing on the cake, this year, we'll also celebrate during the PM Fair the 20th Anniversary of the PMI Belgium Chapter.

Early bird registration will open soon. For More Information, click here

Venue: Proximus Lounge – rue Stroobantsstraat, 51 – 1140 Evere (Brussels)

Individual Registration

The PM-Fair is the Yearly National Project Management congress organised by the PMI Belgium chapter for 19 years now.

Tarif:

Category (VAT 21%)	Early Bird Registration Fee From 15th April until 8th of July	Normal Registration Fee From 9th of July until 3rd of October (closing date for registration)
Student(*)	35€ (42,35€)	50€ (60,50€)
PMI Belgium chapter Member	115€ (139,15€)	165€ (199,65€)
Other Participants	250€ (302,50€)	350€ (423,50€)

(*) Ask your Student voucher at the address : events@pmi-belgium.be

Special Price for Corporate group registration:

- 10% rebate for minimum 5 participants
- 15% rebate for minimum 10 participants
- 20% rebate for minimum 15 participants

Please complete this Corporate GROUP registration form and send it to events@pmi-belgium.be

Note to PMI Chapter members: Please ensure that you have logged in before registering for an event. This will ensure that you receive the correct member discount. (See the Login button on the top right of the home page) -
The complete Process is described HERE

In case of any questions, doubts, or issues whilst registering for this event contact events@pmi-belgium.be

PMI Number

First Name *

Last Name *

Email *

NL Summit Voucher *

◉ I do NOT intend participating to PMI NL Summit

○ I would like to participate to the PMI NL Summit, Please send me my 25% discount voucher.

Top

![PMI Netherlands Chapter logo]

NETHERLANDS CHAPTER

Current Sponsors of the Chapter

Gold

Microsoft   STRATEGY EXECUTION   INSynQ — Bringing People, Business and SAP together

Silver

AMI Consultancy — PROJECTS | CHANGE | TALENTS   Do you Scrum?   Promaned — PARTNER IN PROJECTMANAGEMENT   THREON   VDL

Scrum
/https://www.doyouscrum.com/

Bronze

Management of Change   perfact GROUP   THE PMO COMPANY   VALID — STAY AHEAD

Facility

ckcseminars   FISCAM B.V. ACCOUNTANTS   HOGESCHOOL UTRECHT   KWD RESULTAATMANAGEMENT

Want to become our Sponsor? Please check our website for more information.

This Month's Newsletter Contributors

- ✓ Our Sponsor: Microsoft
- ✓ Keith Mitchell, Chief Operations Officer
- ✓ Anthony Sichra, Editor – Newsletter
- ✓ Ger van der Geld – President
- ✓ Jan Cardol - CEO
- ✓ Liz Hector, Director - Academic Outreach and Educational Foundation
- ✓ Rommert Stellingwerf, Past President
- ✓ Lars Bessems, Director - Events
- ✓ 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, 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.