

# **The return of the Project Leader**

Opinions on the future of project management by  
the BIG10 Executive circle of the PMI  
Netherlands Chapter:

“Reflections on managing projects towards 2030”

November 2021



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### Disclaimer

The content 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

What is the development and evolution of the Project Manager towards 2030? The PMI Netherlands Chapter BIG10 executive circle has considered this question to define the future of the Project Workforce. This assessment was done in conjunction with the volunteers of the Dutch PMI chapter.

This paper is additional to our previous paper, also known as "the Project Manager 2020".

During several meetings, we concluded that the project manager role is experiencing a constantly changing and challenging environment. In our previous paper, "the Project Manager 2020," we concluded that project managers today face more complex and dynamic projects that not only deliver change but are subject to change as well. As a result, we learned that Project Managers need to develop an additional skill set to be more outcome-focused. The project manager 2020 focussed on the person, the "who" and in our opinion is still valid in 2021.

The focus of this paper is on how. This paper addresses a different question, what about project management itself? Don't these dynamics in and around projects demand new and other ways to manage a project than the traditional waterfall approach? Is Agile, originating from Software development, the way to approach all projects? Are we facing a new era without a waterfall approach to project management? Will today's project manager disappear?

The BIG10 represents traditional project management approaches. We assessed the impact of Agile to find out what we can learn and take back to our organizations, and our project managers and the maturing of project management in our organizations.

The key questions we will address in this paper are:

- A reflection on our previous paper, the project manager 2020,
- What did we learn since 2016 when we released our previous paper?
- It is all about leadership, the return of the project leader – what is the 2030 profile?
- What are the implications?
- Based on the above: What would the Next Steps include?

The purpose of this paper is to share views and insights to support the PMI BIG10 members in preparing their organizations for major changes in project management (looking, for instance, at the competencies to develop and what conditions to create to make their project managers and projects more successful).

Next, this paper should help the PMI Netherlands Chapter determine interesting topics for future events and further development of the profession, understand the additional business needs and identify areas that need development.

This paper's collected views and insights will also be shared with the Dutch PM(I) community and where applicable, the worldwide PMI community. Our goal is to evoke reactions from our audience, which will help us sharpen our ideas on future developments of the profession. We do so to start a discussion on major future developments.

The BIG10 Executive Circle of the PMI Netherlands Chapter  
September 2021

## 2 Contributors



The views in this paper are distilled from discussions between representatives from Philips, Nokia, Ericsson, T-Systems, IBM, De Nederlandse Bank, Wärtsilä, DSM, Shell, DXC, and Vanderlande in the Netherlands.

Contributors are:



- Ruud Mourits Wärtsilä,
- Bert Luppens IBM,
- Joran van der Ploeg, DNB,
- Jan Erasmus, DSM,
- Hari Prasad Ragothaman, Philips,
- Rik van der Kroef, Nokia,
- Marco Timmer, DXC,
- Richard van Ham, Ericsson,
- Schelto van Heemstra, Shell,
- Bernard van Doorn, Vanderlande.



Chapter Volunteers:



- Cees Prijs
- Henk-Jan Molenkamp
- Martijn Jong
- Jan Cardol



### 3 Background – organizational outreach

As "advocates" of the Project Management Institute in the Netherlands, our goal is to develop the Project Management profession and increase individual competencies continuously.



The PMI NL BIG10 is to intensify contacts with the 10 organizations that provide the most members to the Chapter. The Chapter will connect those organizations by introducing an executive circle as a collaborative platform. The purpose of this circle is:



- mutual sharing and education,
- understand the future Project Management needs,
- to anticipate those needs.



The executive circle can give directions to the Chapter leadership team, contributing to developing membership value derived from the organization our members work for.



The Chapter helps those organizations by providing opportunities for speakers, promoting the organization as an attractive organization for aspirants and practicing Project Management, and assisting those organizations in their social responsibility by connecting them to the not-for-profit network of the Chapter.

In return, those organizations can provide content and hosting opportunities for Chapter meetings and other events.



## 4 A reflection on the Project Manager 2020

December 2016, we concluded our paper "The project manager 2020". This paper reflects our thoughts on how the project manager and the project management profession would evolve towards 2020.

### What were our ideas about 2020?

We concluded that the project complexity was increasing rapidly. This complexity would only further increase stakeholders, disciplines involved, scope to manage, business stakes and impact, increasing pressure to shorten time windows, etc.

We also concluded two types of projects could be distinguished: projects with a more or less clear-cut scope and deliverables and business-driven projects with a less easily determined scope at the start of the project.

The expectation was that the latter type of projects would grow in numbers.

Finally, we concluded that the demand for project managers to manage business-driven projects would increase. The focus would be 'where to find these project managers' and 'how to develop and support them'.

In the light of more business-driven projects, we predicted a change in required PM competencies and also new organizational challenges:

- Creating a more interesting career path to attract (and keep) project managers,
- Looking for high potentials in different areas,
- Focus on learning as a core competence,
- Finding a better match between projects and project managers
- And ... let time do the work. Because in time, project managers will develop their competencies in their efforts to deliver successful business-driven projects.

### How accurate were our ideas?

Essentially, we believe our insights were right. We still see the need for a different kind of project manager growing. Project managers have a good feeling about the business the project is in and feel responsible for making the project work from a business perspective. Project managers that can cope with the dynamics, projects face. As such, we still believe that this requires developing a new skill set for project managers.

Our best prediction was the increase of sustainability as a core value in project management – and the introduction of sustainability as one of the core project success criteria.

But time to face the organizational challenges was short. More time is required to discuss in depth how organizations can support their project managers in developing new skills so that they can handle all dynamics in and around their projects more easily.

Finally, we really missed the vast increase of online cooperation tools and how this affects projects and project management.

## 5 Exploring trends in project management

During 2019 and 2020, we explored, amongst others, some key topics that focussed on Agile in relation to the more 'traditional' waterfall approach. In this paragraph, we summarize some of our main insights and conclusions.



### 5.1 Agile@



The BIG10 first "Agile" visit was at a large retailer in The Netherlands, experiencing a passionate and challenging Agile transition. The goal of the agile@ program is to put the customer first (again) and to use common sense (in Dutch "gezond boerenverstand") in achieving continuous change and defined business goals. Key is that all business entities are represented in and committed to deliver. Rapid delivery cycles allow experiencing if customer benefits are realized as intended. Both Agile and Lean work from the same mindset, and therefore both methods are embraced. Not in a strict way, but pragmatic, again based on common sense.



Now spreading across the organization, Agile started within IT and the companies' ambition to become the largest e-retailer in the Netherlands. We were treated on a vision that traditional project management or maybe the traditional way of delivering projects is a dinosaur, no longer fit for purpose so it will die out over time. Intriguing, indeed.



So, let's explore the reasoning behind this statement. It all starts with today's customer mindset. Customers expect fast delivery and high-quality, unburden services. Customers expect that organizations keep up with this pace and demand. Business and (cloud) IT merge in a strive to meet and even exceed this customer expectation. No longer the golden triangle or other sophisticated KPIs are important. This is about either continuously delivering long-lasting customer value or losing the customer. That requires no longer the internally focused accountability according to the traditional RACI. It requires ownership and customer-centricity. Where accountability stops at the end of the project, ownership does not.

*In Philips we have embraced Agile mindset and behaviors to transform ourselves into an Agile organization to quickly respond to customer needs and deliver business value. I am currently leading the effort to define and implement an Agility in Project Management approach through an integrated capabilities and talent management initiatives to scale up our global PM community to perform in an Agile Environment.*

*We have defined 5 key principles to drive Agility in Project Management by encompassing Entrepreneurial Project Management competencies supported by core project management skills.*

*Hari Prasad Ragothaman*

In agile and following agile leadership principles, ownership, creativity, goal focus, entrepreneurship, flexibility, and passion are encouraged. Ownership is shared between IT and Business and resides not only in the steerco and certainly not in weekly status reports. Constantly questions like, is this still beneficial to the customer, is this still contributing to our goal, must be asked. All people involved play an important and equal part in answering these questions and changes where necessary. Fast delivery also means fast learning. Happy days as working in such an environment is getting better every day.

Certainly not easy to transform from a traditional organization to an agile customer-centric constant changing organization. Can employees cope with the new freedom and the concept



of ownership? One of the key challenges to moving this outside IT software development is the breakdown in small deliveries, good enough to show to a customer, allowing experimenting and initiating the learning cycle. What if the product is not meeting today's quality standards? When is a product ready to experiment? What about the bigger picture? What about alignment between several teams delivering small components of larger deliverables. There are many new uncertainties to cope with.



At this retailer, the project manager, the dinosaur, died out. During our meeting, it was concluded that there could be a project management gap. The one that glues everything together and keeps an eye on budget ea., since at the end we still need to deliver within budget and other given constraints. Most likely, in the Agile mindset, this gap will be filled in by Product Owners, introducing a person with a rare mixture of traditional project management skills and practices, agile mindset and leadership and above all, ownership. Will this work in the growing complexity we discovered in our previous paper?

So many new questions to be addressed, and can the concept of ownership be associated with the outcome-driven project manager we defined in the previous paper. If so, the next challenge is avoiding overloading product owners, project managers or however we call the change leads, with even more skills, tasks, and areas of concern.

Several years ago, Shell commenced adopting the Agile Approach. The transition is continuing, moving from a Service oriented towards a Product Oriented Organisation. Agile has shown virtues in terms of committed key resources and stakeholders from different disciplines working and engaging together with an appropriate heartbeat enabling teams to pursue an early time to market through short cycles of delivery. Discussions on the need of Project Managers within an Agile endeavor are ongoing but given the context and required skills they seem to be needed around more than ever. The Demand for Project Managers has increased significantly ensuring proper delivery *given the complex landscape and increased ambition of Shell in a competitive market.*

*Schelto van Heemstra*

## 5.2 Contracts without pre-defined scope?

We wondered about how to contract suppliers if the results, scope, and, therefore, the investment are not clear at the beginning. We could not find examples within the BIG10 were working in an Agile way was combined successfully with contracting suppliers based upon a defined scope, a limited timeframe and a limited budget. So, we had a look at different sectors. In the large infrastructure projects, the main public principals seem to have found a way through contracts sharing the main project risks instead of dividing them by building alliances (joint ventures), using design and building teams with an active contribution of principal and contractor together and starting to contract a contractor as early as possible. This gave some ideas and insights into solving the contracting issue where scope, time, and budget are not yet clearly defined.

An example of a project where the joint adventure is the starting point of making up contracts between (public) principals and (private) contractors is the 'Graaf Reinald Alliance'. This project concerns strengthening a dyke between the Dutch cities Gorinchem and Waardenburg. The public principal for this project (Waterschap Rivierenland) contracted a combination of three private contractors (Heijmans, DEME & GMB) in a very early stage of the project – at the moment in time where scope still needed to be defined. That allowed the private contractors to co-create the design from the earliest stage possible and, by doing so,



identify and mitigate the major risks both parties face before the execution even starts. The alliance is contracted until the end of the project, during which costs, risks, and benefits are equally shared between the public principal and the contractors. So far, this seems to be a successful approach in managing the project from a mutually beneficial perspective.

Of course, the success of this approach does not only lie in the way the contract was set up. During the tender phase of the contract, the complete focus was on the quality of the cooperation. For instance, 50% of the score during the tender phase depended on an assessment of the cooperation skills of 4 key players of the contracting parties. Also, costs were excluded from the decision to grant the project.



Points to be awarded	What is taken into account
10% of the points	Clarity and depth of insight into how costs and prices were built up – transparency and insight
40% of the points	Vision and strategy on making the project a success and the plan of approach for the first phase of the project
50% of the point	A team assessment where the (4) key players of the contracting party were scored solely on the cooperation skills



The path to grant large projects to contractors in a very early stage, seems to be the new way of contracting in the Dutch infrastructure. As alliance contracts are not dividing risks between principal and contractor, but share and manage them to the benefit (or risk) of both. More examples can be found in the contracts recently awarded by the Dutch Water Authorities.

Of course, also the procurement of IT services is in development, and procurement methods as Best Value Procurement (or procurement of performances) are reviewed and experimented with. But in general terms, the BIG10 feels there is much to win in the way ICT is procured, and IT can benefit from the positive experience in the Dutch infrastructural sector.

Finally, we had a short look at purchasing at the BIG10 partners. Some of them seem to experiment by introducing agile ways of working in the purchasing process. By taking co-responsibility of the performances that have to be realized by their contractors. Investigating this more thoroughly, we concluded that often the underlying contracts still have a more traditional setup (like simply billing of hours) instead of partnerships contracts focused on co-responsibility of mutual risks – i.r.t. contracts. Overall, combining procurement and contracts with an Agile way of working seems to remain a challenge, especially in the IT sector. New and more successful ways are found in other sectors like the infrastructural sector.

*Agile in Wartsila is seen as a project management toolbox to get certain (business) developments or customer deliveries done. In certain businesses the use of agile is rolled out and all tools and techniques are implemented, also in the business culture to realize certain deliverables.*

*Where in other places of our organization only specific agile “tools” are used to assist in realizing deliverables in a better way. In Wartsila we tend to create hybrid projects combining tools as available from waterfall and agile project management methods.*

*Ruud Mourits*

### 5.3 We need both worlds



As a BIG10, we were lucky to have an in-depth meeting with Arie van Bennekum, a Dutch co-author of the Agile Manifesto in 2001. Arie is a true Agilist with a very simple view on what Agile is all about: Agile is 'serving the business by being adaptive.' If you apply Agile well, you achieve simplicity in your projects, not only in IT, where Agile is originating, but also in marketing, product development, and other parts of the organization. Agile for Arie is a mindset. It is not a tool, as a fool with a tool is still a fool. Agile is about the ability to respond, to learn, to allow mistakes, and to improve. Agile is about interaction. Everybody who can say no to the project must be part of the team, and if that is not the case, perhaps one should wonder if the project's business value is truly significant.

In Arie's perspective, Agile is also about avoiding the human syndrome of postponing till the end. Isn't that what we all do? Creating small steps and deadlines and having daily standups should be more traction, dedication, and commitment.

Agile is an exploring and development approach based on continuous learning and adaptation, where a traditional approach is based on a holistic design. In the traditional waterfall, all requirements are captured up front, and that doesn't work anymore in an environment that constantly changes. Changes driven by technology, not being able to adapt to these changes put you out of business. With complex solutions for complex situations, you discover part of the solution during the project. Inventing on the go is something you cannot ignore.

Arie challenged us not to throw away our traditional project management practices but to combine those with an Agile mindset, constantly exploring how to adapt to the situation and choose the approach that would deliver the most business value. Traditional project management, for instance, could well be applied to coordinate activities between scrum teams or between scrum teams and legacy parts in an organization that is not yet adapted to new ways of working.

We concluded that an Agile way of working fits the early stages of the large complex project we know. However, there will be a moment in a project that a switch to a more Waterfall way of working seems logical. Then the focus lies on delivering what was exploratory designed and perhaps conceptually built. And we were wondering if, shortly, what we now call more traditional project management (structure, planning, and control) could not play a role instead of a function.

*Project Managers have been around before Millennia and will remain to stay, perhaps relabeled, but their core skills are unmissable and now more needed than ever! There are a lot of folks with great ideas, but in the end of the day it takes a Project Manager to realize a dream. Project Managers have the DNA to inspire, energize and mobilize people to work together on a journey of change in a controlled manner.*

*Shell's purpose is to power progress together by providing more and cleaner energy solutions. The strategy is to strengthen its position as a leading energy company by providing oil and gas and low-carbon energy as the world's energy system changes. To make the underlying changes happen, requires excellent Project Managers!*

*Schelto van Heemstra*

## 6 The return of the project leader

Of course, we also discussed again the profile of the project manager – should he/she have different competencies to manage a project with an unclear or dynamic scope, budget, and timeframe. In our opinion, this is the case, as we noticed a strong relationship with the competencies we defined for project managers managing outcome-focused projects (see The project manager 2020, December 2016).



We also underlined the need to improve the match between the type of project and the project manager's skills and competencies needed to make the project a success. Which project manager can manage which kind of project?



Looking back at our BIG10 meetings and the discussions we had about the role and competences of a project manager in "dynamic environment projects", we concluded that true leadership skills need more attention. And during the 2020 Covid lock-downs the emphasis on leadership skills became even more important to project managers. Projects had new challenges such as:



- keeping up the spirit,
- engaging remotely,
- creating focus while everyone works online at home,
- implementing the new online culture into the project way of working.



Furthermore, we noticed that global topics like sustainability, safety, purpose-driven business, and staying fit for the future also affects projects and project management. The success of projects is closely related to the contribution to these developments and themes, impacting the way professional project management is perceived.



*Leadership is essential for project managers. For Vanderlande that means: ownership, entrepreneurship, pro-activeness, teaming, trust, self-criticism. Vanderlande invests in the development of these project management competences. Aiming for project managers with strong leadership skills and competences. The Vanderlande statement in the cooperation with their contractors: If values between organizations (principal & contractor) relate, project success is easier realized!*

*Vanderlande (Bernard van Doorn)*

## 6.1 Project leadership – the project leader



At the end of the 20<sup>th</sup> century, at least in the Dutch project-based organizations, the project manager was higher up the career ladder than the project leader. So, the project professionals career path was clear. Project leaders were coordinating the smaller and more straightforward projects and project managers were managing the more complex and business driven projects. If you had any ambition in project management, you had to become a project manager.

But things seem to have changed. Leadership is the organizational competence of the 21<sup>st</sup> century. All companies look for new leaders to push their business forward. While for long HR and L&D focused on improving management skills at all levels, nowadays all effort is put in pushing leadership skills forward. This makes sense if you look at present-day social and economic developments and discussion around themes like sustainability, diversity and safety. Combined with the growing numbers of stakeholders and parties involved, the highest demand on quality of products and services, an ever-growing push on time to market, the increase in information and the speed of communication in projects, leadership skills in managing projects successfully become ever more important. This is what we see in our organizations and, of course, also in and around our projects.

Traditional structuring, organizing, planning, and reporting, simply does not suffice. Project management needs more leadership to handle and control all project challenges and lead change. Project managers must be able to steer the project through the rough sea of ever-changing conditions and still reach the harbor safely. That requires mature and modern leadership skills.

The project manager of the near future is the project leader 2.0. A project leader in a literal meaning. The leader of the project. Who knows how to manage the project and keep a good eye on scope, time, and budget. But who also leads the project so that everybody (team and stakeholders) is truly committed to the project's success, and indeed the project serves a business purposes in the best way possible. Maybe we can conclude that we have arrived in a new era of project management: the time that project managers and project leaders have to change seats and project management needs to become project leadership again.

If so, what then should be the competencies that need to be developed?

In line with Philips ambition to unleash the full potential of the 2030 project leaders, 10 key competence areas have been defined:

- A. Emotional intelligence
- B. Servant leadership
- C. Network performance

*For me the PM will always be needed as only a human can take on the spur of the moment decisions based on gut feeling that resolve so many issues on a project and no machine so far can replace that.*

*However, all that is administrative must become automatic and much more use of Artificial Intelligence, data mining and machine-learning, etc., needs to be done to makes the project managers job easier from running the project itself as efficiently as possible on the one hand and to creating more business value (additional sales/ways of working efficiencies/further solutions) on the other. The PM has and will have a prime position via their contact with the customer. We need to further digitalize our ways of working and interconnect our many, many tools. By really pushing for as much automation as possible so we leave the PMs to do what they do best and be as much as possible in front of the customer.*

*Richard van Ham*



- D. Customer centricity
- E. Risk management
- F. Ownership and commitment
- G. Stakeholder partnership
- H. Business Acumen
- I. Judgement
- J. Learning agility



As we can see, some interesting development areas are defined, like emotional intelligence, servant leadership, and stakeholder partnership. Traditionally, project management does not focus on those competencies and they are not part of the present project management toolboxes and bodies of knowledge.

Besides these competence areas that need more focus to develop project leaders able to lead the growing number of business-driven projects, other developments occur in and around projects.

All organizations face challenges like sustainability, safety, compliance & security and social responsibility. This affects projects directly. Projects also need to contribute to these business goals, and project leaders need to incorporate this kind of goals into their project objectives. In order to lead the project in line with these objectives. That further increases the need for attention to the development areas mentioned, and the PMI BIG 10 realizes that much work needs to be done to find and develop the project leader of 2030.

Finally, we came up with some statements for further investigation and discussion:

- A. The project leader's 2030s motto should be: leading business change and obtain sustainable business value in a complex and fast-moving world while keeping a grip on the traditional golden triangle.
- B. The project leader 2030 should have a chameleon's ability with the application of approaches, tools, and techniques. So stop discussing tools and techniques. The project leader will guide the way!
- C. The project leader 2030 is not sensitive to hypes, back-to-base oriented, understands maturity and how to cope with different maturity levels, and strives for balance between project, business, and environment.

D. Help! We do not have sufficient project managers with the potential to become our project leader in 2030. Our biggest challenge is to find and/or develop these project leaders!

*In my view, the future of project management is changing so rapidly that project leader should embrace Entrepreneurial Project Management behaviors to focus on key 5 principles namely, outcome driven, customer focused, embrace change, demonstrate learning agility and servant leadership. The organizational awareness and business acumen is key to perform the role of project leader in the future and take ownership to deliver on outcome (not outputs). The project leader should be able to perform different roles required as per the methodologies (For Ex: Release Train Engineer role in Scale Agile Framework) and focus on demonstrating Agile mindset and behaviors while continuously developing core project management skills based on global standards.*

*Hari Prasad Ragothaman*

*As Wartsila is a global player in a world which is getting smaller and smaller project managers are expected to act in a bigger part of the world. Project managers need to have a good customer understanding to be successful anyway. Having a good cultural understanding and ability to adjust to different cultures while managing different projects is what will give the PM of 2030 a distinctive advantage.*

*Ruud Mourits*

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

### 7.1 Members of the BIG10



**Richard van Ham**, PMP, Ing, Head of PMO CU WE, [richard.van.ham@ericsson.com](mailto:richard.van.ham@ericsson.com)

Richard is leading the Project Management Department for Western Europe within Ericsson. He has 20+ years of experience in management / project management. Richard believes that creating an open and empowering culture, employees can explore and perform at their best.



**Rik van der Kroef**, Nokia – PMP, P2P, Master PM and Nokia Certified General Program Manager, [rik\\_van\\_der.kroef@nokia.com](mailto:rik_van_der.kroef@nokia.com)

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.



**Bert Luppens**, IBM, MBA, IBM Executive Project Manager, [bert.luppens@nl.ibm.com](mailto:bert.luppens@nl.ibm.com).

Bert is a Senior Project and Program Manager leading complex projects and programs and is member of the IBM Benelux Project Management Profession Board. Bert now has a 'White Raven' position within IBM, consulting and supporting (young) project managers throughout IBM. Bert has a passion for troubled project prevention & recovery and for the effect of "the human factor" on project success. Feel free to contact Bert via email



**Ruud Mourits**, Ing. PMP, General Manager Project Delivery, Wartsila Netherlands, [Ruud.mourits@wartsila.com](mailto:Ruud.mourits@wartsila.com)

Ruud Mourits manages the project delivery A class projects department within Project services in The Netherlands. A project organisation 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.



**Hari Prasad Ragothaman**, PMP, member of the Philips Project Management Practice leading multiple initiatives to build project management capability in Philips, [hari.prasad@philips.com](mailto:hari.prasad@philips.com)

He hold Masters in Project Management and PMP Certified with nearly 20+ years of experience in program and project management in an international environment. For many years he led consulting assignments to build and operationalize project management capabilities for different organizations.

In Philips, he is leading the effort to standardize project management processes, drive innovation in project management and build core PM competencies across project management community. His personal interest lies in enabling Philips to build innovative solutions to customers by using Project Management combined with Agile behaviors and mindset.



**Schelto van Heemstra**, PMP®, MSP™, Prince2™, CSM®, CSPO®, MSc (Electrical Engineering), MBA, Shell “Sponsored” Level III PM/PgM Accreditation (Lead PM), IBM Certified Manager and Certified PM (PDF EDM Dimension L5), Commissioned Naval Officer.

Current Position @Shell: Project & Programme Management Competence Centre (PPMCC) Lead and Programme Manager (PgM), [schelto.vanheemstra@shell.com](mailto:schelto.vanheemstra@shell.com)

Schelto is currently Programme Manager for the Continuous WorkForce Management Programme, and as PPMCC Lead responsible for Line Management, PM Demand & Supply and successful set-up and deployment of Project Managers. In addition, Schelto is responsible for Data Quality, Analysis & Value, KPI Reporting, and identifying and driving improvements accordingly, in support of achieving Delivery Excellence.



**Marco Timmer**, DXC – PMP [marco.timmer@dxc.com](mailto:marco.timmer@dxc.com)

Marco has performed several Project/Program Management roles during his career with DXC (Pre-merger EDS/HP/HPE). After being responsible as Program Director for project delivery for various accounts in the Europe North region over the last 3 years he is currently running a Go 2 Green program. Marco is a great supporter and driving force in working in a structured way with strong focus on supporting function like career development, training and quality control. Before joining DXC Marco worked in various functional and technical management roles with Fokker Aircraft, Baan, AT&T and KPN.

Marco is a PMP certified project manager since Aug 2004

Other BIG 10 members are Jan Erasmus and Bernard van Doorn

## 7.2 Chapter Volunteers



**Jan Cardol**, former CEO PMI Netherlands Chapter, [jan.cardol@gmail.com](mailto:jan.cardol@gmail.com)

Very experienced organizational Project Manager in multidisciplinary and multicultural environments with over 40 years of (international) working experience and a background in Applied Physics, Mathematics and Logistics. Solid methodological basis, used to operate under pressure, able to communicate at all hierarchical levels, masters the hard and soft skills of the profession and a high level knowledge of a variety of branches, such as automotive, manufacturing, retail, construction, healthcare, mechanical engineering, F&B.

Although retired still active in the area of organizational Project Management with coaching, setting up and managing Project/Program Management Offices and successful trainer Project Management (PMP®, CAPM®, PM Basics, Risk Management, Prince2 Foundation).



**Martijn Jong**, AMI Consultancy – managing partner & project expert, [martijn.jong@ami-consultancy.com](mailto: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. The biggest Civil Engineering's project since the Delta Works, being delivered on time & within budget. 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, Managing Director of The PMO Company, [h.molenkamp@thepmocompany.com](mailto:h.molenkamp@thepmocompany.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**, owner Het Project-en-zo, Past President of the PMI Netherlands Chapter and former volunteer lead of the BIG10 initiative, [cees.pijs@gmail.com](mailto:cees.pijs@gmail.com)

Cees is a Program- and Project Manager who specialized in leading Digital and Cyber Security business changes focussing on the succesfull mix of people, processes and technology. Cees is committed to support his 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...

We are also grateful for the volunteer contribution of Henk Smits, Helen Meijer and Liz Hector. Thank you very much for this!



## 8 Annex 2 – About the PMI-Netherlands Chapter



The PMI Netherlands Chapter represents PMI in Netherlands. It is an enthusiastic and energetic chapter that is run by volunteers and strives to deliver maximum value to its members and sponsors. We do this by organizing frequent events to bring you the experience of practice and the latest developments in the field. We also facilitate networking between our members and the leading organizations the fields of Project, Program and Portfolio Management.



### **Vision**

PMI Netherlands Chapter strongly supports the PMI global mission to promote the Project Management profession in all its aspects.



### **Mission**

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 this 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).

### **Local Interest Workgroups**

Under the umbrella of PMI Netherlands Chapter ,there are several established Local Interest Workgroups (LIWg). They gather enthusiastic members who are interested to participate and 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 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 the PMI credential holders an opportunity to earn PDU's.

### **Webinars**

The PMI Netherlands Chapter organizes webinars for its members. It is a perfect opportunity to learn from internationally renowned trainers/speakers while sitting in the comfort of your own settings behind your computer while avoiding traffic.

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

Attending forementioned events gives the PMI credential holder an opportunity to earn PDU's.