

Newsletter

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Editor's Note

Following on our last newsletter, we encourage you to be involve in PMI 50th Anniversary activities as a way to celebrate our project management profession and look forward toward a more robust community. You can find additional information in this page.

In addition, in this edition we touch upon the topic of quality linked to the voice of the customers and how to incorporate their perspective in our project development and manage their expectations. As a complement to the previous article, we present a practical article showing some tactics to have a high quality project culture and those enablers to achieve such a goal.

Last but not the least, call for volunteers, especially in the areas of Membership and in organizing Events, you have opportunity to build on your talent. Mail to membership@pmi-netherlands-chapter.org



Global Celebration of Service

An opportunity for project professionals around the world to unite

PMI 50th Anniversary is a time to reflect on the achievements of project managers and recognize the progress that the profession as a whole has made. We also see it as a time to pull together in service, contribute our collective skills and passion, and make a difference in the world together. To accomplish this, PMI is supporting the United Nations' mission to align strategies and operations with universal principles on human rights, labor, environment, and anti-corruption, and take actions that advance societal goals.

Pledging Your Commitment

The UN has identified 17 Sustainable Development Goals (SDGs) that serve as a blueprint to achieve a better and more sustainable future for all. PMI has committed to contributing 50,000 hours towards attaining these goals by 31 December 2019. We have reached this goal and are now working on doubling it! The call is still open for PMI staff, members, chapters, credential holders, volunteers and any individuals or organizations who want to get involved to pledge their commitment.

Think about what causes motivate you...where your passion lies...or how your expertise could help most. You can sign up on behalf of yourself, your PMI chapter, your employer or other organization, and spread the word to others who may want to participate.

Pledge Now: <https://www.pmi.org/anniversary/global-celebration-of-service-pledge-form>



WHY LOSE?

Keep your PMI and chapter benefits on track.

RENEW YOUR MEMBERSHIP TODAY.

Congratulations to Recent PMI Certified Members



Name	Credential
Nathaniel Lartey	PMP
Rob Schneijdenberg	PMP
Erms Suripatty	PMP
Nico van Dijk	PMP
Ronnie Vroomen	PMP

Events Calendar Overview

July		
15-18	SeminarsWorld® in Chicago	Link

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

Project Management in Action 😊



Impulse Speech „Courage Needs A Voice” in Cologne (Lanxessarena) on Nov 14, 2019

Your local chapters in Luxembourg, Belgium, Netherlands and Cologne are proud to present Peter Holzer as our keynote speaker to the following impulse speech: Courage Needs A Voice

What is his impulse speech about?

Nowadays, we are drowning in meetings, phone calls and projects. Both professionally and privately, we communicate more than ever before. And yet we are strangely speechless. Disoriented, we try to shape the change. Adhere to plans that, however, do only impose a fake security on us. Because in the fog of change you can usually only drive on sight.

In order to be successful in complex and fast competitive situations, we need to show more attitude in our companies. The ability to resolve conflicts and not to deny them is crucial. Finding solutions instead of searching for the guilty person. All that does not require leadership techniques, but a return to our inner voice and common sense. In short: Instead of speaking politically correct, we need to provoke a constructive culture of debate.

Anyone who shows a positive attitude helps us to find more clarity and orientation in companies as well as in our society. But it takes courage: Courage for attitude. And courage to stand up for it and open our mouths.

- Get energy through plain text instead of verbal softener.
- How to find good solutions instead of half-cooked compromises.
- Ways to utilize your inner attitude without becoming esoteric.
- Increasing leadership impact by becoming more self-determined.
- Discussing tough on issues – and remaining fair to people.

Why should I participate in that extraordinary occasion at PMI Euregio?

“The most entertaining event that I have experienced in recent years. Valuable tools that can be used right away.”, Timo Berninger, Allianz. So, do not miss this occasion that may change your attitude in live and whose take-aways can always be read in a book (price: €25 per piece) that you will receive at the end of our event for free (for only PMI Euregio members). An early bird tariff of 50% will be offered to you as a member of PMI Euregio until July 31, 2019. Thus, only the early birders from PMI Euregio will take it all for less.

Peter Holzer learned the principle of responsibility at an early age.



Already at the age of 16 years, he worked for an IT purchasing cooperative for medium-sized companies besides his duties going to school. His entrepreneurial spirit and way of working began when he founded a student-run management consulting company during his studies in business administration at the universities of Oestrich-Winkel (Germany), Auckland (New Zealand), and Chicago (USA). After completing his degree at the European Business School, Peter established a private equity to provide funding for small and medium-sized businesses. He established the fund by raising around 50 million euros in his late twenties after only 4½ years of working. At that point of time, a severe health issue forced him to increasingly question the meaning of it all. He wanted to continue

growing in his personality and leadership by leaving his job behind. After being healthy again, Peter started his new career as a keynote speaker and leadership expert in 2009. He is a sought-after sparring partner and consultant for owner-managed companies.

Event Details

Agenda

16.30 Entry

17.00 Welcome by PMICC and one event sponsor

17.10 1st Part of “Courage Needs A Voice” by Peter Holzer

18.15 Break

18.45 2nd Part of “Courage Needs A Voice” by Peter Holzer

20.00 Networking

21.00 End

Location: Lanxessarena, Clubraum West, Willy-Brandt-Platz 3, 50679 Cologne, Germany

PDU Reporting: Provider: C298 / Claim Code: C2980VLF5E / Course ID: CM191114 / Categories: 2x Leadership

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Global PMI: Are You Listening to the Voice of Your Customer?



The project manager was distraught. The team had spent months developing the new application. The project had been completed on time, on budget, and met the scope statement's agreed-upon outcome and metrics. The stakeholders were pleased with the results—that is, all but one. The key stakeholder, the sponsor, felt the application didn't meet his quality standards—and he minced no words expressing disappointment.

The project, as with all projects, had its ups and downs. But the team delivered and met the quality standards that were agreed upon during scope creation. What the team had not done was met the sponsor's personal quality expectations. The sponsor, although he never expressed it, expected the project team to exceed the minimum quality standards. The result was a disappointed sponsor. The problem was no one on the team understood his desire because no one had specifically asked the sponsor—and no one had built a meaningful relationship with him. Building a meaningful relationship enhances your ability to not only provide the "right" quality product or service, but exceed expectations. Part of building a meaningful relationship means providing value, but how do you determine what is valuable to the stakeholder/sponsor?

An easy way to do this is to implement a business concept known as the voice of the customer (VoC), or if you slightly modified the term, the voice of the stakeholder (VoS). VoC requires you to ask and listen closely. It is a forward-thinking approach because you are asking for feedback and continually working to expand and improve what you are doing. This feedback is in addition to normal project updates and checkpoints. It is an extra, and it necessitates understanding your stakeholder at a deeper, more complete level than that captured in any written document.

The best part of this concept is, as a project manager, you already have the knowledge and skills (such as how to ask questions and interview, analyze data and problem solve) necessary to implement a VoC approach. The negative is that a VoC approach requires time and patience.

Here are four easy to implement ideas to help you determine and then provide value so that you can exceed expectations and soar as a project manager:

1. Determining why you. Find out why you were assigned or hired to manage a specific project, build a PMO or execute another task.
2. Discovering your stakeholder's personal pain point. It is possible the key stakeholder's pain point is personal and not one of the metrics noted in the scope statement. However, addressing that pain is necessary for the perceived overall success of the project.
3. Engaging and expanding on your stakeholder's expectations. Go the extra mile to determine what additional assistance you might provide to the stakeholder. One way to go the extra mile is to learn their "business" by following a technique called immersion reporting.
4. Establishing a continuous insight attitude. It is easy to forget that relationships require people to get to know one another beyond the project—and the relationship needs to be maintained after the project is over. Most stakeholders are open to talking about the work environment, and there are others that expand their openness by talking about their personal life. Build relationships beyond the project.

Conclusion

Although the voice of the customer (VoC) concept was not designed for project managers, the concept is a very powerful approach that works well for any project manager. It is an approach that enables the project manager to provide value beyond the written scope statement. It helps a project team exceed a stakeholder's expectations, as well as helps elevate a project manager to a different level: a "go-to" project manager, industry leader, trusted advisor, etc.

VoC is a forward-thinking concept that requires asking for feedback, listening closely, analyzing what you heard and then implementing some sort of improvement that is of value to the "customer," the stakeholder. Although a VoC approach requires analysis of data and information, much of the success of a VoC approach is tied to a project manager's softer skills—and their patience and ability to connect on an emotional level with a stakeholder.

Building meaningful relationships takes time and relationship building continues after a project ends, but the relationships are well worth the time.

Source and adapted from: ProjectManagement.com / Laura Burford (PMI Delaware Valley Chapter)

Global PMI: Practical Tactics for a High-Quality Project Culture

Project resources do not always know how to manage quality well. Without a focus on quality, project teams can become more reactive rather than proactive—and fall into bad habits. You can support quality by using tactics that keep project resources focusing on activities associated with high-quality results.

Tactic 1: Sell the benefits of managing quality. Part of your introduction to the topic of quality should be listing its benefits. Use the examples below, or use those that will resonate more with your team:

1. Fewer unpleasant surprises when deliverables (inputs) are received from another team
2. Completing needed work faster using fewer hours
3. Less rework
4. Fewer delays in schedule
5. Better working relationships between teams
6. Completing the project on time
7. Fewer issues and escalations

Once you have discussed the benefits, get your team to think about techniques IT can use to get those benefits. You can make these topics part of one main quality-themed meeting, talk quality topics over time in separate meetings, or a combination of both.

Use the next three practical tactics in your discussions.

Tactic 2: Focus on exit criteria. The concept of “exit criteria” is very helpful for focusing attention on the important parts of the deliverables to complete. Exit criteria are characteristics associated with being fully “done” so that the deliverables can be used successfully by the next group. So, the design document meets all the needs of the Development team.

Examples of pragmatic exit criteria are:

- All required fields are completed in the standard template.
- Deliverable meets minimum standards listed in quality management plan.
- Deliverable meets minimum standards listed in organizational guidance (provide link or attachment).
- Deliverable document has been reviewed and accepted by leader of receiving team.
- Receiving team representatives have participated in walk-through of deliverable document and have no further questions.
- All items in the phase-end checklist have been completed and required evidence has been posted.

Note how exit criteria are generally associated with the needs of the downstream consumers of the deliverable information. A success factor in quality management is keeping project resources mindful of the needs of the downstream consumers of their effort.

Tactic 3: Focus on obstacles. You can get project resources on your side if you get them talking about obstacles to their producing high-quality work. Everyone will have a story—at least one—and they will enjoy sharing these stories, sometimes trying to top each other with the most outrageous examples.

Use this energy to keep them mindful of conflicting priorities, unexpected delays, lack of efficient processes, interference from external interdependencies, organizational changes and other obstacles. And, just as important, ask them to share techniques they have used to get beyond these obstacles (or avoid the obstacles altogether). This exercise will allow the team to become more cohesive, as well as better at managing quality.

Do you work in an organization that does not have mature project management process, structure and templates? Have a “consuming” team share desired “input criteria” to the source team. So, the development team will provide that guidance to the design team so the design team can make those the basis of its “exit criteria.”

Tactic 4: Focus on hand-offs. One key obstacle to maintaining high quality is a bad hand-off. A bad hand-off can come in many flavours, including (but not limited to):

A deliverable being “thrown over the wall” to the receiving team without review of any kind.

A deliverable being assumed acceptable after meeting certain minimum standards that are not actually the receiving team’s minimum standards.

A deliverable being rushed to completion by due date after some kind of delay and then quickly approved through a process that does not prioritize the needs of the deliverable consumers, just to say that the due date was met despite the delay. (This has certainly never happened to you!)

Help your teams create rules (where they do not already exist) to hand off work properly to their “customers.” If teams create these together, they see that they all benefit from the same basic rules of engagement.

When your teams realize the benefits of managing for quality—and know they can get those benefits by using practical, mutually beneficial steps—you will have created the foundation of a high-quality work culture. That alone can propel you to a higher level of managing projects. It is a highly desirable skill, and your project resources will thank you for it.

Source: *ProjectManagement.com / Joe Wynne*



NETHERLANDS CHAPTER

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This Month's Newsletter Contributors

- Keith Mitchell – Chief Operations Officer
- PMI NL Board members
- 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:

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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>

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Their calendar of their events can be found [here](#).



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