

Newsletter

May 2019 | www.pmi-netherlands-chapter.org |

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Editor's Note

While we celebrate PMI 50th anniversary, we want to focus special attention on the professionals—PMI members, credential holders, volunteers and all those who consider project, program and portfolio management their profession—for their great accomplishments in not just delivering successful outcomes, but in making a difference. To learn more click here: <https://www.pmi.org/anniversary>



In this edition, we are glad to welcome our new board member Peter Ryan as Director of Membership and Volunteers. You will also find the recap of our first PM congress in collaboration with TU Delft University, coverage of our March event along with the wonderful story of PMINL Educational Foundation and Academic Outreach spreading the PMI message to schools and NGO's. In addition, you will find a global article on the unrated part of project planning together with five assets shared by our sponsor, Microsoft, on the guide to planning a perfect project.

In the end, are you looking for insights and inspiration? Join PMI® and TED at the forthcoming EMEA Congress.

For 50 years, project and programme management professionals have made modern marvels possible. PMI® EMEA Congress 2019 will teach you the concepts, skills and behaviours to help shape the next 50. And thanks to our exciting new partnership with TED, you'll feel even more inspired to do it. This year's event features PMI's first ever TED Session – a series of live talks specially curated to inspire and inform project management professionals. In this unique and uplifting session, some of the world's most fascinating speakers will celebrate the bold and the daring, the entrepreneurs who make the impossible possible and the deep thinkers who conjure new possibilities. The talks will close three days of learning applicable skills, hearing best practices and networking with your peers from around the world. The result? You will leave with the methods and the motivation to move to the next stage of your career – and make more modern marvels possible.



Congratulations to Recent PMI Certified Members



Name	Credential
Lodevicus van Roosmalen	PMP

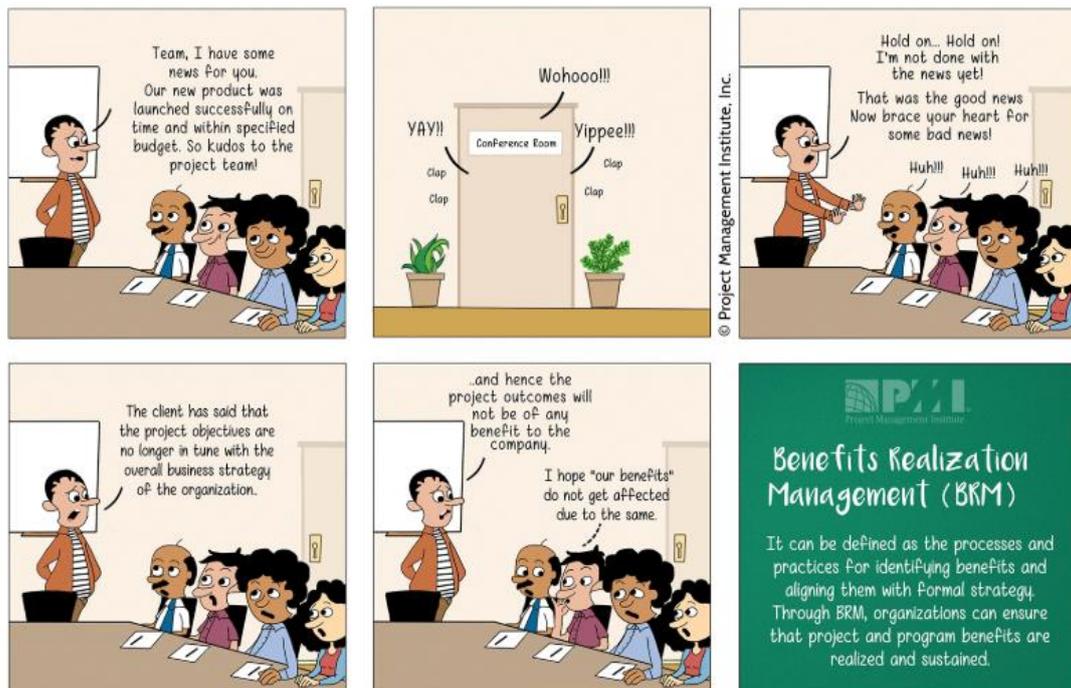
Events Calendar Overview

May		
13 - 15	PMI® EMEA Congress 2019, Dublin, Ireland	Link
13 - 16	SeminarsWorld® in Charlotte	Link
16 - 17	SeminarsWorld® in Dublin	Link
31	PMI UK Webinar: How to Become a CEO of your Program	Link

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

Project Management in Action 😊

Project Management FUN-DAS™



All characters appearing in this work are fictitious. Any resemblance to real persons, living or dead, is purely coincidental.

Welcome to our new Board Member: Peter Ryan as Director for Membership and Volunteers

Introducing a new member of the PMI Netherlands Chapter Board

We are pleased to introduce Peter Ryan to the PMI Netherlands Chapter Board. Peter, a PM of over 20 years, holds multiple International Project Management Certifications and is proud to have had the opportunity to work on projects in the many countries he has lived and worked in including Netherlands, Ireland, USA, Australia and Germany.

Peter Ryan recently arrived in the Netherlands to take up the Managing Director role for Aspira in Europe (formed in Ireland in 2007). Recently launched in Amsterdam, Aspira is a leading PM consultancy with a strong ties to the PMI (e.g. Aspiras CEO, Pat Lucey, is the President of the PMI Chapter Ireland). Aspira delivers Project Management Consulting, Training and expert International Resources.

Peter stated at his inaugural board meeting in March that he looks 'forward to seeing the PMI Netherland Chapter continue to grow its engagement with those who we do it all for, our members. We can only do that through the wealth of support from our valued volunteers. I look forward to lively discussions with as many members and volunteers as possible as the PMI strives to lead Project Management standards, development and evolution of the profession into the next decade'.

Peter was proud to present at two events at the recent PM Congress in Delft and will present at a number Chapters meetings through 2019.

For more on Peters background and his PMI role see the link below.

<https://pmi-netherlands-chapter.org/index.php/pmi-netherlands/board-members>

Peter Ryan



Acting as Director membership and volunteers

- Responsible for volunteer recruitment and retention
- Understand and leverage experiences of volunteers and direct them to various initiatives in the chapter
- Responsible for identifying, developing and managing volunteers
- Develop and implement chapter membership plan
- Answer member/non-member inquiries
- Develop and analyse membership survey
- Grow chapter members
- Develop and implement volunteer/membership reward and recognition program

CONTACT <https://pmi-netherlands-chapter.org/index.php/contacts/chapter/32>

PM Congress 2019: PMI Netherlands Chapter's joint venture with TU Delft yields insights from Business and Research



250 Academic and Professionals from the Netherlands and abroad attended April 11th and 12th PMCongress2019 at TU Delft's Aula Conference Center. This event proved to be an interesting mix of input and insight. As this years' approach to the annual "PMI Summit", this forum created new opportunities for us to adapt to the changing landscape of Projects.

We heard from speakers from around the world and heard some interesting highlights including:

1. What H&M's approach to innovation can teach us about staying relevant through embracing new ways of working.
2. What Fluor learned about their own organization and how that influenced the culture of change
3. How to manage person, professional and global adversity.
4. Ways that Academic Research reflect trends in projects, and how project professionals need to act on findings faster to ensure success.
5. Workshops were held on simplicity, innovation, problem solving (which included a real-time PM project being addressed), and lots more.



While the PMI NL chapter members that attended felt the content was well presented and interesting, we could not help but regret the low PMI member turn out. We are assessing how some of the content can be summarized and shared with our chapter member community. Do you have ideas about how we increase membership attendance and involvement for future events? If so, please share at communication@pmi-netherlands-chapter.org

Do you have energy and skills to organize events? Looking for volunteers for PMI Chapter Events Team

Did you know that PMI Netherlands organizes an informative and fun Chapter event every month related to Project Management? These events are free for PMI members. Even, each member can come along with an additional person free of charge. The event will kick-off with some free food and drinks. During and after the event there is an opportunity to network with peers and employees of the company where the event is organized. All recipe for great evening!

To ensure that we can organize such an event throughout the Netherlands every month, we are looking for volunteers who will be deputy of the Director of Events and support him in:

1. Finding possible companies that want to make their facilities available for holding a chapter event
2. Finding presenters for the chapter event
3. Providing ideas for taking our monthly events to the next level

If you want to be actively involved as a volunteer at PMI Netherlands or even have contacts for companies or presenters, please let PMI Director of Events Lars Bessems know at events@pmi-netherlands-chapter.org / + 31-6-26 88 11 37

Re-cap of Dutch Chapter Meeting at Primaned: Experience the Change in Action

Author: Alexandros Glias

On Wednesday, March 13th took place the second chapter meeting for 2019. The theme of the event was: “Experience the Change in Action”, organized by Primaned and Management of Change, both sponsors of PMI Netherlands Chapter, and it was held at the premises of Primaned at Capelle aan den IJssel.

Lars Bessems welcomed us to the event and after a short presentation of the speakers, Jan Cardol got the word and informed us about the Project Management Congress that will be held in Delft on April 11th and 12th.

Dr. Stefan Hollak of Primaned, Manager of the Primaned Academy and Consultant Project Controls, gave the first presentation of the evening. After a small presentation of Primaned and their working field, he told us a few words about Change Control and Claim Analysis. Change is something that can happen at different levels of a project (e.g. business need, baseline plan) and can have an impact on different knowledge areas while claim occurs only on contracts. He went on describing what is a contract, what it should usually contain and that one of the elements that is usually not contained is the contractual aspects of a baseline schedule. With the use of an example he explained us who is the owner of the float of a project. Although contractor and employer have different views about it, the one who owns the float is the project itself and can be used with a “first come, first served” policy. In order for a change to occur it first needs to be accepted. This is happening through the different steps (internal and external) of the change control process. Acceptance of a change leads to the change of the contract and the update of the baseline. Dr Hollak highlighted in his presentation the following quote: “You don’t win claims by being right, but by having a better administration than your opponent”. Having said that, he concluded his presentation by analyzing the ways of inserting the events of a project in a registry and mentioned possible weaknesses of an administration system.

Bert van der Hooft, founder of the concept Management of Change, gave the second presentation of the evening. The topic of his presentation was the Change Lamniscate.



Fig. 1 – The Change Lamniscate

After a small description of the Change Lamniscate he focused on one of the 20 topics, the Closing the Change Gap. According to Bert, in our days projects have many troubles in closing the change gap in an organizational change. One of the instruments of this topic is the Change Fish, which helps to close the gap between To Be and As Is by showing the relation to the change objective and the enablers.

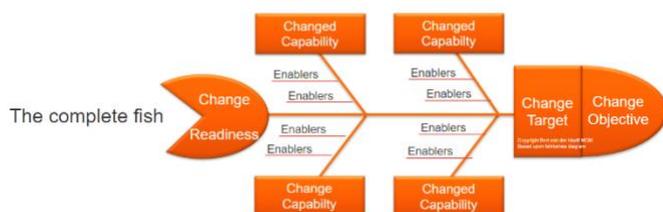


Fig. 2 – The Change Fish

After analyzing all the parts of the fish, Bert gave us a Case study to work in groups. For 30 min, every group was trying to close the Gap for Media Company that wants to go from prints to online. At the end of the 30 min, we gathered again to share our experience from the case study and reflect on it. A general remark of the group was that it is difficult to determine all the capabilities. One of the sentences that should be completed in

order to fill in the change fish is the following: “If we want to achieve this target we need to be able...”. In order to size the fishbone it is necessary to zoom in and out and find the scope. A change manager has to determine how deep and wide the scope is allowed to be. At the end of his presentation, Bert presented the Change Activation Masterclass and he offered a 50% discount to PMI-members and their relations. The event ended with drinks and snacks and with opportunities for networking by the attendees.

PMINL Educational Foundation and Academic Outreach Spreading the PMI message to schools and NGO's

Our Team & Mission



● Agnes Versteegen (PO NGO)
 ● Gail Bertrand (PO Primary Education)
 ● Linda Beerspoel (PO Secondary Education)
 ● Meinte Wildschut (Coach & Teacher)
 ● Matthijs Verkerke (Developer, Coach, Teacher)
 ● Ralf van Haastreg (Coach)
 ● Menasch Rotteveel (SB Coach)
 ● Liz Hector (Director, & PO HBO University)
 ● Wim Maas Geesteranus (Scrum Master / back up Director)
 ● Amal Le Collen (on sabbatical)

PMI Academic Outreach and Education Foundation does Social Good using project management as a way to improve our profession and community:

- We address our mission through:
 - Training and Coaching
 - Supporting Academic Research
 - Sharing the PMI framework
- Our team is made up of:
 - Product Owners ensure quality and outcomes
 - Translators and translation review
 - Coaches and teachers to present PMI



Our PMI Netherlands EF/AO team is full steam ahead with work in primary and secondary schools. Our volunteers have

- Created new fit-for-purpose documents for workshops at schools;
- Translated many documents to Dutch;
- Created a new coaching program for University Researchers;
- Built a network of NGO relationships to start to assist where PM skills are needed most.

None of this would be possible without the hard work of our volunteers. We thought we would share a few facts and a photo of our most recent team meeting with you all. Please let us know if you would like to introduce us to a school or NGO you are connected with or let us know if you are interested in Volunteering!

Webinar: Step Towards Project Maturity – Improve Project Maturity with 5 Simple Steps

Your level of project maturity can determine the delivery of your project, and widen the communication gap between senior execs, which can influence your businesses. Execs are not receiving the information they need in the formats they demand, and the project community is not aligning project & portfolio performance tracking outputs with their execs' needs and characteristics.

Kivue has commissioned research with people working on both sides of projects and has discovered major discrepancies between what execs are demanding and what the project community is delivering. Attend our webinar to discover more...

Virtual Event Details

Registration Link for the webinar: https://app.livestorm.co/kivue/kivue-pminetherlands-webinar
Presenter/Speaker Name: Rupert Taylor
Email Address: Rupert.taylor@kivue.co.uk
Webinar date: 13-06-2019
Time (1hr): 18:00 – 19:00 Netherlands.

About the Presenter:



Rupert Taylor has over 25 years of experience delivering change portfolios across a range of complex business environments of all shapes and sizes including the rollout of 4 separate competitive telco businesses across Europe, launching cruise ships and delivering change across government organizations.

Rupert has co-founded two businesses; a change delivery consultancy www.pro4solutions.com which specializes in leadership and behaviors to successfully deliver change and a software business www.kivue.co.uk which has developed an executive ready portfolio and project performance portal, visualizing and simplifying executive level engagement around change portfolios.

Rupert himself specializes in executive level stakeholder engagement, generating effective sponsorship and program / portfolio communications. He works with senior executives to help them understand their role and become more effective as a Sponsor or Key Stakeholder and he has a deep understanding of the complexities of getting senior executives engaged across complex change environments. He has worked with companies that include: Sky, Vodafone, O2, British Gas, Carnival, Southampton University, Marie Curie and the government of Jersey.

Global PMI

Assumptions: The Underrated Part of Project Planning

If we didn't accept assumptions in project management, then projects would never get done. We have to assume that certain things will happen, or won't happen; that resources will become or remain available; that issues will be resolved; and that the planned work can be completed to an acceptable standard within a reasonable amount of time with the available resources. Project management is built on a foundation of assumptions, and yet assumptions are an area of project management that receive very little attention. When PMs are trained in the discipline, there's a lot of focus on risk management, issue management and dependency management, but nowhere near as much on assumption management. Let's put that right.

Listing a set of "standard" assumptions in a plan is not assumption management. I don't know how many times I have seen a simple list with things like "we may lose resources" or "scope may change." Those are pretty much guaranteed, and all that a PM is doing by listing those items is going through the motions of following process. There's no thought given to developing a meaningful set of assumptions for the project, and certainly no attempt to manage them. I believe an organization's PMO can develop a list of accepted assumptions that hold true for every project and that are seen as part of the PM's role to monitor. That's where things like constraint changes and estimate accuracy fit, and that frees up the PM to work with his or her team on the project's "real" assumptions.

Those assumptions should be developed by continuously asking "Do I know this to be true?" If not, then it's an assumption and should be documented as such. The focus should be on characteristics of the project that are unique to it—around the approach, solution design, vendor relationships, etc. It should also focus on aspects of the solution that are not clear (or captured) in the current set of requirements. It's entirely possible that there are far more assumptions than there are facts, and that's perfectly okay. After all, that's one of the reasons why agile has grown in popularity in recent years—it offers an entire project approach that tests and adjusts assumptions until the customer has the solution they really need as opposed to the one that they (or the team) think they need.

Once the list of assumptions is documented, there must be decisions made as to which ones are going to be actively managed. Assumption management usually takes one of two approaches: Either efforts are made to consciously validate the accuracy of the assumption, or it is simply monitored to ensure it is still reasonable. Monitoring should be the more common approach, as active attempts to validate assumptions (or adjust them) can be resource intensive and time consuming. As such, that approach should be reserved for those assumptions that have the biggest potential impact on the project if they are inaccurate. Determining which assumptions to try and validate requires consideration of the following variables:

- The immediacy of the assumption's impact: If work being carried out now (or in the near future) will be impacted if the assumption is wrong, then it should be prioritized higher than assumptions that won't impact work for a period of time.
- The significance of the impact: If the entire project approach relies on the assumption being correct, then it needs to be validated immediately; if nothing really changes, then it can be ignored. In reality, most things will fit between those extremes, but the relative positioning is important.
- The ability to validate the assumption: Not all assumptions can be tested without actually doing the work. For example, the assumption that we can develop software capable of performing at the required level is a key one to test, but we may only know that once it's built—prototyping and simulation may not be enough.



Regardless of whether we decide to monitor or actively validate, the PM must ensure that decision is captured along with the person tasked with monitoring/validating (and the action plan to be executed, if appropriate). Once this assessment is complete, there may be a need to generate additional risks or issues. This is one reason why assumptions are not managed as aggressively in many organizations—it's assumed (that word again) that the key assumptions will be addressed through other management methods. That may or may not be the case, but it's no excuse not to accurately document all the assumptions that exist and what is being done with them. This assessment will also need to be revisited throughout the project as the characteristics of each assumption will change.

For less experienced project managers, the act of documenting assumptions is simply best practice. It provides a structured approach to thinking through all of the unknowns and ensuring it is understood that they actually are unknowns as opposed to

being treated as certainties. That's something that will help new PMs throughout the project, because they will always be conscious that assumptions cannot be relied upon and that more care is needed when dealing with them. As project managers become more experienced, comprehensive assessment of assumptions can do much more. It can inform PMs on the best approach to executing on the project—using agile for projects with high degrees of uncertainty (a lot of assumptions) is an obvious example. More subtly than that, it allows PMs to structure projects in such a way that work that involves a lot of assumptions can be scheduled earlier, eliminating as much uncertainty as possible.

Conclusions

There is a perception in many organizations that assumptions are unnecessary. That results in assumption management not being taught to new practitioners, which of course results in people entering the project management field already thinking that assumptions can largely be "ignored." Nothing is further from the truth, and unless new PMs are given the skills, they need to manage assumptions just as closely as they manage risks, issues and dependencies, their ability to deliver success will be reduced. No organization can afford that. Assumptions aren't difficult to identify as long as the PM and team spend a little time considering the data points that make up their project. Which of those data points are truly facts, and which have a degree of uncertainty about them? Of the ones that are uncertain, which are the important ones, and how do we reduce that uncertainty? Answering those questions will go a long way toward building an effective assumption management approach.

Source: Andy Jordan / projectmanagement.com

The Guide to Planning a Perfect Project

Created by: Vítor Hugo Marin Roque

Like it or not, we are all Project managers one way or another! We are all involved in one or more projects in our day to day working life, in keeping track of/engaging many people; a great amount of work that keeps piling in your desk. When we look at a study by PricewaterhouseCoopers, more than 60 percent of project failures are linked to internal issues such as insufficient resources or missed deadlines—i.e. situations both project managers & occasional project managers can help avoid.

To guide you in the planning of a perfect project, Microsoft offers 5 assets below:



Guide to the perfect Project

Whether you're an official project manager or simply leading a project, the following seven tips on this guide should help you get your bearings and set your project up for success.

Click [here](#) to know more



The future of Planning

To be able to deliver our projects on time we have to rely on the best tools can give us and leverage what the cloud can offer us like: Up-to-date data, Access anywhere, collaboration in real time, etc.

Click [here](#) to know more



Deliver successful Projects with the Micros...

Watch this free webinar with Microsoft experts to learn how to use the Microsoft Cloud power to achieve greater results in your projects

Click [here](#) to know more



Free Trial - Project Online

Get a Project Online free trial today and harness the power of the Microsoft Cloud to apply to your projects

Click [here](#) to know more



Additional Resource

If you are getting a Project Online free trial today you should also learn the fundamentals of this tool. This webinar will quickly show you how to work with Project Online.

Click [here](#) to know more

Current Sponsors of the Chapter



The sponsor grid is organized into five horizontal rows, each representing a sponsorship level. The PMI logo and 'NETHERLANDS CHAPTER' text are positioned in the top right corner of the grid. The rows are labeled on the left side as follows:

- Gold:** Microsoft, [Redacted], TNSynQ (Bringing People, Business and SAP together)
- Silver:** Pr^omaned (PARTNER IN PROJECTMANAGEMENT), THREON, DE ROEVE
- Bronze:** VDL, AMI Consultancy (PROJECTS | CHANGE | TALENTS), PlanningForce, VALID (STAY AHEAD), Management of Change
- Facility:** THE PMO COMPANY (EXCELLENCE IN PROJECT MANAGEMENT), perfact GROUP, FISCAM B.V. ACCOUNTANTS, ckcseminars, HOGESCHOOL UTRECHT

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

This Month's Newsletter Contributors



A list of contributors is centered on a background of numerous hand silhouettes in various shades of gray, some pointing upwards and others in different orientations.

- PMI NL Board members
- Alexandros Glias – Author March Chapter Meeting article
- Liz Hector – Director Academic Outreach
- Keith Mitchell – Chief Operations Officer
- Vikram Srivastava - Director Marketing and Communications
- Anthony Sichra – Editor Newsletter

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:

<https://www.linkedin.com/groups/130083/>



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](#).