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*For certification and global enquiries, please contact the [PMI EMEA Regional Center in Brussels](#):  
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*Do you have any Swiss Chapter related question? Please contact our office: [office@pmi-switzerland.ch](mailto:office@pmi-switzerland.ch)  
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*Do you want your banner ad in our August 2<sup>nd</sup> newsletter? Deadline to provide material is July 22<sup>nd</sup>. Please contact our office for conditions.*

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*This newsletter was produced by Ulrich Vogler, Alexandra Dolder and James Greene, members of Marketing and Communication Team.*

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**Editorial**

In last newsletter's editorial we made a vibrant call for virtualization, which generated some enthusiastic comments from readers. This is great news! It shows clear evidence that virtualization can work NOW if properly done. I remember a time, 10-15 years ago, when I was editing a newsletter for an alumni organization. The Web was there already, but its use quite limited, collaborative tools inexistent. We could not receive feedback from readers just by clicking on a hyperlink (well, the newsletter was distributed mostly in paper format), the work was done by a single person, no conference calls to structure work, define contents, just a few e-mails to keep the editor's morale high enough to mitigate probability of non-delivery!

Probably that sounds "prehistoric" to some readers ... It is true things have changed dramatically. As you could read in last month's editorial, there is now a "virtual" team of real persons responsible for generating a newsletter each month. One important thing at least remains from my previous experience centuries ago: the need for feedback, ideas, suggestions and contributions from the reader's base. Therefore, I will not miss the opportunity to remind you our brand new email address [communication@pmi-switzerland.ch](mailto:communication@pmi-switzerland.ch). Feel free to contact us, to give your opinion (whether positive or negative, it is always welcome and valued).

You may wonder what we do in parallel with the production of the monthly newsletter, even if we actually do anything else (knowing how daunting the task must be, and is actually!). Without entering details that will, for sure, be provided in a dedicated article in the future, I would like to briefly focus on one activity, namely our communication projects.

**Projects, what else?**

Besides operational work, projects give us the opportunity to either better structure our activities or extend the scope of communication within PMI Switzerland. A very good example of the latter is the positioning of PMI Switzerland on social networks (virtualization again ...). LinkedIn and XING, not to mention FaceBook, etc. are more and more used by a large proportion of the population, including you. Today's presence of our chapter mainly consists in a LinkedIn group named "PMI Switzerland Chapter", with 228 registered members ... only (this is about 20% of our members base). A quick test shows that many chapter members are present on LinkedIn, but not members of our group. This comes as no surprise. No real efforts have been undertaken so far, no clear value proposition is offered for being member of that group. That must change; this is our vision within the communication group. Maybe you have ideas? Maybe you wish to be part of that project? You know the address.

Other projects include evolutions of our website, use of collaborative tools within the team, etc. This is a fantastic opportunity to experience new ways of working (ever heard of a "virtual apero time"?), modern systems (SharePoint, Wiki, etc.) without limitation and constraints, real or virtual (...), of some of the places where we work every day. Obviously, all our projects are prioritized, there is a project charter and a project manager responsible for each of them, reporting is done, etc. etc. No surprise for professionals, but it had to be said!

Virtualization is not all; at the end of the day work has to be done. Today's book of the month leaves little room for improvisation or chance. Who remembers or knows what Project Configuration Management is about? Project configuration management (PCM) is the collective body of processes, activities, tools and methods project management practitioners can use to manage items during the project life cycle... Ok, but what are configuration items? You'll find detailed answers in the PMI standard about "Project Configuration Management".

How to end that editorial? Recalling that we need your feedback and active participation? That sounds good, yes.

Christian Conrad, PMP

**Further into our virtual communication group**



## Chapter events



### Novartis Campus: visible and invisible change

This event will show you the Novartis campus project from different perspectives. First there will be a presentation on the project which will be followed by a guided tour through the campus.

The speaker will be Mrs Gabrielle Keuerleber who has a Master's degree in economics. Since 2004 she works at Novartis. As the Campus Change Manager she developed and implemented a structured change process for the Campus project.

She will talk about the need for transition and transition in Novartis, the Campus project, the change as a challenge and the lessons learned.

[Register now!](#)

**August 26**

**Basel**

**1.5 PDU**

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[More...](#)



*Michel Thiry,  
PMP, MSc,  
FAPM, PMI  
Fellow*

### Program Management Beyond Standards and Guides

According to a number of recent CEO & CIO surveys, strategic thinking has been at the top of executives' leadership agenda, but implementing a strategy to realize value is not as obvious as it seems and optimizing the use of resources to achieve it is even less evident. Can program management fill this gap?

[This unique presentation](#) will start with the main Standards and Guides to clarify what a program is and our speaker will develop a practice-based vision for programs. It will cover Program Maturity, four key program components: Governance, Decision management, Benefits Management and Stakeholder Management; as well as the program Life-Cycle. This practice based vision is further detailed in Michel Thiry's new book "Program Management".

**Michel Thiry** has over 35 years of global professional experience. He is recognized as an international speaker and as a worldwide authority in strategic applications of project, program and value.

[Register now](#)

**September 9**

**Lausanne**

**1.5 PDU**

**Sponsored**  
**Hosted**



*Thomas Wuttke,  
PMP, PMI-RMP*

### Multicultural challenges in international projects

The PMI Switzerland Chapter cordially invites you to an Exclusive Professional Program featuring Mr. Thomas Wuttke.

**September  
29**

The program focuses on the challenges a project manager is facing when dealing with project teams in a multicultural environment. You will find lots of insights and hints on how to overcome cultural barriers and steer your projects to a success.

**Zurich**

**1.5 PDU**

**Sponsored  
Hosted**

**Mr. Thomas Wuttke**, PMP, PMI-RMP, has more than 20 years of project management experience. As one of the first PMPs in Germany, he was co-founder and for many years President of the Munich PMI Chapter, Member of the Board of the PMI Chapter Frankfurt, Director at the Certification Board Center Board of Directors at the PMI Headquarter in Philadelphia and has an extensive knowledge as Project manager in many virtual PMI projects.

Thomas is an enthusiastic and fascinating trainer, consultant, coach and speaker and is involved in projects not only in Europe, but also in China, Korea, Japan, India, Brazil and USA.

More information about Mr. Wuttke:

<http://www.germanspeakers.org/referent/profil/thomas-wuttke/activepage/2.html>

[Register now](#)



### Project Management Training Forum 2010

New knowledge you have been looking for, opportunity to be more successful, or simply the network of your peer professionals – the 2010 project management training forum at October 6th in Zurich, is the answer.

**October 6**

**Zurich**

Make sure to get your seat early at the number one project management event in the German part of Switzerland.

For the 3rd time in the row, the forum will be held again this year's autumn. Participants will get the choice of 18 unique, 90 minutes and 3, 180 minutes, training sessions. These 21 practical sessions are structured into 8 topic groups: Project Start, Problem in project, Governance, International Project, Project execution, tool box and Soft skills.

The training forum starts at 08:00 and finishes around 19:00 O'clock. Participants can also visit exhibition of different products and services, or simply enjoy the coffee breaks, lunch, and drinks, in the main hall of Technopark can be reached easily from Zürich main train station and airport.

#### Registration

See more and register on [www.pm-training-forum.ch](http://www.pm-training-forum.ch). Additional information is also available at: PM Training Forum, Technoparkstrasse 1, CH-8005 Zurich. Phone +41 44 277 7043, Fax +41 44 227 70 41, Mail [office@pm-training-forum.ch](mailto:office@pm-training-forum.ch).



## Chapter news

### From your VP Members desk: membership status update

Last month, the PMI Switzerland Chapter was pleased to welcome 22 new members, bringing the active membership to **1054** as of May 31<sup>st</sup>.

**Congratulations** also to our 3 chapter members who obtained their PMP certification in **May 2010** (by certification date):

*Jurgen Mayer, Branko Perisa, Christophe Guy Taddei*

The PMI Switzerland Chapter board representatives and professional colleagues hope to meet you personally at one of our next [networking or training events](#). Events are a great way to network and to maintain PMI certifications.

### "Make a deal" with the PMI Switzerland Chapter book of the month

All the books available on the chapter site are featured because we think they deserve to stand out from the crowd of the many of other titles published by PMI. [The chapter bookstore](#) is available at great conditions to [chapter members only](#), for individual use.

Only in July 2010, "[Practice Standard for Project Configuration Management](#)" is discounted at **CHF 35.-** instead of CHF 45.-. Offer valid until end of the month or when stock runs out.

About the book: "Project configuration management (PCM) is the collective body of processes, activities, tools and methods project management practitioners can use to manage items during the project life cycle. PCM addresses the composition of a project, the documentation defining it and other data supporting it. It is a baseline- and requirements-management process that provides managed control to all phases of a project life cycle."

### Call for Volunteers – Congres du Management de Projet

The "Congrès du Management de Projet" is just over and the organization team is already getting ready for the next edition!

With new initiatives the 2011 edition will be even more surprising and challenging! Do you want to be part of another success story? Join the team!

We are looking for volunteers for several committees: sponsoring, training, finance, communication, evening event, etc. Are you interested or do you want to know more?

[Please contact us.](#)

### Call for Volunteers - Sponsoring & Advertising Team Members

The sponsoring and advertising team is responsible to manage and maintain the relationships with our chapter sponsors and advertisers, to identify and propose advertising and sponsoring to new companies and partners, to maintain the corresponding policy, to ensure proper communication on the subject with all concerned stakeholders and to support the event teams in improving the sales of sponsoring options. There are three positions open as of June 2010.

This is a new team created to progressively take over this important role from our current President (responsible officer). The activity covers the PMI Switzerland Chapter sponsoring, the newsletter ads, the PM@CH magazine ads and the regional events sponsoring.

For more details and to apply login at [www.pmi-switzerland.ch](http://www.pmi-switzerland.ch) (Menu *Get Involved, Become a Volunteer*).



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Information Technology



**In CEMEX, project success means business success**  
 Join us to build a solid future

Adecco Human Resources AG is looking for a **Project Management Consultant PMO** for CEMEX Research Group AG, a global industry leader in the building materials sector based in Brugg/BE. The main requirements include:

- 3-5 years experience on Project Management practices
- > 2 years experience in Business Consulting
- Solid command of Portfolio & Project Management methods
- Project Management Certification (PMP) preferred
- English proficiency, Spanish would be a strong asset

Please find more information about this challenging position under [www.adecco.ch](http://www.adecco.ch)

**More...**



**How many are there?**

The value of a certification can be partly seen in the numbers of certifications in a particular region. Here are some interesting numbers on PMPs per country in the EMEA (Europe, Middle East, Asia) region. Considering the population Switzerland would be second only behind the United Arab Emirates on this list!

#	Country	PMP	Growth/y	Growth/y in %
1	GERMANY	6,737	1,092	19.3%
2	UNITED KINGDOM	5,101	265	5.5%
3	UNITED ARAB EMIRATES	2,808	740	35.8%
4	ITALY	2,732	503	22.6%
5	FRANCE	2,272	367	19.3%
<b>6</b>	<b>SWITZERLAND</b>	<b>1,638</b>	<b>304</b>	<b>22.8%</b>
7	SAUDI ARABIA	1,617	305	23.2%
8	SPAIN	1,606	469	41.2%
9	SOUTH AFRICA	1,465	143	10.8%
10	EGYPT	1,304	366	39.0%

May 2010 Source PMI Munich Chapter

**iiimt Study - How Useful are Standards in Project Management**



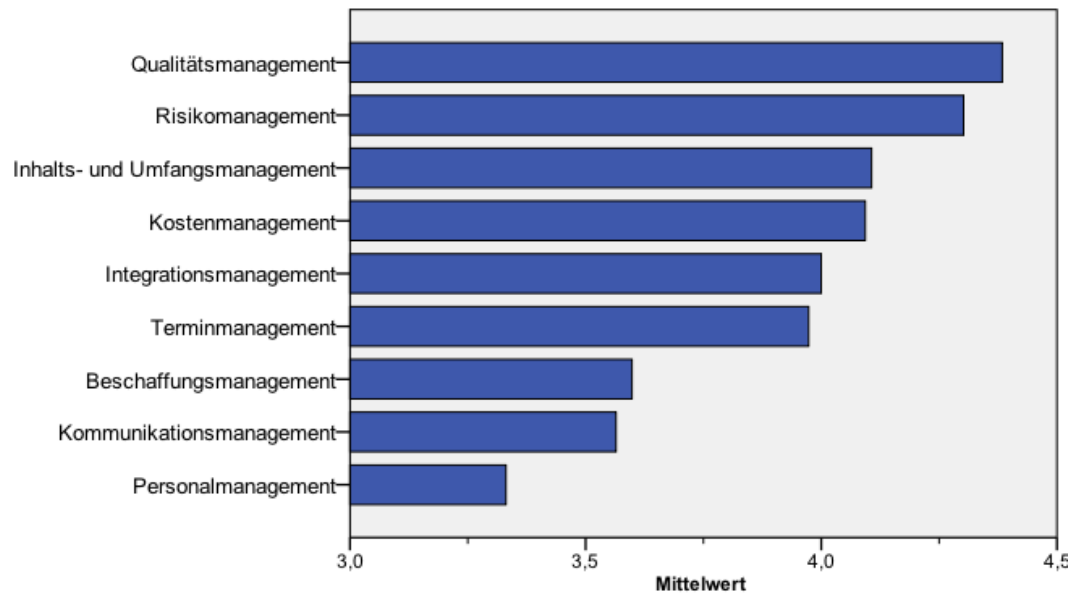
By using standards in Project Management, companies expect to execute projects more efficiently and effectively. But to what extent is this expectation met? Are standards in Project Management useful? In a qualitative-quantitative-qualitative survey, standards were examined with regards to diffusion, usefulness and usage. Together with project management practitioners the questions were worked out in explorative interviews. The resulting survey was circulated via the Swiss and German PMI Chapters, the German and Swiss IPMA Organizations, GPM and SPM as well as the linkedin.com group for project management. The survey results were commented and categorized by experts during focused interviews. The survey shows that a majority of respondents employ standard Project Management processes; and that factors impacting project success can be identified. In this article, the core findings and conclusions about the value of standards are presented.

**PMBOK and Company Standards in the Lead**

94% of respondents claim to use standards in Project Management. On average, 2.2 Standards are used, with 2 standards being the most frequent figure. Besides the Guide to the Project Management Body of Knowledge (PMBOK), they are mostly company internal standards. They can be based on existing PM standards or fully developed internally. The competence baselines are relatively scarce – even with IPMA members. The participants voiced a firm opinion: standards are useful – particularly in larger projects. After introducing standards in an organization, there is always a delay before the benefits are felt. Strict change management is required. A year into the change, organizations introducing standards are usually deemed to be more successful than those working



without them. Standards in Quality and Risk Management are considered to be the most valuable ones. The least useful is regarded to be Human Resource Management, but even then, its usefulness is seen as positive (scale from 1 – 5) cf. Figure 1.



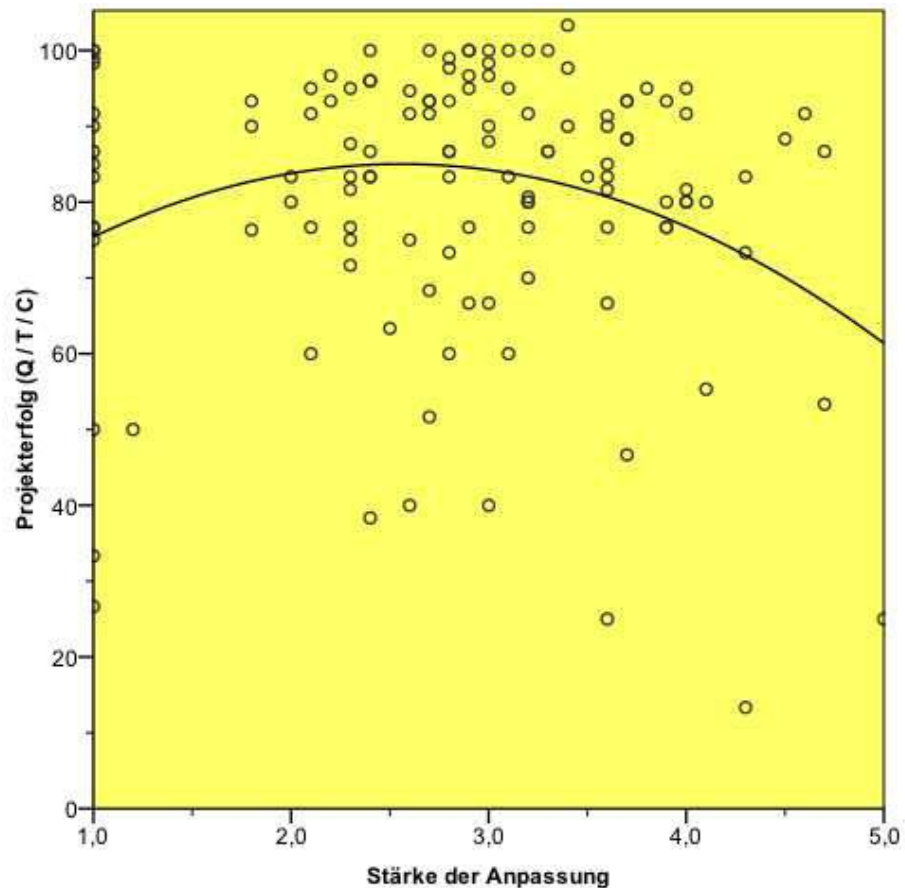
**Figure 1: Usefulness of standards across management competencies**

The biggest advantages of using standards are: a higher comparability of the projects; better communication through common terminology; and security for the project manager. A noted disadvantage is the lack of acceptance with some groups. As a whole, a positive attitude towards standards has been observed.

Respondents consider that the two main factors for project failure are its complexity and the amount of innovation in it. The survey shows that the rate of success is indeed higher for standardized projects. The most innovative and complex projects are believed to be those with the lowest success rate. However, the survey results lead to a different conclusion. Other factors impact project success even more.

**Tailoring of Standards Impacts Project Success**

87% of respondents tailor the standards to their project needs. But are projects with tailored standards more successful? The crucial issue is the extent of tailoring, not whether or not standards are tailored. There is a significant correlation between the extent of tailoring and project success – measured in terms of time, cost and quality. Limited tailoring is shown to be most advantageous. No tailoring or too much of it often leads to lower project success.



**Figure 2: Correlation between project success and extent of tailoring**

With an increasing extent of tailoring, project success, on average, first raises. Small, controlled modifications almost certainly increase efficiency. The effect peaks and then decreases with further tailoring. It seems that then, the advantages of standardization are lost. Tailoring must be applied as much as needed rather than as much as is possible.

Knowing that “just enough” tailoring brings the best results, it is clear that there is a potential for optimization within the organizations. The decision makers need to ensure, on one hand, that the work environment is such that standards can be tailored, but on the other hand, that tailoring is not exaggerated. Of course, the process must take place within the context of the corporate strategy and goals. According to the experts, the capability to adapt standards in individual projects proves decisive. Although a strict application of standards might simplify project controlling, it increases the risk of over-administration and bureaucratization, potentially resulting in a perception that standards are a burden. Tailoring must be aligned with the project goals. People involved in projects must ensure that the actual circumstances of the project and its environment are taken into account. They need the competence and the authority to make tailoring decisions. People execute projects – not the standards.

Additionally, the survey shows that lack of acceptance of the standards within the impacted groups is a concern. The involvement of employees is crucial because their perception influences other stakeholders. The experts proposed that employees should be directly involved in the development of standard solutions (tailoring?). The employees should be made aware of the reasons for the organization to adopt standards and the advantages and disadvantages of standard solutions (tailoring?). This will increase the employees’ motivation and their acceptance to work within the imposed constraints of standards.

This change process takes more or less time depending on the structure of the organization. PM groups are challenged, too. Both decision makers and executants within projects have to be convinced. It is crucial to discuss problems and threats rather than just opportunities and advantages of standards. The survey confirms that most often, projects are complex and include considerable innovation. This innovation impacts people in many ways directly or indirectly. It is consequently important to drive out “fear of the new” and to openly discuss uncertainties and apprehensions. Champions supporting



change are needed. They can advocate the value of the changes. A closed project, even if it was successful, does not help the organizations as much as it could, if its innovation and lessons learned are not widely disseminated. The PM team must therefore make sure that change management is strongly integrated in their practices.

The complete paper with more conclusions and more detailed explanations can be ordered via [iimt@unifr.ch](mailto:iimt@unifr.ch) - PMI members are entitled to a special price of CHF 40 (€ 28) including shipping.

### **How to make the most of PMI Events?**

PMI events are one of the main services provided by the PMI Switzerland Chapter to its members. As any service, the success of such events is shared between the event organisation and the participants. Since we all wish you can make the most of the events, here are a few tips to increase the likelihood that you will be more than satisfied with them.

In each event organised by PMI, there is a know-how transfer objective and a networking objective. How can you increase the benefits of the know-how transfer objective? Here are a few hints:

- Prepare a few questions you would like to be answered about the topic and ask them, no matter if the speaker didn't exactly cover this part of the theme;
- Come with an open mind, be ready to hear about a completely different topic than what you expected, it might be a huge opportunity to broaden your perspectives;
- Take a few minutes to reflect about the contents provided – what do you remember? What caught your attention the most? What did you learn? What might you change in your work in the future? Do not look only for major breakthroughs, small insights might eventually have as much impact.

How could you increase the benefits of the networking objective? A lot is being written on that topic, but there are a few tips which are regularly repeated:

- Here as well, some preparation can be helpful. Take a few minutes to see who has registered, notice people you know and those you don't;
- If you are new to such events, look for people with a PMI badge e.g. a metallic PMI Switzerland Chapter badge– identify yourself as a new comer, they will be very happy to introduce you around;
- If you came with colleagues, do not stick with them all of the time – you have many other opportunities to discuss with them;
- Ask questions, show genuine interest in other's activities.
- If you see somebody alone, join him/her – he/she will probably be relieved that somebody came to them;
- When joining a group, introduce yourself and ask if you can join the discussion;
- Come regularly to events, you will soon know at least a few people and will quickly feel at home;
- And last but not least, if you have some time available, join one of the volunteer teams. This is also a great opportunity to meet and get to know people outside your regular network.

Together we can create a great experience! We are looking forward to meeting you soon!







### PMI Switzerland Members invited to join LinkedIn Group

The PMI Switzerland Chapter group on LinkedIn is already 228 members strong. Extend your professional network and connect with people you met at a chapter event. A great opportunity to network with your fellow Chapter members or discuss project management related topics.

[Join the PMI Switzerland Chapter group.](#)

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### Human Challenges in Virtual Project Teams

Summary provided by  
Terry Markham, PMP  
Volunteer

### Events summary

#### Human challenges in Virtual Project teams – a very good event

If you don't have experience managing virtually, it is important that from day zero you seek to understand what it means and what you need to make it happen.

Managing virtually means managing a group of individuals who work across time, organisational and geographical boundaries, with the links strengthened by the communication technology.

When managing projects virtually, the first thing that comes to mind is the use of technology, although success for managing projects virtually does not only depend on technology, but on a strong attention to the human challenges. One of the main human challenges is working in a team without meeting any of the team members or dealing with cultural differences and language barriers.

Dr Deasun O'Conchuir, PMP, a consultant from Scatterwork GmbH volunteered to share his experience with the PMP community in Suisse Romandie region on managing projects virtually.

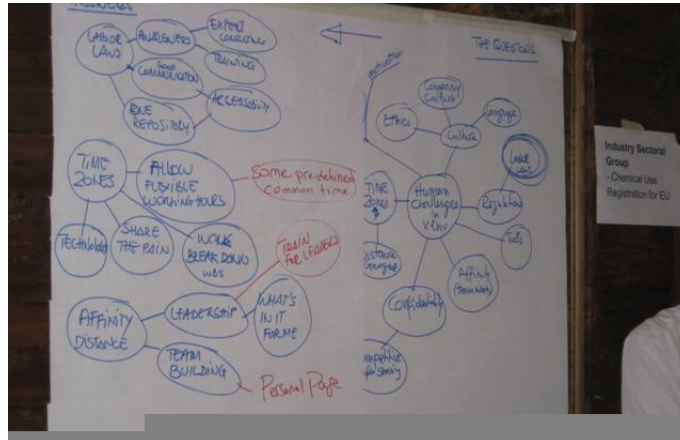
Dr Deasun chose an interactive approach, building five teams who explored their ideas by brainstorming and used flip charts to share their experience on the difficulties of being in Virtual Teams, with specific focus on human challenges.

The areas examined during the exercises were the Industrial Sectoral Group (Chemical Use Registration for EU), Company Merger Teams (Consultancy Firms & Banks), Pharmaceutical Company (Clinical Trials), Industry & Professional Associations (e.g. PMI) and New Business Consortia (At early stages of formation).



The first part of the group exercise was to enable the audience to share their views on human challenges that could arise when working virtually, focusing on the above contexts. The most common topic mentioned from each of the groups surrounding main human challenges were language barriers, differences of time zones and cultural differences.

In the second part of the session, groups were reshuffled to provide additional human challenges to the exercise. All participants agreed that Trust is one of the main key human challenges, along with the impact of cultural differences within virtual teams.



In the final part of the group exercise, after another reshuffling of breakout teams, we were asked to provide solutions to the human challenges that were listed before. We observed that the right approach is to show genuine concern to individual team members by actively listening to them or to the stakeholders, and having the flexibility and motivation to meet the challenges surrounding the differences in cultures and opinions.

Dr Deasun's powerful team building exercise enabled the audience to share their experiences. He concluded by debriefing on the human challenges and real benefits that could be obtained from virtual team working.

The May event organised by PMI Chapter Switzerland was a real success, attracting an audience of 50 people at the hotel Montbrillant in Geneva, leading to many questions and strong networking after the event in the wine cellar of the hotel.

PMI Switzerland continues to organise this type of event alternatively in Geneva, Basel, Lausanne and Zurich to support its community, over 1000 members of whom 60% hold the Project Management Professional (PMP) credential.

You want to know more about virtual teams and tools? Join the [free webinar](#) organised by Dr Deasun.

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**Soon!**

When you see this logo in our events list, it means this is the last announcement for this event in the chapter newsletter.



**CAR POOL**

When you see this logo in our events list, please consider self organized car pooling as public transportation may not be very practical or nearby.

