

The project manager **2020**

Opinions on the future of project management by
the Executive circle of PMI-NL Chapter (BIG10):
“How do we view the project manager of 2020?”

December 2016

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Disclaimer

The contents of this paper is a summary of the member discussions and meetings of the BIG10, PMI-NL Chapter Executive circle, in a condensed and a distilled (by PMI Netherlands Chapter) form. It may not reflect the official opinion of the organizations the members work at. Therefore responsibility for the information and views expressed in this white paper lies entirely with the authors. None of the authors, nor PMI Netherlands Chapter, can be responsible for your use of the information contained in this white paper.

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1 Introduction

In autumn of 2015 the PMI Netherlands Chapter brought together leaders of the project management profession of the 10 organizations providing the highest membership to the PMI Netherlands Chapter. Our group, titled the “PMI Netherlands Chapter BIG10 executive circle” (hereinafter referred to as the BIG10) were tasked to bring their lessons learned, views and expectations on the development of the project management profession back to the PM Netherlands Chapter community.

During the BIG10 kickoff in November 2015 we quickly discovered that we had a common challenge to tackle, and that was despite the diversity of our organizations, which ranged from a ship engine manufacturer, to consultancy organizations, to a national bank. The common challenge was that as the playing fields of our organizations changed, so too did the expectations we placed on **project managers**. Instead of project managers who manage the triple constraints of; time, cost and scope, within well-defined boundaries, we will require project managers who are capable to operate in a more volatile, less defined, and less predictable environment.

In 2016 we addressed the question “How do we view **the project manager of 2020?**”

In this white paper we would like to share our discussions and views from the BIG10 on current and anticipated developments, and how we think this might impact on what we expect of project management practitioners.

It should be noted that this is not be interpreted as a solution to all that ails project management, it is merely intended as shared conclusions to our wider PMI community. Foremost is its enablement to support our organizations to develop a path towards 2020 for project managers. We hope that these insights may also support the project management community in your own organizations.

In the following sections we will present:

Section 3 – Major trends in projects – developments in the marketplace that impact on our expectations of project managers.

Section 4 - The evolving role of the project manager – how does the role of the project manager change due to the market changes, and what changes in competencies do we foresee as a result.

In 2017 we will continue our collaborative search while focusing on “**How do we develop the project manager of 2020?**” - What do we need to do with respect to training, education, selection, etc.?

Hopefully you will enjoy reading this white paper which reflects the open discussions in the BIG10 executive circle, from its professional members who all share a passion for project management.

Please feel free to mail any of the BIG10 members. In Annex 1 you will find a short biography of all contributors and chapter volunteers with contact details.

The BIG10, Executive Circle of the PMI Netherlands Chapter
December 2016

2 Executive Circle of PMI Netherlands Chapter

The Executive Circle of the PMI Netherlands Chapter (the BIG10) is formed from representatives of many leading organizations in the Netherlands. The views in this paper are derived from discussions between, Royal Philips, Nokia, Ericsson, T-systems, IBM, De Nederlandse Bank, Wärtsilä, NXP, Tebodin and HP Enterprise.

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A brief biography and contact details can be found in Annex 1.

3 Major trends in projects

Project management is more than managing the Triple Constraints. Projects were always aimed to coordinate and control more complicated activities, focusing on delivering predefined scope, on time and within budget (the so called iron triangle of project management). Over the years this has morphed into delivering capabilities that will support organizations in achieving their operational, tactical and strategic goals. The iron triangle still exists but is no longer the only driving force and project success indicator.

3.1 Project complexity has increased

Projects today (2016) are far more complicated than projects a decade or more ago. In general, it is expected that project complexity will evolve even further due to increasing technical challenges, globalization and socio-cultural developments. Examples of trends and features increasing project complexity and impacting project success, as discussed by the PMI Netherlands BIG10, are listed below in no particular order. This list is not exhaustive however in the eyes of the BIG10 it signifies that complexity is growing – and we'll all need to prepare ourselves.

- 1) The growing number and diversity of stakeholders causes not only a higher demand for formal information exchanges, but also requires informal information exchanges to be able to connect to communication needs at a strategic level. In relation to globalization, increased international stakeholders are part of the project landscape, hence stakeholder management requires a strong awareness of cultural differences and ways of working within this environment.

Recently I found myself in a kickoff meeting for a relatively simple Telecom project with a room full of people including others from abroad on the phone. These groups were representing either the supplier or customer, but were protecting the interests of their own companies as element manufacturers, service partners, design specialists, security authorities, facility management, test labs or financial controllers. Furthermore a number were (surprisingly) working for both the supplier as well as the customer. Our PM had to secure commitments via sub-contracts, synchronized planning, and agree on payment milestones without taking on unacceptable risks, while keeping complexity away from our customer.

Rik van der Kroef - Nokia

- 2) Increases in project scope has meant a move away from only the triple constraints of time, scope and cost towards the more expanded constraints of risk, reputation, quality, and value brought to an organization. Examples include the need to incorporate sustainability into projects (think circular economy), higher demands for secure project workplaces, and the impact of burgeoning regulatory and legislation demands.
- 3) The number of (multi-)disciplines involved in projects has an intrinsic link to more diverse project scopes and the demand for specific specialists, teams and team management involvement. People are no longer dedicated to one specific team or project, and the recruitment of specialists into the project journey brings with it cultural impacts, fluidity of teams, and potentially new jargon.
- 4) Multi-discipline involvement suggests enforced cooperation with competitor's becoming the norm. Realizing projects together with customers or even competitors (co-creation) will become a guiding principle, No one company can deliver all of the demands that projects require today. In addition there is growing cooperation between the public and private sector (PPS). PPS models are changing (e.g. Maastricht tunnel) requiring an awareness of the differences between these two sectors. One consideration is the public reward model which differs from the private model suggesting

differences in culture and attitudes. The public sector may be considered more risk averse and may not provide for the “entrepreneurial latitude” sometimes found in the private sector.

- 5) Cultural diversity, virtual teams, and team fluidity will be seen not only in the project team but also at stakeholder level. The increase of post-millennials (Generation Z) into the fold will raise demand for new ways of engagement and a move to “more life over work” replacing the mantra “work-life balance”. To this end the idea of virtual teams becomes less about global geography and more about trust, signifying that “glocal” is indeed the new local.

Teamwork is an element that has always been key to achieving outstanding business results, and ensuring resource engagement / motivation / collaboration. It has gained more attention due to a number of reasons:

- *Complexity and size of project work has significantly increased and typically requires many disciplines and stakeholders to work together*
- *Capabilities are now available to allow significantly better communication between teams wherever they are, examples include: email, Skype for Business (teleconferencing & chat), video conferencing and mobile phones etc.*
- *A substantial shift to work locations that are geographically spread, such as offshore centers; remote & mobile work locations such as home, remote office, client office, hotel, etc. This requires more focus on virtual teamwork and communication*
- *Businesses and clients demand to act faster (real time/on line) than ever before demand teams to (re-)act quickly*
- *The impact of failure has increased. This requires strong teamwork to be aligned*

In HP Enterprise Virtual teamwork is now common practice, with focus on:

1. *Clear Leadership & Direction setting: Roles & Responsibilities and Objectives*
2. *Regular alignment checkpoints by using standard communication methods & tools like MS-Exchange, Skype for Business, Mobile phones, Meeting management*
3. *Project Governance, Quality Controls, Milestones and reporting enable focus and alignment of the team (wherever located)*
4. *Understanding and dealing with cultural differences*

This results in project managers being able to manage any project effectively, anywhere, in line with business requirements.

Frans Groeneveld, HP Enterprise

- 6) The avalanche of information and the increased speed with which information needs to be dissected and divulged will only accelerate. Adequate yet relevant communication has always been a challenge, requiring even more attention and dedication from a project manager. Trends are not fully consistent, ranging from lean project documentation to dashboard steering, paperless communication via social media and informal communication. Organizations expect split second updates on the whereabouts of, and returns on significant investments.
- 7) A growing requirement for hybrid models combining both iterative and waterfall approaches continues unabated. Self-steering teams (e.g. in relation to agile) in combination with project teams and approaches can easily cause different dynamics in a project. Flexibility is key but without openness and alignment can lead to disruption. The key here is not a one-size fits all approach but a combination which is decided by the project at the outset. Given that no two projects are identical it is easy to fall into continuous dialogue, sometimes inflammatory, about the pros and cons of each approach in lieu of the more pragmatic decision about simply what is right for the project. The mantra that *people deliver projects not approaches* should not be taken lightly.

- 8) The increase of the organizational level that governs projects. Senior Management and executives will become increasingly interested and actively involved in projects due to more accountability and the inherent link of project success to a company's bottom line. It could be anticipated that as projects become higher in strategic importance, more projects will be steered by C-suite level executives. Today's lack of fit for purpose project governance models is already an acknowledged fail factor, hence if governance moves up to an already overloaded C-suite level, more complexity for a project manager can be assumed. Key questions are: Who is ultimately accountable for a project's success? How do we define it? Who decides?

Companies are expected to be in control of the financial performance of their Operations and Projects and to deliver reliable financial forecasts. For securing that, companies need a strict Project Governance.

The company executives must report reliable forecasts and deliver according expectations in the Quarterly reports to remain a trusted partner for investors, customers, employees and other stakeholders. In addition executives are held accountable for financial reports governed by financial authorities to comply with laws and regulations (SOX compliance). Quarterly forecasts or year-end results are a consolidation of forecasted revenues and margins of a significant number of projects (often 1000+ for international corporate organizations). In order to ensure individual projects report the correct numbers, a strict regime of financial reports and estimates is required to be properly assessed by senior management and company controllers. This regime is often defined by fixed templates with multiple key financial parameters (actuals, revised budgets, EAC, etc.) planning and progress information, and fixed reporting cycles, all supported by a corporate tool creating monthly reports on multiple management levels.

Jaap Dijkstra, Ericsson

- 9) Increasing demand to take sustainability into account when executing projects is not unique. Green or 'sustainable project management' has been identified as an important global trend with a growing number of publications linking the concept of sustainability to project management. It could be concluded that the integration of sustainability into business has also found its way into the project and project management domains. Measurement of sustainability within the project management environment could be recognised in an organization's maturity model measuring its project management evolution.

- 10) Projects have more business impact than ever before. There are indications that this will evolve into two types of projects. The more traditional projects focusing on pre-defined results and managed using the iron triangle, versus projects with high business impact requiring additional skills and competencies. There is no one size fits all approach for project management. Many organizations still struggle to set-up an approach and a development path for traditional project management. So how will these organizations take project management to the next level?

The availability of (social) media is a fact, making the world smaller and faster, and so increasing business impact. One example is our product development of an energy saving device, the so called EnergoProFin. We anticipated to sell to a small range of customer segments, but other customer segments showed interest as well because of the positive results shared between customers via social media.

Ruud Mourits, Wärtsilä

3.2 Output versus outcome driven projects

Projects have more and more business impact, and in the coming years will become increasingly more important for businesses and organizations in realizing success. Projects will become a cornerstone in business performance, even in businesses that at first glance are not project driven, and if our projects are successful, then we are all successful.

In general the BIG10 believe that projects in the future will be divided into two areas:

- **Output driven projects.** Projects with a more or less clear-cut scope and result that can be managed with the traditional iron triangle. These projects are almost production processes. Hence, is project management still required or should these projects be handled by process management?
- **Outcome driven projects.** Projects with large external exposure and increasing complexity. Project success is measured by the contribution to the business. They are unlikely to be successful if they are managed simply by focusing on time, budget and scope. Stakeholder management, teamwork, and a strategic approach combined with the ability to rapidly deliver become key for success.

For output driven projects, hard skills and good technical understanding of the project scope are required. Best/far/offshore outsourcing is standard practice, as low cost and high productivity becomes a necessity. Offshoring demands outstanding cultural understanding from the project manager. Furthermore, project managers must be able to manage virtual teams or globally dispersed teams.

For outcome driven projects, soft skills are of the utmost importance. In particular political sensitivity, consultancy skills, and the ability to communicate on all levels, especially Board level. Project managers need to be able to report to and engage not only with the Board of their own company, but also with the Board of suppliers and/or customers. Adaptability is key in leading projects to success.

In Wärtsilä we have three business divisions; energy solutions, marine solutions, services and three project management categories:

- *customer delivery projects*
- *business development projects*
- *product development*

Through these divisions projects are managed as per their specific needs. There is one project management office where all tools, basic guidelines and competence developments are created and maintained. Within the business lines there is a clear distinction of the different kinds of project managers, who are not only focused on complexity of projects but also focused on customer and business needs. Just as the project manager is close to the customer, the project manager is also close to the production location.

Ruud Mourits, Wärtsilä

There is an expectation that we will need insight into how our project management population is divided into the two kinds of project managers. Furthermore, we will need to ensure that we have project managers ready now, and in the pipeline, with the right skills and character traits to successfully manage specialized or business driven projects.

Simply put, different kinds of projects require different kinds of project managers.

3.3 Project governance.

In general, the BIG10 agreed that the governance of projects is a project management area that needs immediate attention. Internal project ownership is often poorly organized or designated, and project managers often experience indecision from project owners and sponsors.

As projects assume a role of more strategic importance, future sponsors will be derived from management boards or from their successors in-waiting. Today's sponsors are orientated towards running the day to day business of their organizations, and are often left without the bandwidth needed to invest quality time in project partnership. To overcome this governance vacuum there is the need for a stronger and more professional way to organize the decision making process for projects. Capabilities need to be developed to ensure that the future project manager remains aligned with governance at the highest echelons. Here an executive presence with consultative skills and exceptional presentation skills will be seen as the norm.

Recently I was asked by a bigger mid-cap company to help them with providing guidance with their project and portfolio management. The company ran over 200 projects, without any governance structure or tooling. As a result; management was not able to manage the strategic goals, nor the scarce resources, project management was not capable to run the projects and deliver their outputs in time, and the program managers were not able to deliver their outcomes.

In order to end this chaos a decision was made to create a function Chief Project Officer.

Henk Smits, HS-PM

By redefining the project team into an extended project team and incorporating the most important stakeholders, including the project owner, the project is not only a team challenge at execution level but will become a joint effort of execution at the tactical and strategic levels. The challenge then becomes a more collaborative relationship when engaging with stakeholders, instead of managing at arms-length.

As projects are increasingly seen as an emerging strategic asset of an organization, creating a landscape in which projects can be successful becomes a fundamental need, especially in large organizations. Without clearly mandated ownership, often the efforts for full transparency, standardization and alignment fall into organizational disarray. In the often politicized world of projects the introduction of the role of Chief Portfolio Officer (CPO) would enable a true focus on the creation, delivery and success of programs and projects aligned to an organization's strategic roadmap.

Within large organizations projects tend to be prolific hence organizations need to ensure a continuum of alignment to strategy. The construct of a role pertaining to projects at an enterprise level, namely at the highest levels of governance in an organization delivers a critical value add. Too often this role, as the guardian of strategic alignment, cost, and relevance in relation to projects is disseminated across an organization, or assumed as inherent.

Helen Bull, Royal Philips

4 The evolving role of the project manager

From section 3 above, we can conclude that projects will become more complex causing an evolution in the demand for project management competencies. The questions include; what will these effects be? How will the role of project managers evolve? What other competences must be developed? How can organizations support and facilitate these developments?

4.1 The evolving role of the project manager

The project manager was ...	The project manager must put more ...
<i>Focused on realizing the project results</i>	<i>Focus on enabling realization of the project goals</i>
<i>Focused on managing the project constraints</i>	<i>Focus on adjusting project constraints</i>
<i>Focused on the project team</i>	<i>Focus on the project stakeholders</i>
GETTING THE JOB DONE RIGHT	GETTING THE RIGHT JOB DONE

As indicated previously there is a change in what we expect from project managers – from getting the job done right to getting the right job done; from being able to create successful output driven projects, to being able to co-create and drive the outcome driven projects to a successful conclusion. Although the two types of projects share common ground, we should also acknowledge that each has completely different characteristics and profiles, and therefore require two different types of project managers with different sets of core competencies.

Different tools are available which allow individuals, teams, and organizations to better understand their areas of strength and development to function more effectively, e.g. “Insights Discovery” and “Management Drives”. Through the use of these tool one can conclude that project managers are likely to have a different set of preferred behaviors, drives, and needs. Assuming this is true, it becomes unlikely that a functional or output focused project manager can easily flip into a business oriented or an outcome focused project manager. If each kind of project requires a specific kind of project manager, correct matching of the project manager to the project is extremely important. We can ask ourselves how much time and effort is put into this matching process Often it is the availability of a project manager that defines in the end who is assigned to a project. One could even argue that each phase of a project, from start-up, to execution and evaluation requires a different kind of project manager. In that case handing over the project after the start-up phase to another is more likely to be beneficial for project progress. This ‘relay’ view of a project manager’s role in a project could be the future of project management. We should also realize that if the role and position of the project manager changes, then this will also affect what we demand from the incumbents in the Project Management Office (PMO). Their roles migrate to proactively managing the project portfolio in a changing project dynamic.

For assigning project managers in key projects often other stakeholders such as customers or business partners are involved in finding and appointing the right project manager for the job. It becomes much more likely that the project manager will be successful when the customer and other key-stakeholders have a say in the selected project manager.

Jaap Dijkstra, Ericsson

4.2 Change in required competencies

Further discussions with the BIG10 concluded that as a result of projects becoming more complex, the need for project managers with the capabilities to manage those kind of projects will become the norm. These capabilities include; leadership, entrepreneurship, business sensitivity, and the ability to put derailed projects back on track.

We need more project managers that:

do not:	but instead:
<ul style="list-style-type: none"> • Just follow orders and carry out the assignment • Just stay within the boundaries • Have the feeling: "All those stakeholders and business attention ... what a fuss!" 	<ul style="list-style-type: none"> • Lead the project • Inspire their team • Stimulate self-management • Are able to manage perceptions • Have a high business awareness and sensitivity and can see the bigger picture • Are able to build partnerships • Have entrepreneurial skills • Are not risk averse (dare to cross the line) • Have an eye for marketing (their project) • Acknowledge that learning is a key competence and is for life

These assertions are under the assumption that we already have sufficient numbers of project managers that can manage output driven projects, and that we have a need for project managers who are able to manage more complex projects.

There is no doubt to the importance of continued investing in the soft skills (teamwork and stakeholder management) of our project managers however, investing in their strategic skills, their business sensitivity and their entrepreneurial skills should also be given the same urgency.

In addition:

- We believe that a project manager should hold a minimum set of requirements; in training (PMI accreditations as the common language and understanding for project management), in experience (the kinds of projects that an individual has delivered successfully, in skills (what kind of situations the individual is able to manage), and/or in profile (what is the preferred context).

In Philips we invest in project management education through coaching, mentoring, training and certification programs. Many of our courses are run through our own Philips University (click not brick), and are targeted toward all employees, not just project managers. We recognize that everyone in our organization will be impacted by projects during their career, hence it's important that we can all speak a common language.

Helen Bull, Royal Philips

4.3 How can organizations support PM developments?

Which conditions should we create to develop more business driven and outward-oriented project managers that are able to manage and lead our projects? We see a number of perspectives here:

- Project Management is a profession. It is the one capability that can drive change, and since change is the only constant investing in this profession should be a no brainer. Consider creating the role of Chief Portfolio Officer (CPO) to ensure the right focus at the top.
- Create an attractive career path for project managers. The demand for strong project managers will only increase. Often we see our talents moving to the line organization in search of stability, higher status, and/or higher compensation. With projects becoming more complex the risk exposure increases exponentially when sometimes compared to operational environments. This will place undue and higher stress on an individual. Project Managers need to look at their own career as a project unto itself, with risks assessed, stakeholders identified, and timelines drawn. Organizations can further support here by investing in an infrastructure to support project managers in this journey, particularly with coaching and mentoring programs.
- Start looking for high potentials in areas not explored thus far. Rather than looking for project managers with sufficient business sensitivity and an outside-in profile within the present pool of (more functional) project managers, why not recruit them from other professions such as marketing, communications, or business? These domain skills are a positive addition to a project manager's toolkit. With further training and honing the portable skills of project management, the end result could be a more lateral thinker in the project environment.
- Focus on learning as a core competency. Projects are unique and have their specific challenges. Overcoming these challenges is an adventure in itself time and time again. One of the most important team competencies is the ability to learn and adapt together as a project team through the traits of reflection, curiosity and the willingness to change. We say that learning is not a one-time event but a continuous process, hence learning should be perceived as a core competency in an organization, combined with the ability to analyze situations; pre-mortem, as they unfold, or in a post-mortem timeframe.
- Finding the best match. Everyone wants the best for their project and this results in a high demand for the best project managers. Although formal project management courses are available and in demand, project management is still a trade whereby skills are matured and shaped in every day practice. Not only from books and the classroom, but from managing projects in-situ and outside the comfort zone. Knowing this, more effort should be made in ensuring the right match between project manager and the next project they will manage. The most powerful project owner may not always get the right project manager, but needs to create an environment whereby succession planning places project managers with the requisite abilities on the bench, ready for the next level, and continuously working to become even better in the discipline of project management.
- Let project managers join the high end leadership programs that we already provide for our higher management. Soft skills are a key attribute to a successful project manager, and the insight provided from leadership programs can set the right tone for a project manager's learning journey.
- Start developing a strong project governance capability. Too often project managers are left to manage and lead the project, the people, and the political headwinds, without the right level of support and direction. A strong project governance with members aware of their role and able to speak the "language of project management" can be a huge enabler to a projects success.

Annex 1 – Bio of contributors and PMI-NL Chapter volunteers

Contributors (in alphabetical order)



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Apart from being a PMP certified project manager, Joppe is an experienced manager in the area of Ict and Financial Institutions. From 2010 up to 2015, he worked as 'Manager Projectmanagement' and lead a program to professionalize project management within the Dutch Central Bank. In the last years he adopted the Agile way-of-working, and participates in the Agile transformation of DNB.



Helen Bull, Royal Philips - PMP, MBA, MSc, Philips Master PM certification, helen.bull@philips.com

Helen is the Head of Royal Philips Project Management Practice. Based in Amsterdam she holds an MBA (Distinction), and an MSc from the University of Liverpool. Helen is an advocate for professional project management, with an emphasis on the leadership and soft skills required to bring success. Her research papers considered the impact of communication styles and organizational culture during significant change.



Jaap Dijkstra, PMP, Ing. Operations Director Ericsson. jaap.dijkstra@ericsson.com

Jaap is a certified project manager and has >25 years' experience in multiple roles in Projects and Programs in Western Europe. He has extensively contributed in the development of Project Management as a profession in his company and did globally assess > 200 Project Managers in an internal certification program. In his current position, he is responsible for Digital Transformation Projects of Telco Operators around the globe.



Gert-Jan van Dommelen, IBM - PMP, IBM Executive Project Manager, dommelen@nl.ibm.com

Consulting leader Benelux for IBM Global Technology Services. Experienced in Business and IT Transformation, Cloud implementation, Data integration, System development and migration, IT Governance and Risk management.



Jan Erasmus, MBA, Director Large Projects, Tebodin, j.erasmus@tebodin.com

Jan Erasmus studied engineering and project management. He started his career as a structural engineer followed by a natural progression to project management. At Tebodin Jan is responsible for a team of project managers tasked with executing large complex projects. He is also responsible for developing project management competencies and capacity within his organization. As a multidisciplinary engineering and consultancy firm, Tebodin executes, amongst others, capital expenditure projects for a variety of clients across a multitude of market sectors for the past 70 years. In his role as Director Large Projects one of Jan's main focus areas, and his passion, is the continuous development of Tebodin's project managers in order to meet their increasingly changing and demanding project environments.



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Frans is responsible for all Infrastructure projects to clients, which have their headquarters in the Northern part of EMEA. Our mission is to deliver cost effective, high quality results and meeting a high level of client satisfaction. This is done by bringing a multitude of specialists around the globe together as a virtual team, to deliver agreed results to our client's premises across all regions. This is supported by standard solutions and standard processes.



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Rik is very senior Program Manager at Nokia with a broad experience in large and complex telecoms projects in many parts of the EMEA region. He gets his energy from working with customers at steering board level, understanding and helping them to meet their business goals while growing a healthy business for Nokia.



Eric Loman, Head of Solutions and Projects T-Systems Nederland BV, Head of T&T T-Systems EMEA, e.loman@t-systems.com.

Eric Loman has spend many years as a project manager in large international organizations. Within T-Systems Eric is responsible for the solution design and project execution within the business unit NL and for all EMEA T&T executions. Eric is part of the T&T Project Management community and as such involved in the development and certification of T-Systems project managers in EMEA. Eric is passionate about quality in project management.



Bert Luppens, IBM - PMP, MBA, IBM Executive Project Manager, bert.luppens@nl.ibm.com

Bert is an IBM Certified Executive Project and Program Manager leading complex projects and programs and also is member of the IBM Benelux Project Management Profession Board. Bert has a passion for troubled project prevention and for the effect of “the human factor” on project success. During his Warwick MBA dissertation Bert researched the usability of BIG5 personality tests in project environments.



Ing. **Ruud Mourits**, PMP, Manager project management, Wartsila The Netherlands, Ruud.mourits@wartsila.com

Ruud Mourits manages the project management department within Propulsion System Services The Netherlands. A project centre focussed on delivering complex systems to the marine and offshore industry. Not only high quality of products but also high quality of integration and risk management are critical in this business. Ruud aims to deliver this with the greatest focus on customer relationship as possible.

Chapter Volunteers *(in alphabetical order)*



Martijn Jong, AMI Consultancy – managing partner & project expert – martijn.jong@ami-consultancy.com

Martijn supports project managers & project teams in finding their way to success. *‘In order to create success, you have to focus on success and success only!’*, is one of his firm believes. This believe was, amongst others, proven in realizing the Maasvlakte2 – the expansion of the port of Rotterdam. A complex project being delivered on time, within budget and with a satisfied client. Martijn now is trying to unravel the ‘mystery’ why projects derail and how to approach Project Recovery in a professional and successful way.



Henk-Jan Molenkamp, PMP, MSM, CEO PMI Netherlands Chapter, Managing Director of The PMO Company, h.molenkamp@thepmoccompany.com

Henk-Jan has started The PMO Company some 10 years ago now, focusing on optimizing project management processes and governance. His last employment was at Getronics where he was director of program & transition management. Currently he leads the PMI Workgroup Corporate Governance and is participating in the BIG10 executive committee as the representative of the board of the Dutch chapter.



Cees Pijs, WeY Strategie Realisatie, immediate Past President PMI Netherlands Chapter, volunteer chair of the PMI Netherlands Summit Program Board, volunteer lead of the BIG10 initiative, c.pijs@wey.nl

Cees is leading the management consultancy team at WeY. Besides he is a program and project practitioner supporting customers in achieving their ambitions. People do recognize Cees as the one that brings a vision to life. He is at his best when it is unlikely to happen...



Henk Smits PgMP PMP, HS-PM, Henk.smits@HS-PM.nl

Henk is a PMI certified Project and Program manager with much experience in complex, international and troublesome projects (both business and ICT). He is the type of manager that delivers as promised. As volunteer within PMI Henk is active as leader of the LiGW for program managers, active member of the BIG10 initiative and also several research projects as well as general tasks within the Chapter.



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Anton is a passionate project, program and portfolio management coach, consultant and trainer working for an international audience in several industries and application areas (R&D, NGO's ICT, manufacturing, finance, R&D, ..). PM Talent management, Team work improvement and Gamification in learning are his key interests. As co-founder of the PMI Netherlands Chapter (honorary member) he served as Board member for several years and is still involved as member of the Program Board Dutch publications. Don't hesitate to contact him: anton.zandhuis@threon.com

Annex 2 – About the PMI-Netherlands Chapter

The PMI Netherlands Chapter represents PMI in Netherlands and strongly supports the PMI global mission to promote the Project Management profession in all its aspects. It is an enthusiastic and energetic chapter that is run by volunteers and strives to deliver maximum value to its members and sponsors. Our Mission is to be an attractive, growing, professional chapter of PMI in the Netherlands, where project, program and portfolio management professionals find a relevant environment for development, certification and networking. To fulfil our mission, the PMI Netherlands Chapter undertakes the following activities:

Chapter Meetings

The PMI Netherlands Chapter organizes Chapter Meetings on a frequent basis. At these events, members of the PMI Netherlands Chapter and members of partner organizations are invited to come and listen to and learn from project management professionals on a specific topic, and have the opportunity to network as well in an informal setting.

The entry to the Chapter Meetings is free for members of the PMI Netherlands Chapter and members of partner organizations (IPMA and BPUG).

These events provide an opportunity to earn PDU's for PMI credential holders.

Local Interest Workgroups

Under the umbrella of PMI Netherlands Chapter, there are several established Local Interest Workgroups (LIWg). They gather together enthusiastic members who are interested to build workgroups focused on certain Project Management topics. The aim of these workgroups is to bring their members to a higher professional level by organizing meetings and workshops around any given topics.

The entry to the LIWg Meetings is free for members of the PMI Netherlands Chapter and members of partner organizations (IPMA and BPUG).

Events organized by LIWg give PMI credential holders an opportunity to earn PDU's.

PMI Netherlands Summit

The PMI Netherlands Summit is the yearly Chapter Seminar with a specific theme each year. It offers a full day of presentations, talks and workshops spread across multiple tracks. An inspiring program is guaranteed containing keynote sessions by international thought leaders, with expert insights and lessons learned. The PMI Netherlands Summit is organized by the PMI Netherlands Chapter together with their partner CKC seminars.

These events give PMI credential holders an opportunity to earn PDU's.

A pocket companion to PMI's PMBOK® Guide

This pocket guide is based on the PMBOK® Guide Fifth Edition. This companion is a PMI Netherlands Chapter initiative thanks to our valued volunteers Paul Snijders, Thomas Wuttke, Anton Zandhuis and many others who contributed. Published in cooperation and supported by Van Haren Publishing, it contains a summary of the PMBOK® Guide and provides a quick introduction as well as a structured overview of this framework for project management. The book deals with key issues and themes within project management and the PMBOK® Guide as follows:

- Key terms and definitions in the project management profession
- A short overview of the activities of PMI Inc., the organization and its standards: PMBOK® Guide, Standard for Project Portfolio Management, Standard for Program Management and other standards.
- The essentials of the Project Lifecycle and Organization.
- What are the key project management knowledge areas and processes?

The main target group for this pocket guide is anyone with an interest in understanding the PMBOK® Guide framework or a systematic approach to project management. The book is also useful for members of a project management team in a project's environment using the PMBOK® Guide as a shared reference. It is a complete yet concise description of the PMBOK® Guide for anyone involved in projects or project management.