Newsletter

In this issue...

Editor's Note

In every single project, no matter how complex or expensive could be, we determine the project objectives as well those risks that could affect the engagement. A risk is an uncertain event in the future that could affect our project either negatively or positively, and is the project manager who should be aware of the project risks since he/she is accountable for delivering the project objectives.

It is important to highlight that risk management is a very powerful tool to increase the probability to have a successful project. In words of Mark Zuckerberg that is quite relevant these days: "The biggest risk is not taking any risk... In a world that's changing really quickly, the only strategy that is guaranteed to fail is not taking risks".

In this edition, we offer you an interesting article related to risk management in agile projects along with information on PMI NL board elections, upcoming events, offer from Microsoft to grab an e-book and special fee of €50 only for PMI members when mentioning their membership# for HTPM day event on 8th Nov.

PMI Project of the Year Award 2018:

Project Legacy – Southeast Louisiana Veterans Health Care System Replacement Medical Center Activation

New Orleans veterans and their families lost their healthcare facility after Hurricane Katrina destroyed it. The new facility, dubbed Project Legacy as a tribute to veterans, opened on time and under budget. In its first 18 months, it completed 500,000+ outpatient encounters, 1.000+ surgical procedures, and 10,000+ bed days of care.

Learn more at:
https://www.pmi.org/about/awards/winners/past-award/project-of-the-year/project-legacy

Congratulations to Recent PMI Certified Members

Name	Credential
Laleh Jalali Khalilabadi	PMP
Lars Mallon	PMP
Arjan ter Haar	PMP

Events Calendar Overview

November		
8	HTPM2018	More info
12-15	SeminarsWorld® in Chicago	More info
26	PMI NL Chapter Event : Mind-set, Non-verbal Communication and Emotional Intelligence in projects in Eindhoven	More info
27	Towards a certifiable ISO standard for projects?	More info
29	Behavioural Risk Congress 2018	More info
December		
10-13	SeminarsWorld® in Las Vegas	More info

Link to Event calendar on Chapter website

Project Management in Action ☺

PMI NL Chapter November Event:
Mind-set, Non-verbal Communication and Emotional Intelligence in projects

These highly interactive and informative workshops provide you with tools for mind-set, non-verbal communication and emotional intelligence—three key success factors in any project.

Mind-set and Non-verbal communication

The first workshop provides you with the insights into mind-set and non-verbal communication. What is mind-set actually, and what is the difference between being on the cause or effect side of your mind-set? Why is mind-set key in overcoming obstacles, and how you do that? Why is mind-set the differentiator between successful results and unsuccessful ones? Why is mind-set more and more important in an ever-changing world, with ever-changing people and challenges? How can you reframe your own mind-set, and what is reframing precisely? In addition, what is the role of non-verbal communication in this perspective, whereby you can tap into various different types? In this workshop, you will get insights into style flexibility and personality types, and some recent research done on this. It is a highly interactive, fun, informative, result-oriented workshop, allowing you to connect with others to share on this topic.

Peter Koijen is owner and master trainer of in2motivation, an international training company based in Amsterdam that works globally to develop professionals.

Emotional intelligence

The second workshop provides you with more insights into and practical tools for emotional intelligence. Insights into your own and others' emotions are key in communication, and key in the results you produce. All emotions have a positive intention; they are different from feelings, and they are the key to decision-making in a rational frame. However, why is emotional intelligence important in communicating with people? Why is it crucial to be aware of your own emotions, and those of others? What are emotions exactly? How can you influence emotional state? Why can you not control your emotions, only influence them? In addition, how can emotional intelligence be developed? This workshop provides you with the answers to these questions.

Ligia Ramos is senior trainer of in2motivation, an international training company based in Amsterdam that works globally to develop professionals.

This session will take place on November 26th and is hosted by VALID Eindhoven, Flight Forum 565 |5657 DR | Eindhoven.

Parking is possible in the parking garage; Valid will see to it that you get an exit card

There are only 70 seats available so register quickly.

Agenda:

17:00-18:00 Registration, sandwiches, and refreshments

18:00-18:05 Opening, welcome and introduction by the PMI Netherlands Chapter

18:05-18:15 Introduction of VALID – Koen Lambooij – Delivery Manager Project Management

18:15-19:30 Workshop Mind-set and Non-verbal communication
             – Peter Koijen – Owner and master trainer of in2motivation

19:30-19:45 Break

19:45-21:00 Workshop Emotional intelligence
             – Ligia Ramos – senior trainer of in2motivation

21:00   Wrap-up & networking drinks

ISO / TC 258 annual meeting
In September, the annual plenary meeting of the ISO / TC 258 Technical Committee took place in Lima, Peru. This TC 258 has been managing the ISO standards for project, programme and portfolio management since 2011. During a plenary meeting, the implemented policy is evaluated and lines for the near future are set out. In Lima, 48 participants from 17 countries and 2 liaison organizations (PMI and GAPPS) attended this meeting. The Netherlands was represented by Rommert Stellingwerf (Delegation leader and expert) - representing PMI Netherlands Chapter - , and Ben Bolland (Convener / chairman) and Marco Buijnsters (Expert) - both representing IPMA Netherlands.

Participants in the annual plenary ISO / TC 258 meeting in Lima, Peru. Photo: © Jouko Vaskimo, Finland.

In the same week, three study and working groups also met "AHG8 - Project management competencies", "WG9 - Revision ISO 2150:2012" and "WG10 - Context and concepts for project, programme and portfolio management". Furthermore, it was decided to close the working group responsible for writing a Technical Report on project management terms and definitions after the publication of their ISO / TR 21506 - Project, program and portfolio management - Vocabulary.
Finally, the locations for the upcoming plenary meetings were planned: September 2019 South Korea, September 2020 The Netherlands and for 2021 Portugal is a candidate.

Ad hoc group 8: PM Competences. Ready for an ISO standard?
This study group for "Project management competences" made significant progress during this third group meeting (after Delft in October 2017 and Weimar in March 2018) with her study into the possible need for an ISO standard for PPPM competences. A number of important decisions have also been taken, which will be incorporated in the final study report in the coming period up to May 2019. From the Netherlands, Ben Bolland is the convener / chairperson of this study group and Marco Buijnsters is involved as an expert. The 15 active participants in this study group in Lima came from 8 countries, 56 participants from 14 countries were involved in this study group.

Working group 9: Revision ISO 21500: 2012
This workgroup is tasked with the revision of ISO21500:2012 and met for the second time in Lima after an earlier meeting in Wels in Austria in February 2018. The revision of the ISO 21500 guideline should be completed by September 2021 at the latest.
Based on the ISO directives, every published ISO standard must be evaluated every 5 years based on use, necessity and adoption in the market. In 2017, it was therefore decided to adjust the current ISO 21500:2012 standard in order to better meet the wishes in the market.
This revision implies, among other things, that the directive, in analogy with the other standards from the ISO 215xx family for project, programme and portfolio management, is changed from a process-based format to a format that is more focused on objectives (why and what) and that items such as benefits and issue management are added.
Peter Milsom (Canada) heads the revision workgroup. Marco Buijnsters (IPMA-NL) is involved as an expert and one of the four sub-team leaders of this working group. The next working group meeting is scheduled in May 2019 in Portugal. The 14 active participants in Lima came from 12 countries.

Working group 10: Context and concepts. For a better overview of the ISO 215xx standards.
This working group, set up for a new "Context and concepts" standard, met in Lima for the second time after an earlier meeting in Wels in Austria in February 2018.
The task for this working group is to come to an overarching standard that provides an overview of the environments for projects, programs and portfolios; their management and governance and the general factors that affect these environments. This standard should provide a global overview of the relationships between the various standards covered by the ISO 215xx family. The working group has already finalized a first draft for later internal discussion at the end of the meeting.
Working group 10 is led by Helmut Berger (Austria); Rommert Stellingwerf is one of the experts. The next working group meeting will be at the same location as working group 9 at the end of May 2019, so that the necessary coordination between the two working groups can easily be realized. The 13 active participants present in Lima came from 9 different countries.

Other developments
At such international plenary ISO TC / 258 meetings, of course, not only the current initiatives are discussed, but also possible new initiatives are philosophized in the corridors and in the evening at the dinner table. For example, some participants have ideas about a standard for Planning, others for Agility or even a certifiable standard for projects, programmes and portfolios within organizations, similar to ISO 9001 Quality Management or ISO 27001 Information Security.

An ISO standard can be normative or informative. The difference between a normative standard and an informative standard (also known as a guideline) lies in whether it is mandatory or not. And an ISO (or NEN) certifiable standard can be set up as a

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management system. Something that to date does not apply to any project management-related standard. Various countries indicated that there is a need for this. Perhaps one or more of these ideas will come on the radar of the TC 258 in the future. All in all, no matters that are arranged from today to tomorrow.

Contacts

Do you want to know more? Sign up for participation in the Local Interest WorkGroup (LIWG) / Community "ISO for projects" at ben.bolland@bevon.nl or rommert@familiestellingwerf.nl.

Do you want to actively participate in standard development? If so, please contact the secretary of the NEN standards committee project management: Shirin.Golyardi@nen.nl, then you can take part during a standards committee meeting.

In addition, what is your opinion about a possibly certifiable management standard as ISO 9001, but then for projects, programmes and/or portfolios. Do you think this is necessary? Let us know via ben.bolland@bevon.nl.

Meeting: LIWG ISO for projects

Subject: Towards a certifiable ISO standard for projects?
Date: Tuesday November 27th , 17:30 – 21:00
Location: PMO Company, Birkstraat 95, 3768 HD Soest

Since 2007 independent standards for projects, programmes and portfolios have been developed by an international group of specialists within the ISO framework. The standards are developed and managed by a Technical Commission: ISO / TC 258.

Reference	Title	Status
ISO21500	Project management	Revision, 2018-2021
ISO21503	Programme management	Published, 2017
ISO21504	Portfolio management	Published, 2015
ISO21505	Governance	Published, 2017
ISO21506	Vocabulary	Ready for publication, 2018
ISO21508	Earned Value management	Published, 2018
ISO21511	Work Breakdown Structure	Published, 2018

Currently there are 7 ISO standards for our field, developed by TC 258, namely:
These are all "Guidance" documents, that can be applied without obligation.

From the beginning, there has been discussion about the necessity or desire to also develop certifiable ISO standards for the field. This development has been held up by a group of countries until the autumn of 2017, when this restriction was removed by a formal ballot. Certifiable ISO standards for projects, programmes and portfolios can now be developed.

Currently, a number of TC 258 countries is examining the feasibility of a management system standard for projects based on the High Level Structure (HLS). The HLS is the basic structure for e.g. organization-wide Quality Management (ISO9001), Environmental Management (ISO14001), Health & Safety Management (ISO45001), Information Security (ISO27001), and etcetera. So an ISO standard for a management system for projects, which is certifiable for organizations, is a logical next step!

What do you think of this? Do you want to know more about this initiative? Let your voice be heard!
Register for this LIWG meeting at: https://ipma.nl/evenement/bijeenkomst-iso-voor-projecten-op-weg-naar-een-certificeerbare-iso-standaard/ .

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

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Sponsor Event:
PMI Change Activation Masterclass (CAM)

As a PMI Project-, Programme of Portfolio Manager you are facing the task of implementing change. You are puzzling how to govern your change trajectory as well as how to activate the change in an effectual and sustainable way? You have the feeling that you can improve your change skills. However, how to?

The Change Activation Masterclass (CAM) helps you to improve and practice your competencies in governing the change as well as guiding it on a group and individual level. The masterclass contains 20 topics covering the whole spectrum of change activation:

The masterclass comes with 5 highly interactive plenary meetings (each 3,5 hour) in approximately 15 weeks in which we lay a mighty fine change "foundation". We have an action-learning approach with - among others - cases, exercises and appliance in your own practice. You are preparing yourself with peer students in 4 learning groups meetings (skype, face2face, chat).

After the foundation phase of 15 weeks, you continue your learning as a practitioner. This 6 months' stage completes with an end-assignment in your own working environment, applying and reflecting upon what you have learned. During the practitioner's phase, you are entitled to have two individual one-hour skype sessions to guide your change. On successful completion, you will receive a practitioner's certificate.

The masterclass is supported by a gamified state of the art learning environment, which is built upon our core belief that it is a knowledge center for years to come. So it contains more than you need in our meetings because you are invited to return to the learning environment in order to fresh up and deepen your knowledge. The learning environment contains over 125 learning items, delivering you over 50 instruments, which you can use in your practice. In addition, you have a two-year free access to our change activation webinars. We dive into change activation topics in 10 (or more) one-hour webinars, supported with chat.

The benefits:

- 20 Topics covering the whole change activation spectrum.
- 5 plenary highly interactive meetings.
- A knowledge centre with over 125 learning items and 50 instruments.
- 10 webinars.
- Price after 20% discount for PMI members: € 1597,= (VAT excluded).
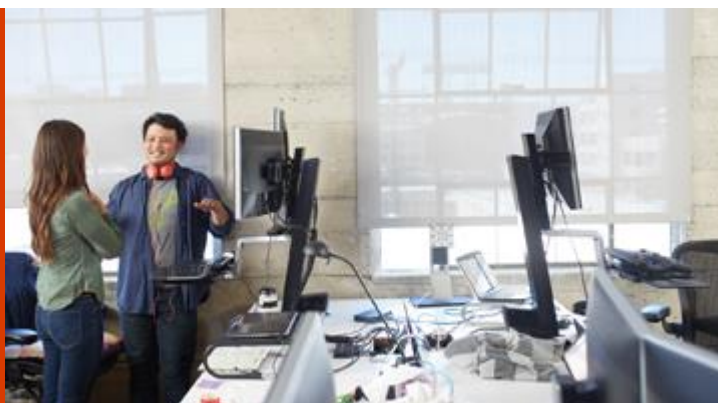
€1.932,37 – €2.416,37

Learn more at: https://www.managementofchange.nl/pmi

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How do you deliver the most reliable tools for working together while reducing complexity, responding to the challenges of multiple applications and meeting mobility needs? You also want to provide easy access to data and systems without worrying about safety and security.

An integrated platform is a good place to start, as it combines collaboration tools with security, compliance and user needs management. Learn why a collaboration suite may be the best choice for you.

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 Microsoft Office 365 Team

ANNOUNCEMENT YEARLY BOARD ELECTIONS,
Are you interested to become a Board Member for PMI NL?

Soon you will receive a message in your email box appeal for the yearly board election process. This is the OPPORTUNITY for you to apply for a Board position. **We specifically look for nominations for Secretary**. The work will be rewarding, interesting, you learn a lot and above all this opportunity allows you to help the PMI Netherlands community value for their membership improving knowledge and competency.

ALSO we need VOLUNTEERS for various interesting positions. Please have a look at the VRMS (Volunteer Relation Management System) and select volunteer and PMI Netherlands Chapter. You will find positions posted.

Link: https://vrms.pmi.org/OpportunitySearch/OpportunitySearch

☞   **WE NEED YOU !!!**

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How to Claim Your PDUs for PMI Netherlands Summit 2018

Claiming PDUs for the PMI Netherlands Summit 2018 should be done by following the steps below:

1. Log in to CCRS

2. Click on Course Catalog (left column)

3. Enter the Course ID of the PMI Netherlands Summit 2018 in the Search field. The ID is: 2018-summit

4. Click on search

5. You will see information on the event and the distribution over the PMI Triangle for the various certifications

6. Click on Report PDU for this activity (located on the top-right corner above the distribution).

7. Fill in the dates of the activity and tick the box that the claim is accurate and click on the SUBMIT button

8. A thank you window will appear and after a while, you will receive two emails (one that you have submitted the claim and one the claim is approved)

Save the Date: PM Congress 2019

Mark your calendars for a new kind of event: PM Congress

April 11/12 2019 PMI will hold the PM Congress in corporation with TU Delft in Delft, NL.

This Congress will be focused on "Adapt or Die" - the need to bridge the talent and project knowledge gaps in workforce and management. To do this we will have a meeting focused on the latest thinking from international and local Business and Academia and discussions about the future of learning in Project practices.

This event will replace the annual summit, so mark your calendars to make sure you are there.

Need 3 reasons to make sure you are there:

1. Network with business and academia. Get practical ideas you can put into action.
2. Innovate with us. So bring your issues and ideas and let us work them together.
3. Meet young talent. Project Management students from a variety of disciplines will be there. So be there to see your future workforce.

More information and registration details to follow in upcoming Newsletter.

Global PMI
Risk Management in Agile Projects

Agile projects involve a lot of uncertainties, including constantly changing requirements and customer expectations though the project lifecycle. Identifying the right user stories with risks and priorities from the backlog is vital for product launch (minimum viable product). Agile encourages emergent design, so constant technical expertise and engineering practices are the need of the hour.

Unlike traditional structured teams, cross-functional teams will pose challenges due to cultural and language differences. Team dynamics will be different for co-located and distributed teams. Establishing relationships and increasing the morale of the team through servant leadership is essential to success. Lastly, meeting customer expectations defines project success—so engaging the right customers for storyboarding and product evaluation is crucial. Let's look at the risk elements in some of the core facets of agile projects and how to manage them effectively…

1. Product backlog: The product backlog is usually stacked with epics, themes and user stories on order based on the domain knowledge by product owner. As the epics and themes evolve, they must be labelled with risk priority numbers. The risks associated with the user stories must be identified, and high-risk user stories must be prioritized in the product backlog. Implementing such high-risk items during initial iterations can help mitigate or alleviate potential hurdles earlier in the projects—and also provide value early to the customers. Even if those high-risk user stories can't be implemented due to the inherent nature of the risks, the product owner/sponsor can decide to cancel the project with minimal budget spend ("fail fast, fail cheap").
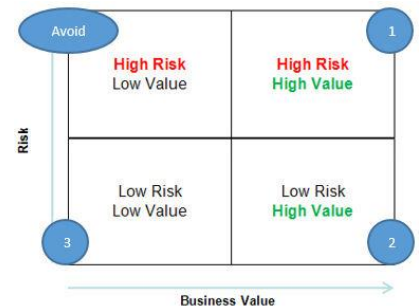
2. Technical design: Agile projects back up emergent design or architecture. Architecture feasibility is usually done before starting any feature development (usually done in Iteration 0). In large organizations, a pool of system or enterprise architects will be available to help blueprinting or designing systems for the projects. The development team then uses the system design to further develop the product. This could become a risk later in the project as the team may not be comfortable with the design due to lack of clarity or engagement during the design phase. This can be mitigated by having the team design the system (recommended by most of agile experts) with architects as consultants. There is also a risk of code brittleness as the team continues to develop features every iteration, adding layers of modules and functions on existing code base. This could potentially lead to product instability or cause performance bottleneck. This can be mitigated by "merciless" refactoring, a process by which the developers relook at their code base and find efficient ways of changing the internal structure without affecting the external behavior of the system during every iteration.

3. Team dynamics: Leading cross-functional teams in an agile environment can be more challenging than in waterfall/traditional projects. The teams may be either collocated or distributed depending on the nature of the project (in the State of Scrum Report 2017, 54% of the teams surveyed were distributed). Distributed agile teams present various difficulties—such as cultural/language differences and time zone/geographical distribution—that affect collaboration and communication. Tools nowadays can greatly bridge the gap between the teams distributed geographically, thereby mitigating risks with communication and collaboration. Agile PMs should play a servant leader role to establish a healthy relationship between the teams, thereby increasing morale and harmony. Retrospectives and storyboarding sessions can be planned in a team-friendly local time (or overlapping hours) so people can directly voice suggestions or improvements to all stakeholders. Lastly, teams need to undergo proper training to imbibe the agile mindset (make sure everyone fully understands the Agile Manifesto: values and principles).

4. Customer Engagement: Stakeholder engagement is critical to any project, be it traditional or agile. Agile projects demand customer engagement throughout the project lifecycle due to their inherent nature. Like teams, customers are also spread across geographies (including in-country customers for market-specific implementations). That should help mitigate most of the requirement gaps when it comes to multi-geography rollout. Most of the time, the in-market customers are engaged during the user-acceptance phase just before the release, sometimes leading to disagreement on developed features ("This is not what I wanted or expected"). Regulatory and compliance requirements differ from market to market, and any risks associated with those features should be carefully reviewed and prioritized in the product backlog based on customer inputs. These risks could entirely disrupt projects and could become logjams if not mitigated properly.
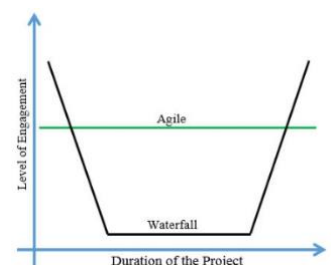
Risk management in dynamic and rapidly changing environments like agile projects has to be given paramount importance, as there will be little or no time to react when risks are realized. There is also no reserve allocated in agile projects for contingency, which makes it even more crucial to manage risks appropriately.

Adapted from: projectmanagement.com, Ramkumar Arumugam

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PMI
NETHERLANDS CHAPTER

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.