

Newsletter

February, 2019 | www.pmi-netherlands-chapter.org |

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Editor's Note

A new year started and 2019 looks unpredictable from a global economic and political point of view, where China, US and UK play major roles in this context. In parallel, business agility has become part of our way of working, where we focus on performance and at the same time on transforming to adapt to changing requirements. As Project Managers, we need to be prepared to navigate and manage our Projects and Programs in this unexpected scenario.

For the February newsletter edition, you will find an article related to lessons learned on business transformation, including the case of FinTech conglomerate ING. In addition, we also covered the PMI NL Chapter Volunteer and New Member event, at which members and volunteers connected and enjoyed some time together at the Utrecht National Railway Museum.

On behalf of PMI NL Chapter, we wish you a successful year and hope to see you in one of our meetings and stay connected through our online platforms.

PMCongress2019



Mark April 11th and 12th, 2019 for the PMCongress in Delft. And register now to get your PMI member and early bird discount. Go to <https://pmcongress2019.org/>



WHY LOSE?

Keep your PMI and chapter benefits on track.

RENEW YOUR MEMBERSHIP TODAY.

Congratulations to Recent PMI Certified Members



Name	Credential
Marc Beuten	PMP
S. Castelli	PMP
Wilhelmus Defauwes	PMP
Rogier Regenbogen	PMP
Ton Van Leeuwen	PMI-ACP
Bartosz Wojenka	PMP

Events Calendar Overview

[Link to calendar on website](#)

February		
25-28	SeminarsWorld® in Scottsdale	More info

[Event Chapter](#)

Project Management in Action 😊

GEPLANUS PRANADA: THE PM

by José Roberto



* It is the document that formally authorizes the start of a project.

PMCongress2019 ready to Launch!



PMI is committed to innovation and excellence. 2019 is also our jubilee of 50 years in PMI.

What better time to launch the next generation in our members annual event than right now. This congress will replace our PM Summit, and focus on bridging the knowledge and talent gap challenging Project Managers and business. We will be joined by our co-hosts, TU Delft, to showcase the best and brightest thinking from Universities from around the world. We will also be reaching out to Business Leaders in Europe to gain the value of their 'big picture thinking'. Expect to see some of our PMI European and US colleagues in the crowd also. What will you see there you can't get at other events:

- A mash up of what universities see in research and business people see in the field - a discussion from two different view points
- A Global crowd from the world of academia and business
- A variety of content and presentation styles (including some surprise, fun activities for you to experience)
- Inspirational key notes and invigorating workshops to give you idea and practical advice you can take back to your teams

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See you there!

Help Wanted - Volunteer Positions

Regional PM Network and Drink Meeting Organizers: To organize informal PM Network and drink meetings to discuss PM related subjects; Promote PMI, PMI NLCH in your region and feedback suggestions and subjects to the chapter. Interested?

Please contact: membership@pmi-netherlands-chapter.org

Event Coverage volunteer: We are looking for create a group of volunteers that regularly visit the chapter events and are willing to write a short summary for that chapter event. We will strive to it that it will result that a person has to write 1-2 times per year a summary. So a group of 5-6 persons or more would be great. Volunteers to contact events@pmi-netherlands-chapter.org

Past Event: PMI NL Chapter Volunteer and New Member Day

Last November 24th the PMI NL Chapter organized a Volunteer and New Member event at National Railway Museum. In this gathering held at the Restauratiezaal, new members were welcomed to the chapter and had the opportunity to meet the active PMI Netherlands Chapter volunteers. Also during this meeting the volunteers, who spend their time and effort for the sake of the project management practice, were recognized. It was a fun afternoon, which included a guided visit to the beautiful Railway Museum and the chance to learn more about developments in Dutch railways and trains from the 19th century until now.



Cees Pijs awarded as “Volunteer of the year”

During the event in the Railway museum our chapter gave a special award, “volunteer of the year”, to Cees Pijs.

Cees has contributed a lot to our chapter. Next to his activities as board member (Cees is one of our past presidents) and his efforts to set up and support the so-called BIG10 (community of the ten companies that bring in the largest number of members), Cees has been setting up and organizing six PMI Netherlands Summits in a row.



Program Portfolio Management Conference 2019



From the On February 13th is the 15th edition of the Program Portfolio Management Conference (PPM conference). The central theme of this year is: a new view on Portfolio. How do you stay in control of the innovation and transformation?

Portfolio management takes the lead in innovation and transformation by integrally directing between policy and implementation. And with a wide variety of embodiments, such as programs, projects and agile teams: the hybrid portfolio is born and puts more than ever a stamp on the future. But, how do you get a grip on the hybrid portfolio in a time of agility and the continuous pressure of transformation and innovation? How do you get in the lead (again) and how do you, as a portfolio manager, help the management and the management to get grip?

Registration

Register now and receive a €100,- discount via PMI Netherlands Chapter with code PPM19PMI100

Click here to register and for more information.

Keynote speakers give you vision and inspiration



- **A new view on portfolio. How do you stay in control of the innovation and transformation?**
Moderator Jan Bloem, organizer of the PMM conference and committed to PPMpro.nl and works at Arlande
- **Portfolio Management at NS Commerce: an example of how you can deliver concrete and measurable results from strategic goals that benefit the organization.**
Matthijs Lodder, Manager Portfolio, Programs & Projects, Nederlandse Spoorwegen – Commercie
- **Leadership in change**
Anouk Brack, Author, Trainer, Executive coach Leadership Embodiment, AnoukA Training

Practical and interactive parallel sessions

With inspiring best practices from Avans Hogeschool, De Project Academie, FrieslandCampina, WIN, CAK, Sanquin Plasma Products and many more. Visions and experiences will be shared, in order to give you keystones to keep the grip on transformation and innovation within your organization.

[DOWNLOAD THE PROGRAMFLYER](#)

Follow us on Twitter via #PPMcongresNL. We hope to see you on February 13th. For more details visit:

<https://www.ppmjaarcongres.nl/>

With kind regards,

Organization PPM Conference

How To: A New Process for Registering PDUs for Attended PMINLCH Events

The PDU Claim code is a new feature that will allow you to claim PDUs from a PMI approved education provider more easily.

A PDU claim code can be issued by any PMI approved education provider including PMI, R.E.P.s, PMI chapters, and the PMI Global Accreditation Council. The PDU claim code will be a 10-digit alphanumeric value unique to each course (example: 200068JJYM).

Follow the steps below to claim PDUs for attended events:

1. Log in to CCRS
2. Click on Report PDUs (left column)
3. Below 'PDU Claim Code' on the page, select 'I have a claim code' and enter the PDU claim code for the course attended.
4. Click on 'Apply'
5. You will see information on the event and the distribution over the PMI Triangle for the various certifications
6. Fill in the dates of the activity and tick the box that the claim is accurate and click on the SUBMIT button



Important Notes:

- Please note that processing claims can take up to five business days
- PDU Claim codes can be found in your certificate that is generated in your 'My Registrations' section of the member's area (you must be signed in as a member to view). The claim code appears in the "PMI Event Number" field.
- Claim codes for events that took place prior to May 27th, 2018 can be found [here](#) (you must be signed in as a member to view)

2018 Events Attended Summary

In previous years, we have sent out an overview of PDUs for attended PMI Netherlands Chapter events. This process has changed now.

Please follow the steps below to view your attended events for 2018.

1. Login to the PMI Chapter website as a member
2. Click on 'My Registrations' in the top navigation menu
3. To view attended events from June 2018 going forward, you will see a list on this page. (NOTE: This page is updated with your attended events as they occur so you will no longer need to wait until year-end to view your summary)
4. To view attended events prior to June 2018, select the following blue button 'My Event Registrations before 2018-05-27'
5. Follow the steps [here](#) for instructions on how to register PDUs for attended events at the CCRS website.

Feel free to contact operations@pmi-netherlands-chapter.org if any questions arise.

Five signs if you need a project management tool



Just 33% of organizations deliver projects that are likely to meet original goals or business objectives. So why is that? Do you also struggle to deliver your Projects? Are you using the correct PM tool? Or are you using one at all?

This guide will show you the 5 signs you need to notice to understand if you need a Project Management tool: <https://ptdrv.linkedin.com/nuildkz>

PMI GLOBAL:

Most Agile Transformations Will Fail

The sad reality is that though well-intentioned, most agile transformations tend to fail. By fail I mean they are cancelled, reversed or fall short of delivering the desired results. To be clear, agile transformation success is different from agile project success. Success rates for agile tend to be significantly higher than those for traditional approaches, and there are plenty of data points to support that. Unfortunately, a lot less data is available on agile transformation success. I do find that the majority of attendees to my training classes belong to organizations that have attempted some type of transformation. Most of them report limited success, and in many cases, complete reversal of the agile initiatives. Agile transformations are major programs of change and represent risk. Let's explore some of the reasons that these transformations tend to fail, based on my observations of various transformations I have seen.

1. Agile transformations take too long. The primary reason that I believe agile transformations fail is that they take a long time. As humans, our expectations for things have dramatically changed over the last 5 to 10 years. Today we expect things immediately. Amazon will now deliver almost anything, including groceries, to my home in two hours or less. We have become conditioned to near-instant satisfaction, and we are losing the ability to defer gratification. In organizations, the challenge of wanting instant results is exacerbated by the short-term tenure of executives and a somewhat myopic focus on short-term results. The average tenure for a CIO is about four years. That isn't a lot of time to make deep and lasting change like a transformation to agile. Executives find that they need to hit the ground running and deliver results fast. Most don't have the patience or the time to take on an agile transformation. A true agile transformation in an organization is anything but fast. Change takes time, for all organizations. Most people believe it takes three to five years. That is beyond the horizon for most executives. Those transformations that get started will likely be halted mid-stream once the focus shifts to a different shiny object, or the agile champion leaves the organization.

2. Transformation is limited to process change only. Many people see agile as simply an alternative way of running projects. They view it as another tool in their toolkit, alongside traditional project management practices like those described in A Guide to the Project Management Body of Knowledge (PMBOK® Guide). PMI encourages this thinking of agile as process as it promotes hybrid agile approaches in its recently published Agile Practice Guide. This view of agile as a process change misses the most critical aspect of agile, namely that it is fundamentally a culture and mindset change. Without a change in culture, agile will become an empty set of rituals that fail to deliver the promised benefits. Soon, the organization will snap back to its tried-and-true methods, like a rubber band that has been stretched. Consider the example of FinTech giant ING. It invested heavily in agile development processes in 2011 and then further into DevOps. Years later, it recognized that it didn't get the benefits because it hadn't fundamentally changed the organization structure and relationship with the internal business customers. It had simply bolted agile on to the existing organization.

3. Lack of executive leadership. Another common reason for agile transformation failure is lack of leadership support. This frequently happens when agile was initiated as a bottom-up effort at the department, project or team level. Agile may have worked great initially for that department or business unit, and so the leaders agree to "do agile" and then sit by and wait it out. That is, they tolerate agile ways of working. The bottom-up approach reminds me of a bunch of kids building a tent fort in the living room. They have had great fun and they believe that their parents are going to let them leave it up forever. They are somewhat shocked when mom and dad want to put the living room back the way it is "supposed to be." Like parents, managers and leaders may tolerate things being done differently, but only for so long. As soon as there is a bump in the road (and according to the Satir Change Process Model, it will happen) they are going to change the priorities of the current sprint, pull team members to work on special projects, demand a MS Project Schedule or take some other action to undermine the agile transformation.

4. Lack of agile understanding. The root cause of the previous two items could be that there is a lack of understanding of exactly what agile means. Despite the fact that agile software development has been around for nearly 20 years (and Scrum and other predecessors even longer), some people have not taken the time to really understand it. I see this all the time. Invariably when I visit a new client, they tell me that all the leaders are onboard and they understand agile. The problem is, they really don't get it! Some do, of course, but most have only read about it, or experienced a version of "agile" that wasn't really agile at all. Where possible, I strive to encourage them to learn about what agile actually means before telling their teams that they need to adopt it. I often have to convince them that an investment in agile training to establish a common set of terms and understanding would be a good idea.

5. Copying others instead of experimenting and thinking. Most agile transformations don't begin in a vacuum. In most cases, someone from outside the organization brings in a specific set of practices that worked in their previous company. Or they are a coach and they tell the organization what is best for them. Or someone in the organization reads an article about transformation at Capital One or ING, or watches a Spotify video; they use that as a blueprint for their transformation. In its simplest form, agile is about thinking, running small experiments and improving continuously. It is about building the muscle of learning. It is not about copying what another organization did and implementing it as a cargo cult.

Adapted from: projectmanagement.com, Anthony Mersino (PMI Chicagoland Chapter +1)

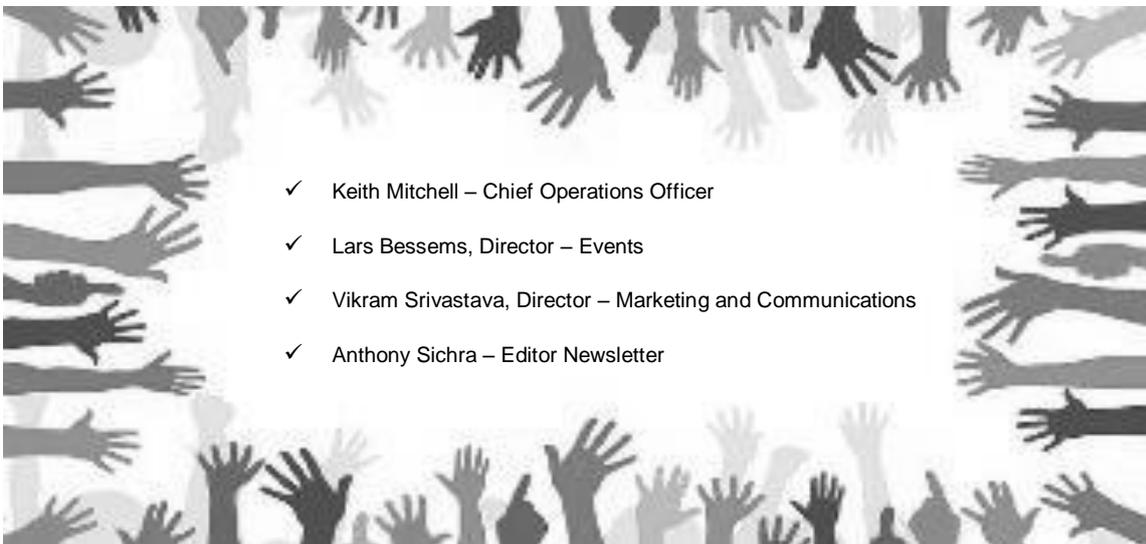
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The sponsor grid is organized into four horizontal rows, each with a category label on the left. The top row is a solid blue bar with the PMI logo on the right. The second row is labeled 'Gold' and contains Microsoft, a placeholder box, and TNSynQ. The third row is labeled 'Silver' and contains Pr2maned, THREON, DE ROEVE, VDL, AMI Consultancy, PlanningForce, and Northern Star Consulting. The fourth row is labeled 'Bronze' and contains THE PMO COMPANY, perfact GROUP, VALID, and Management of Change. The fifth row is labeled 'Facility' and contains FISCAM B.V., ckcseminars, and HOGESCHOOL UTRECHT.

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This Month's Newsletter Contributors



A list of contributors is centered on a background of many raised hands in various shades of gray. Each name is preceded by a checkmark.

- ✓ Keith Mitchell – Chief Operations Officer
- ✓ Lars Bessems, Director – Events
- ✓ Vikram Srivastava, Director – Marketing and Communications
- ✓ Anthony Sichra – Editor Newsletter

Let's stay in touch



Our webpage is the main source of information about the PMI Netherlands Chapter:
<http://pmi-netherlands-chapter.org>
You can also sign up here to get Chapter news on your email.



Join our LinkedIn group:

<http://www.linkedin.com/groups/PMI-Netherlands-Chapter-130083>

Share your thoughts and join discussions. We will also inform you about Chapter events, Newsletters issues and other PMI news.

You can also follow our company page:

<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



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](#).