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This newsletter was produced by the Marketing and Communication Team.

Editorial**From contemplation to action**

What a surprise to wake up on a Saturday morning at the end of November and see that snow covers everything in the neighborhood, trees, houses, any natural or human construction. As it continues to snow under a grey and cloudy sky, soon all angles will disappear, all unevenness will vanish and be replaced by nice, sweet and more curved forms.

If that day you are fortunate enough not to have to wake up too early, dress children (and remember where gloves and scarves were stored an almost eternity ago...), find the car (...) and remove all snow and ice, or try and reach next public transport stop, then one can really enjoy spending a few hours just contemplating how life almost stops in such conditions. Interactions are limited to the strict minimum. Only vital movements are executed. No room for extra or useless actions. As nature tells us.

These are invaluable instants that project managers are inclined to experience shortly during most of hectic project life, not to mention during "normal" life... Nevertheless these are of utmost importance as they impose (or rather allow or give the opportunity) to take a step back, to see things with a slightly different and higher perspective, probably to reprioritize certain issues. Because the week-end will soon be finished, and with or without snow, the contemplation phase will have to be replaced by more action in almost normal and permanently turbulent times.

There are different ways to ensure a smooth transition between contemplation and action. First there are "hard" tools that help project managers make sure all issues are addressed the right way at the right moment (a combination of "Do things right" and "Do the right things"). A formal PMP training will help for sure. On a more on-going base, you can consider self-learning tools as recommended by the PMI Switzerland Chapter. As an example, December's Book of the month is a highly valuable standard on risk management that can be purchased with a substantial discount (Practice Standard for Project Risk Management).

Second, normally when the basics of hard skills have been mastered and put into practice in real-life, the difference is often made through more subtle skills. Leadership is one them and not unintentionally the PMI Switzerland Chapter offers plenty of ways to test and improve them. A most prestigious way is for sure to apply for a position in the Board of Directors of the PMI Switzerland Chapter before December 10th (all details to be found in the current Newsletter and on the Chapter's website).

If you do not feel ready right now for such responsibilities, there are other channels for actively contributing to the reputation and the development of the PMI Switzerland Chapter. For example, being a volunteer for organizing events or participating in innovative projects around marketing and communication are all ways improve leadership competences with limited time and energy investment, but with real ROI! And it can also be fun, as a somewhat provocative article shows about massive arrivals of volunteers in a small communication team, and all unexpected consequences ...

This editorial takes the opportunity to wish to all readers best wishes for Christmas and New Year celebrations.

Christian Conrad, PMP,
Member of the Marketing and Communication Team



Chapter events



Mrs. Ursula Schnellert

Challenges faced in implementing Hospital Information System

Increasing and evolving needs linked to the growth of the healthcare industry along with its around-the-clock care services are the real challenges of today's hospital information systems (HIS). The implementation of a HIS that can keep up with such a pace is becoming increasingly important and prevalent. A high-performance HIS can lead to a lot of benefits by ensuring and streamlining the different operations at a healthcare facility. Thus, medical practice is transforming from the automation of the manual processes to implementation of advanced technology.

There are constraints that need to be taken into account in such a project like standards, organizational processes, reliable networks and the 24h availability of powerful hardware and software applications. Furthermore decision makers are usually very concerned by the financial aspect of the proposed solution for a public hospital. Key to managing all these issues is related to ensuring cooperation and creative thinking.

Ursula Schnellert, our speaker for the event, will present in this context the HIS implementation project in Kinderspital Zürich. She is a graduate from Swiss Business School who has further studied in Information Technology and Organization. Ursula is Project Leader in the Universitätskinderklinik.

[Register here](#)

January 13
Zurich
(in German)
1.5 PDU

Soon!
Sponsored
Hosted



Mr. Shai Sorek

Making a Deal Real - Mergers & Acquisitions - steps to success

Why do firms carry out mergers and acquisitions, and how to beat the odds of M&A failure?

Corporations may pursue mergers and acquisitions as part of a deliberate strategy of diversification, allowing the company to exploit new markets. A merger or acquisition is an extremely stressful process starting from recognition of an opportunity, decision to engage in a due diligence process, heavy negotiations, engagement with European Union, deal closure and integration.

This presentation based on Tech Data recent merger and acquisition experiences will offer you a dive into a successful M&A project management. Let us drive you through the steps for a successful M&A project.

Our speaker, Mr Shai Sorek, is a Managing Director Mergers & Acquisitions EMEA at Tech Data Europe. He is a COO/CFO with 15 years management experience in retail operations, merchandising, category management, finance, purchasing, M&A, wholesale operations, restructuring, turnaround situations. He holds an MBA from IMD and graduated from HEC (Lausanne University).

[Register here](#)

January 13
Geneva
1.5 PDU

Soon!
Sponsoring available!
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11th AMM

2011 Annual Members Meeting - 10th Anniversary Edition

Founded on October 2001, the PMI Switzerland Chapter will celebrate its 10th anniversary in 2011. To mark this important milestone, a series of great events will take place during the whole calendar year, for the benefit of our growing base of loyal members and the public.

January 17

Zurich

2 PDU

Soon!

Sponsored

Hosted

To set a high initial benchmark for the year 2011, our **Annual Members Meeting** (our general assembly) will offer participants the opportunity to welcome **Michel Thiry**, PMP, MSc, FAPM, PMI Fellow, and Managing Partner Valense.

Michel's presentation, based on research and best practice, will demonstrate how project-based organizations (PBO) can be set up to realise maximum value. It includes practical recommendation for managers at all level of the organisation for executives to project managers.

Michel will also give two days training on program management the two days following our AMM. Please refer to the announcement below for all details and specific registration.

This event is hosted by Credit Suisse in Zurich. With several hundred project managers and project officers in the IT division alone, CS is probably one of the largest employers for our profession. It also has a very active "PM Expert Team", which organizes regular information sessions (so-called Brush-Ups), lunchtime Brownbag sessions with renowned speakers, pm conferences, and which is very actively involved in further developing the pm methodology of the company.

During the apéro there will be plenty of opportunity to discuss with representatives of Credit Suisse to hear about the life of a pm at this company.

In January, Credit Suisse will open an "IT Development Center" in the Innovation Square of the EPFL in Lausanne. It has many open positions for project managers and staff, and a representative from the IT Development Center will be present to answer your questions.

PMI Switzerland Chapter Members can participate in the Annual Members Meeting for free, while PMI-only or partner associations members benefit of a reduced fee of CHF 30.- (payable at the door). [Register here.](#)

2-days Training on Program Management with Michel Thiry



Michel Thiry,
PMP, MSc,
FAPM, PMI

This **2-day seminar** is designed to anticipate and answer the questions concerning the establishment and practice of program management in your company. Michel Thiry will help you develop your proficiency in the management of four key program components: governance, decision management, stakeholder management and benefits management. He will help you develop your knowledge of particular

**January 18
and 19**

Zürich

15 PDU

Soon!

Fellow

techniques required for managing programs as well as the competencies and skills required from program managers through a step-by-step program process and a hands-on real-life case study.

The participant price includes seminar documentation and the brand-new book "[Program Management](#)" by Michel Thiry (value 65\$).

This seminar is for experienced project managers, program managers, chief project officers, project directors and senior managers who need to manage multiple projects to deliver business strategies.

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.

Seats are strictly limited and there are only 7 left, so please [register here](#).

New Event Format launched in Basel - Networking Events -



Starting in January 2011 the PMI Switzerland Chapter Basel Events Team introduces Networking Events which will take place every second month at the **Restaurant La Fonda**. Because no matter what industry you work in, business networking is an essential skill to have if you want a successful career.

Come join us for our first networking event - let's get to know each other and share our knowledge while enjoying some Mexican appetizers in a relaxed atmosphere! We look forward to see you at this new event and don't forget to bring your business cards!

There is a CHF 20 entrance fee which includes hot snacks - everybody will pay for their own drinks. Chapter vouchers are not valid for this type of event. Registration is requested for logistic reasons. Thanks.

[Register here](#)

January 19
Basel

Management of Project Success – the next Generation



*Heinz Scheurig,
spm*

While project management usually addresses a single project, Management of Project Success is more concerned with the Objectives and Value of the whole organisation.

In this presentation concrete methods will be presented which have considerable potential for those responsible for both initiation of projects and their management during their entire duration.

This includes not only Project Managers and Team Members but also those responsible for the overall project (sponsors) and Line Managers.

Heinz Scheurig has over thirty years experience in Project Management as Trainer, Coach, Project Manager and Developer of Project Management Software products. He is author of the well-known specialist book "Schlüssel zum Projektmanagement" ("Key to Project Management"), in which a number of innovative project management methods are

February 21
Zurich
(in German)
1.5 PDU

Hosted


New Event Format

described, as well as Management of Project Success. He leads two companies: Scheuring AG and hyperWeb AG.

As member of the management team of the Swiss Project Management Association **spm**, he is responsible for the program "Projektmanagement macht Schule".

[Register here](#)

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PMI Chapter Officer Elections 2011 – The Deadline is coming quickly!

From the PMI Switzerland Chapter Nominations Committee

Dear Members of the PMI Switzerland Chapter

The deadline for submitting your application to become a member of the PMI Switzerland Chapter Board of Directors, Nominations Committee or Financial Auditing Committee is coming quickly! Please download the "[Chapter Officer Nomination Form](#)", and complete and send it to the Nominations Committee at elections@pmi-switzerland.ch. The due date for submitting your nomination is **Friday, 10 December 2010**.

Please note that candidates seeking re-election must also apply and submit a Nomination Form.

The Nominations Committee encourages all members of the PMI Switzerland Chapter to consider a nomination as this is an excellent opportunity to become more involved with your Chapter.

Please refer to the November Newsletters for a detailed report on the nominations and elections 2011 (http://www.pmi-switzerland.ch/news/newsletter/20091105/pmi-switzerland-newsletter_nov-2009.pdf) or contact the Nominations Committee at elections@pmi-switzerland.ch.

Ask the Candidates to the Board of Directors

Any burning question you would like to ask to a member of the Board of Directors who stands for re-election? Would you like to ask about the views of potential new Board of Directors members? This is your chance to get to know the candidates and what they think a little bit better before casting your vote.

The Nominations Committee relies on you to post your questions to the candidates for a Board of Directors position. Five (5) questions will be selected and the answers from each candidate will be published together with the candidate's election profile.

Each of the selected questions will be rewarded with an event voucher of CHF 30.

Please submit your questions to the Nominations Committee at elections@pmi-switzerland.ch no later than **Friday, 10 December 2010**.

Looking forward to hearing from you!
Erhard Zingg, PMP



*By Erhard Zingg,
Nominations Committee*



*By the Volunteer
Management Team*

Volunteers - Thank you!

2010 has been a great year for the Chapter: we had the pleasure of welcoming many new motivated volunteers in all areas: event organization, communication, volunteer management.... They bring new energy and enthusiasm in the Chapter activities and that is always a good thing. On the other hand, it is important also to recognize the "long distance" volunteers that have been active for many years (and who are still full of energy and enthusiasm as well!): their long term commitment is a real value for our Chapter. This is a really good mix.

We would like to take the opportunity of the last Newsletter of the year to thank all Volunteers for all the effort, energy and passion they put into all our activities. Their fantastic contribution is really what makes our Chapter one of the most successful in Europe. And in order to go beyond good intention and beyond PDUs, we have now formalized a Volunteer Recognition Program.

Within this context the Chapter organizes a Volunteer Training Day every year. The goal is to give a "useful reward" for all the hours of hard work invested in the Chapter activities in the form of a training that contributes to volunteer's professional development and leadership skills. The previous training was focusing on "Public Speaking" (how to address a large audience – which is always useful for project managers who have to stand in front of an audience).

Continuing to address soft skills development, this year's training was held in Bern in September: a full day workshop on "Networking Skills" facilitated by two professional trainers in the field. How to develop and maintain your network is essential in various areas: within your company, your profession as well as privately. Feedback from the participants was very positive and of course this initiative will continue in the future.

Another element of this program is the "Volunteer Of the Year Award". The Award aims to recognize an outstanding volunteer contribution to the Chapter and it will be given during the AMM in January. Finally, as the year end approaches, it is also the tradition to invite all volunteers to a social event – usually a dinner in a restaurant. For logistics reasons, this is organized decentrally, and Local Event Committees are planning a Volunteer Dinner in each region (Romandie, Zurich, Basel). **Volunteers! Please, contact your LEC Director!**

So, first of all, many thanks to the Local Event Committees for taking care of the organization (this is their core competency and anyone attending regular events knows they are good at it), and second, if you are a Volunteer, please contact your nearest LEC director for further info.

If you are not yet a volunteer you can contact the Volunteer Management Team or any volunteer: we are always looking for talents to help the management and development of Chapter activities. In addition, it is very well known that the quality of the Year End dinner is always proportional to the number of participants of the Volunteer Training Day.

Again a big thank you to all volunteers.

Call for Volunteers - ... The Communication team is overloaded!

As extraordinary as it might sound, an incredibly large number of people applied to be a volunteer within the communication team. This is probably due to our vibrant calls in previous editions of this newsletter. Consequences we are currently experiencing range from dramatic to apocalyptic, among which:

- PMI is on the verge of running out of PDUs to deliver to so many volunteers (**up to 5 PDUs can be claimed each year for free**, 25% of requested PDUs per year!).



*By the Communication
Team*

- **Networking opportunities** are becoming too large for single individuals within Communication team (how to deal with so many business cards and insider information from companies active in Switzerland?).
- **Development projects** such as “**Effective use of social networks** (LinkedIn, Facebook, Twitter and co)” or “**PMI Switzerland chapter website revamping**” (to cite only a few) are overstuffed and volunteers have almost to fight in order to be part of them.
- The very **friendly and informal team spirit** vanished. During our **monthly 1-hour conf calls** the probability of having a chance now to talk tends asymptotically towards zero. The same applies for the number of words that can be expressed sequentially by the same person.
- Instead of simply **contributing 4-6 hours per month** in average on the Newsletter or the projects, the vast majority of volunteers now literally fight in order to see their articles published.
- The **modern collaborative platform** we are using can hardly deal with so many active and motivated users (especially as these people do not have access to such technologies in their normal working environment).

Believe it or not, this is terrible, dreadful, terrifying! However there is good news: **We might still consider a few additional volunteers, exceptionally, now before Christmas** ... contact us at communication@pmi-switzerland.ch.

Just in case and to make things clear, the above lines only reflect opinions of the Communication team ;-)

Credit Suisse is the first Swiss company to join PMI's Global Executive Council

To quote PMI: “The PMI Global Executive Council is an entity that connects large multinational and government organizations that are using project, program and portfolio management to achieve competitive advantage. By networking with other industry-leading decision makers, Council members can identify opportunities for process improvements, exchange best practices and increase the percentage of successful project-related investments within their own organizations. The organizations approved for participation in The Council are sufficiently mature and credible in their Organizational Project Management (OPM) practices; have the internal resources to dedicate to the community's support; and actively utilize and promote PMI standards, programs and services.”



We would like to congratulate CS on being elected to the Council. It joins other world-renowned companies such as Bank of America, BASF, Boeing, BoozAllenHamilton, Boston University, Dell, Deloitte UK, Fujitsu, GE Energy, Hewlett-Packard, Huawei Technologies, IBM, Microsoft, NASA, Nokia, Oracle, Portugal Telecom, PriceWaterhouseCoopers, Procter & Gamble, SAP, Siemens, US Department of Energy and Wells Fargo, to name just a few.

Martin Härr, VP Partners of the PMI Switzerland Chapter and Markus Stäuble, PM Job Family Manager of Credit Suisse, are proud to show the PMI Global Executive Council membership award

The board of the PMI Switzerland Chapter is very proud to have the first Swiss company represented in this elite organization. We are sure that CS will be able to learn plenty of best practices from their peers, and share their own. We are also looking forward to all the good ideas that these contacts will bring to Switzerland, and to our own Swiss Corporate Networking Group.

Chapter news

From your VP Members desk: membership status update

Last month, the PMI Switzerland Chapter was pleased to welcome 34 new members, bringing the active membership to **1135** as of October 31st.

Congratulations also to our 9 chapter members who obtained their PMP/CAPM certification in **October 2010** (by certification date):

Youcef Ait Ali, Peter Ebenhoch, Reka Kovacs, Samir Mathur, Fabian Merlano, Yuliyana Popova, André Wild, Antonin Willems, Martina Homberger

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 December 2010, "[Practice Standard for Project Risk Management](#)" is discounted at **CHF 45.-** instead of CHF 55.-. Please hurry up as the offer is only valid until the stock runs out.

Event Reports

Wanted: Leaders from Hardwork to Heartwork by Mr. Heinz Kaegi

Companies have been trying to be customer-focused, to increase customer satisfaction and to provide a unique customer experience to be successful. The idea that companies should be employee-focused and have satisfied employees to be successful is not common. However, employee engagement is a force that drives performance outcomes. Engaged employees are more productive, more profitable, more customer-focused and more likely to remain in the company for a long time. Satisfaction indeed permeates the employee-customer boundary, where revenue and brand image are at stake.

During his professional experience Mr. Heinz Kaegi, one of the leading emPower mentors and leadership experts in Europe, has interviewed a large number of employees in corporations. The outcome of these assessments seems to be consistent. Most of the employees interviewed did not find their job satisfying. Overall the majority of the employees felt undervalued, mistreated and not trusted. A number of them were already looking forward to their pension at an early age.

This is confirmed by a research of Gallup, a provider of a variety of management consulting, human resources and statistical research services. Gallup's employee engagement work is based on more than 30 years of research involving more than 17 million employees. In the year 2007 for example, only 13% of the workers in Germany had a high emotional connection to their work place.

What should be done? - asked Mr. Kaegi. The idea is revolutionary. Put the organization charts upside down. Top management should be at the bottom of the organization chart and be at the service of the entire organization. A company can be compared to a tree. Senior management would be the roots, middle and lower management should be the branches and finally the employees would be the leaves. The task of the management would be to feed and inspire the organization to produce more fruits, in other words to be



Article by
Teddy Markham

more productive. Is this Utopia ? Mr. Kaegi presented the case of a privately owned company based in Switzerland that has started its journey in this direction. It is a big change for this organization and it will take time to turn the culture of this company.

In the seminar Mr. Kaegi presented his 7 core principles to implement his vision. He also made the session interactive and asked the audience to take part in a questionnaire to assess their satisfaction as employees. Each question could be rated from 1 to 10 being 10 the highest rate for satisfaction. We don't know if all participants got 10 in all questions but we are sure that the session was a great success with over 60 professionals from different backgrounds and industries. The event was organized by PMI Chapter Switzerland and was followed by strong networking activity.

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Article by
Olivier Lazar

2010 International Project Management Day

On the 17th and 18th of November, the PMI Switzerland Chapter celebrated the 2010 International Project Management Day with two specific and special events, in Geneva and Zürich. The international speakers, the commitment of volunteers and the enthusiasm of the Swiss PM community made these two events a great success, gathering 100 attendees each.



Eugene ("Gene")
Bounds PMP

For this celebration, Eugene Bounds PMP®, Chairman of the PMI Board of Directors, came from the US to share his perspectives about Value of Project Management with the audiences of both Geneva and Zürich. Gene is a life-long Project Manager and committed to PMI and the Project Management Community at-large for more than 20 years. Elected to the Board of Directors in 2007, Chairman in 2010, his trip to Switzerland was his last official one for PMI as Chairman. Gene was really impressed by the dynamism and commitment of our Community.

It was a really good insight to get his broader view of the Profession, taken from the perspective of the one who is promoting it to the highest levels, in large corporations and governments, as he did just before visiting us, in China, where, surprisingly, we learnt that PMI credentials have been made mandatory for governmental projects.

To complement Gene's presentations, Jim De Piante PMP®, from USA, and Peter Taylor PMP® were proposing to the audience their insightful concepts of Happiness and Laziness... this might seem odd for a profession aimed to execution and performance, but in fact it was all about performance, effectiveness and efficiency.



Jim De Piante PMP

In Geneva, at HP's headquarters who hosted the event, Jim De Piante demonstrated how to escape from the Ladder model to find new ways of finding motivation and commitment in our professional lives, increasing our wealth by increasing our satisfaction, instead of the reverse.

Jim is a very experienced Program Manager, working for more than 25 years at IBM on major highly visible projects and a well-known speaker on Leadership, Motivation and Soft Skills.



Peter Taylor PMP

In the great facility provided by PartnerRe, who sponsored the event in Zürich, Peter Taylor, author of the best seller "The Lazy Project Manager", has shown his model of efficiency in the management of project teams, building performance around delegation, involvement and prioritization among the team.

Peter leads the EMEA PMO at Siemens and in addition to his full-time job there, he is recognized worldwide for his publications, presentations and of course for the "Lazy Project Manager" book. We hope to welcome Peter soon again for his second book on PMOs to be published soon.

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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.



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.

