

# Newsletter

October, 2018 | [www.pmi-netherlands-chapter.org](http://www.pmi-netherlands-chapter.org) |

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## Editor's Note

How can we achieve more with the same amount of resources? This is one of those frequent questions we project managers ask ourselves, in a business environment characterized by changing priorities and increasing pressure to deliver faster. Sometimes the answer is simpler than it seems, for which creativity is needed to generate alternatives. As Albert Einstein once said: "Creativity is seeing what others see and thinking what no one else has ever thought".

In that sense, we must acknowledge that there is so much information and tools available, that we don't need to create things from scratch for our projects. For example, we can leverage from the existing tools and templates available in the PMI website, and as a result, we can save time and focus our attention on other activities. In addition, to increase our team's productivity is really important to pay attention to their level of engagement. To boost morale, we could use our imagination and embed fun time in our projects as a way to reduce stress levels and increase productivity. On similar lines, join our October chapter event "Complexity & Fun in Project management" in Eindhoven.

Further, in this edition you will find information about relevant events, an opportunity for you to be part of PMI NL board, PMI NL outreach support opportunity to boost your surveys, a Request for Quote (RfQ) opportunity and an interesting article from PMI Global on Benefits Realization Management. Let us know the topics that you are interested to read via our newsletter, mail your thoughts to [communication@pmi-netherlands-chapter.org](mailto:communication@pmi-netherlands-chapter.org)

## Save Time, Move Faster - Tools & Templates

Take advantage of customizable forms and ready-to-go templates for project plans, presentations and more. As a PMI member, you'll gain exclusive access to PMI publications and global standards. In addition, leverage thousands of tools, templates, articles, guides and other resources to keep you informed and remain efficient.



Access over 1,000 templates on ProjectManagement.com to save you time and effort. These deliverables can instantly boost your productivity and help you get "unstuck." Use them to confidently meet the project challenges that come your way.

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## WHY LOSE?

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RENEW YOUR MEMBERSHIP TODAY.

## Congratulations to Recent PMI Certified Members



Name	Credential
Edwin Langstraat	PMI-ACP

## Events Calendar Overview

October		
2-5	2018 Seminarsworld® Los Angeles	<a href="#">More info</a>
6-8	PMI® Global Conference in Los Angeles, CA	<a href="#">More info</a>
25	Chapter Meeting at VDL Eindhoven - Complexity & Fun in Project Management!	<a href="#">More info</a>
November		
8	HTPM2018	<a href="#">More info</a>
12-15	SeminarsWorld® in Chicago	<a href="#">More info</a>
29	Behavioural Risk Congress 2018	<a href="#">More info</a>

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

## Project Management in Action 😊



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## Coming Chapter Event: Complexity & Fun in Project management!



On first glance this might be seen as a contradiction; it's not always easy to regard upon complex situations as fun situations. The ever increasing market demands affect everybody. Keeping control of projects is a continuous challenge for a project manager.

How to deal with technological and organizational complexity will be discussed on October 25 during two interactive presentations, held by Karin Rosch – Group Leader Project Management at VDL ETG Technology & Development BV and Roel Wessels – Sr. Senior Director Projectmanagement & Technology at Holland Innovative BV and author of 'De Complete Projectmanager'.

Karin will focus on the characteristics of projects at VDL ETG, a contract manufacturer, and the expectations towards project managers working in such a complex environment. Roel will interview VDL project managers to see how they manage their challenges with fun. Roel will also challenge the audience to think about the complexity and possibilities in today's project management.

This session will take place on October 25 and is hosted by VDL ETG Technology & Development, De Schakel 22 | 5651 GH | Eindhoven | Building AQ1. 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 VDL – Karin Rosch, VDL ETG T&D
18:15-19:30	Presentation Karin Rosch  Contract manufacturing partner. What are the implications for project management?  Organizational growth, growth in complexity: organization & products  What does this mean for the project manager?  What is required from a project manager?  Interviews with VDL ETG T&D project managers
19:30-19:45	Break
19:45-21:00	Presentation Roel Wessels  How to manage complexity?  How to increase the fun factor?  How to stand tall in high stress situation?
21:00	Wrap-up and Networking drinks

## 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](mailto: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](mailto:events@pmi-netherlands-chapter.org)

## PMI NL OUTREACH - SURVEY BUSTERS



**Make better surveys: better question formats, better target messages, better outcomes. Get the answers and insights you need to complete your research. Create your brand. Get free advice from your target audience!**

**Help us, help you!**

*What can we do for you?* We want to help researchers get more hits on their survey requests creating better NL PM Research.

*Why?* PMI volunteers for Academic Outreach believe in the power of knowledge sharing.

Our mission is social good for our community and for the Project Management profession.

*How does it work?* We meet F2F or Skype for 1 hour sessions to review your study objective, the questionnaire, and audience message.

*Who are we?* Academic Outreach is part of Project Management Institute who coach Teachers, Students, and NGO's globally. We

have working professionals who volunteer their free time. We have both Dutch and English speakers. Get more info or sign up!

PS. We can also help you shape messaging at events to ensure your ideas get out there!

**Contact:** [academic-outreach@pminetherlands-chapter.org](mailto:academic-outreach@pminetherlands-chapter.org)

## ANNOUNCEMENT YEARLY BOARD ELECTIONS, ARE YOU INTERESTED?

Soon you will receive a message in your email box appeal for the yearly board election process. This is the OPPORTUNITY for you to Volunteer and apply for a board position.

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 !!!**

## Coming Event: BEHAVIORAL RISK CONGRESS 2018

**"NEW SUPERVISION IS SERIOUS GAMING. THE GAME, THE GAME RULES, THE PLAYERS AND THE PLAYING FIELD IN THE BOARDROOM. "**

On Thursday, November 29, the Behavioral Risk Congress will be held on Groot Kievitsdal Estate in Baarn about new supervision and management. It promises to be a special day under the guidance of Chairperson Maud Bökkerink. For the first time in history, all players in the boardroom come together. The challenges that the constantly changing laws and regulations entail are noticeable for everyone who works in and around boardrooms. The game is complicated and the interests are great.

Directors, supervisory directors and management boards, internal auditors, risk and compliance officers, accountants, lawyers and external supervisors have come out of the crisis together and now face major issues of principle that have to do with major shifts in changing markets and organizational transitions. We cannot yet oversee the impact of an unknown future with digitization, big data, and robotics and cyber security. However, it will cause the game to change in the boardroom and major shifts in required knowledge and skills are necessary.

On this day, a diverse group meets from different sectors and sectors. It promises to be an exciting day on which we will clarify the relationship between the new supervision and management. With you, we want to give a new impetus to each other's roles and possibly other alliances than we were used to. Tantalizing dilemmas for which you and the other players in the boardroom are posed from the perspective of their position are discussed. Leading speakers and experts will reflect on themes related to the role of supervision and governance and the interaction with existing and new stakeholders. They do this in both interactive plenary and part-sessions, where you can of course share your own dilemmas and experiences. The theme of the Professor Debate between Hans Strikwerda and Leen Paape in the evening during the networking dinner is "Impact of smart data on new thinking and new measuring."



Date: Thursday, November 29, 2018

Time: 13.30 - 21.00 (including culinary care and networking dinner)

Costs: € 345.00 excl. VAT

Location: Landgoed Groot Kievitsdal in Baarn.

We have vouchers with a value of € 50 available. If you want to attend Congress and register online, you can use the voucher and pay only € 295 instead of € 345 (excluding VAT). Discount Code: Bakir18

For more information about the program and the speakers, visit [www.behavioralriskcongres.nl](http://www.behavioralriskcongres.nl)

## Coming Event: HTPM2018 (In Dutch)

### Annual HTPM2018 Day, 5<sup>th</sup> Anniversary

Date: Thursday 8 November 2018, 9.00 – 17.00 Hrs

Place: Hilvaria Studio's, Hilvarenbeek

Audience: Project Managers / Project Leaders, (Lead and Project) Engineers, R&D managers

Capacity: 50-75 seats

Theme: Are you in control? Integral project management in high-tech projects

Cost: € 295 (without Mikrocentrum High Tech Platform membership)

For PMI members € 100 (mentioning their membership number of PMI.)

For more info visit, <https://mikrocentrum.nl/evenementen/themabijeenkomsten/de-high-tech-projectmanager/#algemeen/>



## Opportunity - Request for Quote: SNV Project life cycle gap analysis

SNV Netherlands Development Organisation (SNV, [www.snv.org](http://www.snv.org)) issues this Request for Quotes (RfQ) in order to **select a consultant to carry out a gap analysis comparing SNV's project life cycle to the Project Management Institute' Project Management Body of Knowledge (PMBOK®)**. This will result in recommendations on areas of improvement in SNV's policies, procedures and processes.

### 1.1 SNV as an organisation

- SNV Netherlands Development Organisation (SNV) is a not-for-profit, international development organisation, established in The Netherlands in 1965 and based in The Hague.
- SNV is dedicated to a society in which all people, irrespective of race, class or gender, enjoy the freedom to pursue their own sustainable development. SNV works with governments, local development partners, businesses, knowledge institutes and low-income communities, so that together we can transform ideas into policy, policy into action and action into results. From 2016 to 2018, SNV aims to improve the quality of life for over 18 million people by developing locally owned approaches, strengthening governance systems and improving markets for the poor. SNV's work focuses on three sectors: Agriculture, Energy, and Water, Sanitation and Hygiene (WASH).
- Following changes in its funding basis and business model over the past few years, SNV has shifted its focus from an organisation providing advice to a wide array of development partners to an organisation focusing delivering high impact, quality projects in more than 27 countries. As part of this transformation, SNV has developed a strong project management methodology based on the Project Management Institute Body of Knowledge (PMBOK®).
- SNV manages a dynamic and evolving portfolio of approximately 300 live projects funded by a variety of clients including, amongst others, the Dutch Ministry of Foreign Affairs, the European Commission, the United States Agency for International Development, the MasterCard Foundation. These projects are implemented under different funding modalities such as grants, contracts, fee-for-service projects and other types of partnerships. SNV employs over 1,200 staff globally including over 150 Project Managers. Additional information is available on SNV's website, [www.snv.org](http://www.snv.org)

### 1.2 Background, objective and deliverables for the assignment

- This assignment is part of a project funded by the Project Management Institute Educational Foundation (**PMIEF**, [www.pmief.org](http://www.pmief.org)) entitled 'Sustainable project management capacity strengthening at SNV – developing e-learning project management training for SNV staff'. This project aims to support SNV's mission to improve the quality of life for over 18 million people worldwide by improving efficiency and effectiveness of SNV's project management practice and project execution.
- The intended outcome of this project is that SNV's Project Managers, have access to and benefit from quality project management training, leveraging the PMBOK® on a needs basis and in a sustainable way. This training is aimed to be designed and delivered as online training modules through SNV's Learning Management System. The project formally started in May 2018 for a duration of 24 months.
- **Objective** - this assignment considers the first of four stages. It aims to compare, identify gaps and relevant areas of overlap between SNV's project management approach and the PMBOK® based on a methodological and process analysis.
- **Deliverables** - the key deliverable for this assignment is a report outlining areas of commonality, gaps and recommended changes to SNV's project management approach. The key recommendations from this analysis will be informed by SNV internal stakeholders through a series of short workshops, which the appointed consultant is expected to facilitate with SNV staff support.
- For information, the second stage of this project will focus on updating SNV's project management approach and process and developing training content; stage 3 will translate the training content into e-learning modules and stage 4 will roll out the training to relevant SNV stakeholders.

### 1.3 General approach and timelines

- Once a consultant has been selected, SNV's Project Support Office (PSO) will work with the selected consultant to agree the detailed methodology and accompanying planning for the assignment. SNV anticipates the process and timings outlined in the table below. Please note that these are indicative and may be adapted based on the selected consultant's input.

Steps	Estimated number of consultant days
Briefing, desk based review of relevant SNV policies, processes and tools	3
Semi-structured interviews with a relevant selection of SNV staff, including staff working directly on projects	3
Draft findings and recommendations and discuss these with relevant SNV staff	2
Prepare for and deliver a series of workshops by knowledge area	8
Report finalization and final presentation on key findings	3
<b>Anticipated total number of consultant days</b>	<b>19 days</b>

- Considering availability of staff and other logistical factors, SNV anticipates this project over a period of 12 weeks.

## Requirements

### 2.1 Consultant profile

SNV is looking for a consultant to lead on this assignment. SNV staff will support the consultant by providing relevant information and guidance, organizing internal logistics and providing feedback. Details of the application process are below. More specifically, SNV is looking for a consultant with the following profile:

- Strong and demonstrable experience of project management in an international development context;
- A Project Management Professional (PMP certified) with in-depth knowledge of the theory and practical application of the PMBOK®;
- Experience of carrying out similar assignments preferably at corporate level in an international development context;
- Strong facilitation skills;
- Excellent writing skills and fluency in English.

### 2.2 Budget and cost overview

- As highlighted in the table in section 1.3, this assignment is anticipated to take approximately 19 days.
- The assignment does not require any travel to SNV countries, as SNV will make use of available information technology to facilitate the participation of colleagues who are not based in SNV's Global Support Unit in The Netherlands. Depending on where the consultant is based, travel to The Hague may be required and should be included in the quote.

## Application process

### 3.1 Required documents for application

The proposal to be submitted should, at a minimum, contain the following elements:

- An overview of the consultant's (or consultancy team) profile, motivation and relevant experience for this assignment;
- Rate per day with specification of inclusion of VAT;
- Additional information: CV of the consultant (or consultancy team members); references.

There is no specific format proposed but please make use of Plain English and keep the proposal as concise as possible. All information related to this RfQ will be treated as strictly confidential. By submitting a proposal, you agree that the information included (including CVs) will be shared internally within SNV and stored on SNV's information management cloud system for the duration of the project until end of 2020.

### 3.2 Selection process overview and timelines

- The following timelines are planned for the selection process

When	What
08 October	Closing date for questions
15 October	Submission of written answers to all parties having submitted a quote
22 October	Closing date for quote submission
29 October	Potential clarifications on quote submitted
05 November	Decision on selected consultant

- Please keep in mind that the proposal has to be submitted in English and be sent via e-mail to Marc Faux.

### 3.3 Questions and clarifications

For any questions or clarifications on this assignment please contact Marc Faux, SNV's Project Support Office (PSO) Manager who will also act as the Project Manager for this PMIEF funded project. You can contact him at [mfaux@snv.org](mailto:mfaux@snv.org)

## PMI Global: How to Assess Benefits Capture Readiness?



Every project or program owes its sponsoring organization an output that achieves objectives, and—above all—delivers benefits:

- The output is the new or enhanced product, service or capability to be delivered by the project or program.
- The objectives are the results to be achieved with the project output.
- The benefits consist of the qualifiable and quantifiable business value created through a project or program.

Let's look at a real world example:

- Output: The opening of a new international office.
- Objectives: Have the office staffed and fully operational by year end. Connect with 100 potential business partners in the new region within the first 90 days.
- Benefits: Increase brand awareness in the new region (qualifiable). Generate \$5 million of new business in the region annually, with a 75% measure of confidence (quantifiable).

Benefits realization management (BRM) is a process that ensures projects and programs deliver benefits that align with the sponsoring organization's corporate strategy. There are three stages to BRM:

1. Benefits identification: What business value the project is to achieve. This is a powerful project justification tool in that it maps each objective to a benefit, and each benefit to corporate strategy.
2. Benefits realization: How that business value will be achieved. Use no more than three metrics to gauge progress, and identify who will track and report on benefits—and identify and address problems.
3. Benefits sustainment: How the business owner will manage that business value post-project. A solid communications plan is essential, with an annual progress report that validates continued strategic suitability.

Based on analysis from Project Management Institute, The Economist Intelligence Unit and Boston Consulting Group, companies that have mature BRM practices in place are 1.6 times more likely to realize project objectives and three times more likely to meet or exceed their target ROI on individual projects. (Source: Boston Consulting Group, 5). While BRM is steadily gaining importance in the project management community, it's such an expansive subject that it can be challenging to implement. Clear, specific guidance can aid in overcoming that challenge. To that end, this article offers a practical means of applying a benefits realization lens to a transition preparation strategy. Before a project or program transitions for launch and advances to the benefits sustainment stage, readiness to capture benefits should be assessed. Otherwise, the business value in moving forward is at best uncertain, and at worst, non-existent.

Listed below are 15 considerations to explore when assessing benefits capture readiness:

1. Are benefits aligned with corporate strategic goals, explicitly defined with metrics and timeframes? Have key stakeholders been consulted and signed off?
2. Are benefits documented in a register and benefits realization roadmap on which progress is regularly reviewed?
3. Does governance take into account benefits management and acceptance criteria, and are project prioritization and funding decisions based on expected benefits?
4. Does the project or program team have defined roles and responsibilities, and understand how outputs contribute to benefits?
5. Are business conditions regularly monitored, and is the project or program still relevant based on what benefits can be realized in changing conditions?
6. How are gaps between expected and actual benefits closed, and new benefits discovered?
7. Are benefit owners responsible, accountable and evaluated for achieving benefit targets?
8. Have qualifiable and quantifiable short and long-term benefits been optimized and transitioned?
9. Have project or program outcomes and capabilities been handed over, and were lessons learned captured and communicated?
10. Are benefits being realized on schedule, and measured and verified against sustainment plans? Have any unanticipated benefits been captured?
11. How are important benefit decisions made? Who makes them? Are they based on data or assumptions? How are they implemented and communicated to the organization?
12. How does the organization recognize benefits successes and failures, and how are failures handled?
13. Does everyone in the organization understand the corporate mission, vision and strategy, and any critical, organization-wide customer, revenue or operating expense issues?
14. How are the organization's goals set? Are they clear? Are the right things measured? How often are they measured? How is success gauged? Do all employees know the success metrics?
15. Who owns each critical process and its data? Where is that data kept (laptop, warehouse)? Has the data been validated? Are process maps up to date and familiar to executives?

### Conclusion

BRM is an incredibly powerful tool, but it's also a process. Start off small and take the time to find the right fit for your organization. Which of these 15 considerations can you integrate into your transition preparation strategy today?

*Adapted from: [projectmanagement.com](http://projectmanagement.com), Michelle MacAdam*



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## This Month's Newsletter Contributors



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- ✓ Liz Hector, Director – Academic Outreach and EF
- ✓ Paul van der Wilt, Secretary – PMI NL Board
- ✓ Marc Faux, SNV Netherlands
- ✓ 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, Newsletters 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, 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](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](#).