The Challenges and Solutions of Global Project Management

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“Project Management – Leveraging technology to Drive Success in Complex Global Environment”

Dianna Morrison
Dmorrison7@csc.com
Common Global Project Challenges

Global Virtual Teams
- Formed quickly
- Agile
- Decrease response time
- Round the clock effort

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<tr>
<th>Time</th>
<th>Location</th>
<th>Language</th>
<th>Culture</th>
<th>Functionality</th>
<th>Complexity</th>
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Global Virtual Teams
- Collected
- Accessibly
- Less communication variables
- Physical team building

SOLUTIONS:

- Exploit the benefits that global virtual teams offer.
- Use best practices and known working tools while keeping in mind that global virtual teams still require the same ideals to be successful.
Warning Signs in Project Management Lifecycle for Global Projects

Warning Signs can appear in all Project Phases

- Initiate
- Plan
- Control
- Communicate
- Organize
- Collaborate
- Close
Scenario of a Risky Project

Project Scenario which may add Risk

- 16 Week Project
- Launch Location: Manila, Philippines
- Gathering knowledge from 4 different portfolios worldwide
- 5 Developers in India
- PMO & Business Customers in America
- UAT performed in Brussels
- Team of 42 distributed worldwide

Increased Risks Contributed to Disparity

- Expectations of Assignments are not clarified
- Confusion on the team
- Central Repository for Plans and Instructions
- Attention given to wrong detail
Benefits of Global Virtual Teams

Having a Global Virtual Teams offers:

• Diversity
• Flexibility
• Increased Responsiveness
• Lower Costs
• Improved Resource Utilization
Selecting the right tools for the job

- Central Storage & Easy Access
- Role Management
- Audit Trail of Documentation
  - Version Control
- One Stop Shop for training and assistance
- Convenient SELF SERVICE TASK UPDATING
- Promote proactive technology rather than reactive
- Choose a tool to handle requirements management, task management, project planning, customer communications, resource tracking.

**GOAL**

*Perform due diligence to make an informed decision to select the right tool that will work well with your resources and the Project Management Process.*

*Keep people from working outside of your system*
Technology for Solutions

Teams and Cultural Differences

- Team Cross Cultural Collaboration
- Trust Building
- Coaching
- Rules and Templates

Areas of Challenge

- Global Team Leadership
- Global Support
- Compatible Tools
- Audio & Visual

- Conflict Resolution
- Knowledge Sharing
- Virtual Meetings
- Global Project Structures

Communication & Language

- Communication Channels
- Global Communication
- Office Logistics
- Selection of Resources

Best Practices & Skills

- Logistics

Logistics
GLOBAL PMO

Many organizations of all sizes across the globe have established a Project Management Offices (PMO). This organizational focal point can be very effective in the management of Global projects.

- Alignment of Projects with Organization’s Mission, Goals
- Project Portfolio Management
- Resource Planning and Management
- Shared Knowledge
- Generating Awareness in Organization of Project Management
- Benchmarking Best Practices
- Centralized PM Competencies, Skills
- Standardization
Problem: Cultural Catastrophes

- False perception of similarity & stereotypes
- Differing perceptions of teamwork
- Language barriers

Technical Solutions

- Virtual Technology for Meetings
  - SKYPE
  - NETMEETING
  - CITREX
  - NEFSIS

- Central Data Storage
  - SHAREPOINT
  - LOTUS NOTES
  - INTERNET STORAGE

- Standardized Chat and messaging
  - MS COMMUNICATOR
  - SKYPE
  - CHAT
Problem: Communication Concerns

• Scheduling
• Reduced cohesion from face to face contact
• Misinterpretation of written communications or text

Technical Solutions

🎉 Videoconferencing Systems for Live Communication
SKYPE • NET MEETING • CITRIX • NEFSIS

🎉 Collaborative Software Systems for Scheduling
MS OUTLOOK • LOTUS NOTES • GMAIL
Managing a Global Project

• Identify and communicate the project mission, goals, ground rules, stakeholders, roles and expectations
• Build relationships, trust, and rewarding experiences
• Motivate and provide a feeling of identification to share a common goal and collective responsibility for the project
• Orientation Meeting to share expectations for clarification
• Questionnaire to ensure communication is effective
• Face to Face when you have the opportunity
Effective Communication

• Speak slowly and clearly
• Keep words and sentences short and confirm understanding
• Do not use slang and jargons
• Use visual aids and send pre-meeting information
• Be cognizant aware of cultural differences in praise and criticism
• Avoid humor, irony, and metaphors
• Silence doesn’t always reflect a lack of interest but may simply represent time needed to process information or wait for a formal invitation to participate
• Respect for religious beliefs and allowance for differences in time zones were the most easily changed behaviors
Email and Net Etiquette

• Respect the e-mail addresses of others
• Establish guidelines for dealing with inappropriate traffic or authentication
• Timely processing of requests
• Ensure appropriate bandwidth of technology is available to support the project
• Materials made available are appropriate for the supporting organization
• Brand your information and applications to be easily recognized
• Ensure that all sensitive materials are time-dated
Questions