

A black banner for the PMPC 2018 conference. It features the PMI Bangalore India Chapter logo in the top left and a globe icon with "PMPC 2018" in the top right. The central image is a night view of the NIMHANS Convention Centre, illuminated with blue and yellow lights. Below the image, the text reads: "Project Management Practitioners' Conference 2018", "ARCHITECTING PROJECT MANAGEMENT for Value Creation", "July 12th – 14th, 2018", and "NIMHANS CONVENTION CENTRE, BENGALURU".

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Project Management Practitioners' Conference 2018

ARCHITECTING PROJECT MANAGEMENT for Value Creation

July 12th – 14th, 2018

NIMHANS CONVENTION CENTRE, BENGALURU

Architecting Project Management for Value Creation through Global Reach

Global Reach

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ABSTRACT

Technology enhancements has led to excellent network connectivity which is driving more organizations to conduct work across time, region and cultural boundaries. Hence, an increasing amount of the critical work from an organization is being conducted using Global Team.

Global teams are — ***a group of dispersed team members with shared vision and goal, who collaboratively work using the different technological communication systems and their processes.***

Global reach of the organizations through the dispersed teams has emerged as a powerful structure to leverage knowledge-based work by improving the efficiency, speed, cost-effectiveness and coordination of work processes. But global teaming also has pitfalls, which cause many organizations efforts towards having a global team to fail as they dysfunction and fail to achieve the goals. This happens because of failures of leadership and inappropriate processes and tools.

A set of best practices, processes, tools and leadership techniques can help overcome these challenges and ensure effective team performance.

- 1) *Adopt Global-team leadership best practices and build trust*
- 2) *Establish a clear goal for the team*
- 3) *Establish appropriate communication protocols*
- 4) *Build team linkages that foster productive and relationships*
- 5) *Build a team culture focussed on goal, empowerment and accountability*
- 6) *Select tools that effectively support the different stages of the collaborative process*

In this paper we will go through the above principles and see how these help in creating and ensuring the Project Management value through the success of global teams.

INTRODUCTION

To succeed in the global environment today, more and more companies are depending upon globally dispersed teams. These teams when built render the best functional expertise around the world with deep knowledge and skills. Global teams have become the fundamental work unit for knowledge-centric work. Globalization and network connectivity have enabled enterprises to coordinate work across time, physical and cultural boundaries.

Project Management is one of these skills which have exemplified and embraced the global work culture, thus creating a value for the organizations to cater their services by helping the organization in better resource maximisation and corporate agility through cross boundary internal and external collaborative work. Project Management profession has already a solid base for processes, tools and methodologies.

Take a real time example of a globally established company and the scenario here is:

This company has a client in Europe and his requirement is to build a server. The project Manager is situated in India and has a project team comprising of data center engineers (located at Europe); software installation team (located in Germany); project coordination and documents team (located at Manila). Can we apply the project management methodology which we learnt during our project management certification? The answer is YES.

The challenge we see here is that our clients are not available to us face to face and every time we need a clarification. So, it's better we utilize our project management knowledge efficiently and effectively. We need excellent project management skills in this case but together with these skills there's much to it.

Many global project management teams fail to achieve expectations and goals due to many factors like leadership failures, inadequate processes and tools and cultural barriers. Luckily, we do have a set of best practices, processes and leadership techniques can be applied to overcome these failures and achieve hence achieve a high calibre project management team. All these helps the multinational companies to compete on the ever growing and competent market.

DETAILS OF THE PAPER

Global Project Management Team

A team consisting of group of individuals with a common purpose or goal, shared responsibilities and accountabilities, and independent work and deliverables. But when we say global, this team performs most of its work across time and boundaries. Projects of different clients are led by these individuals by collaboration with the team members across the globe. Most team members are allocated according to their knowledge and availability. Global projects allow the team members to work together independently of their geographical situation, with no added costs and time needed for relocation.

Risks and Benefits of Global Project Management Team

The benefits of a global team are really compelling as:

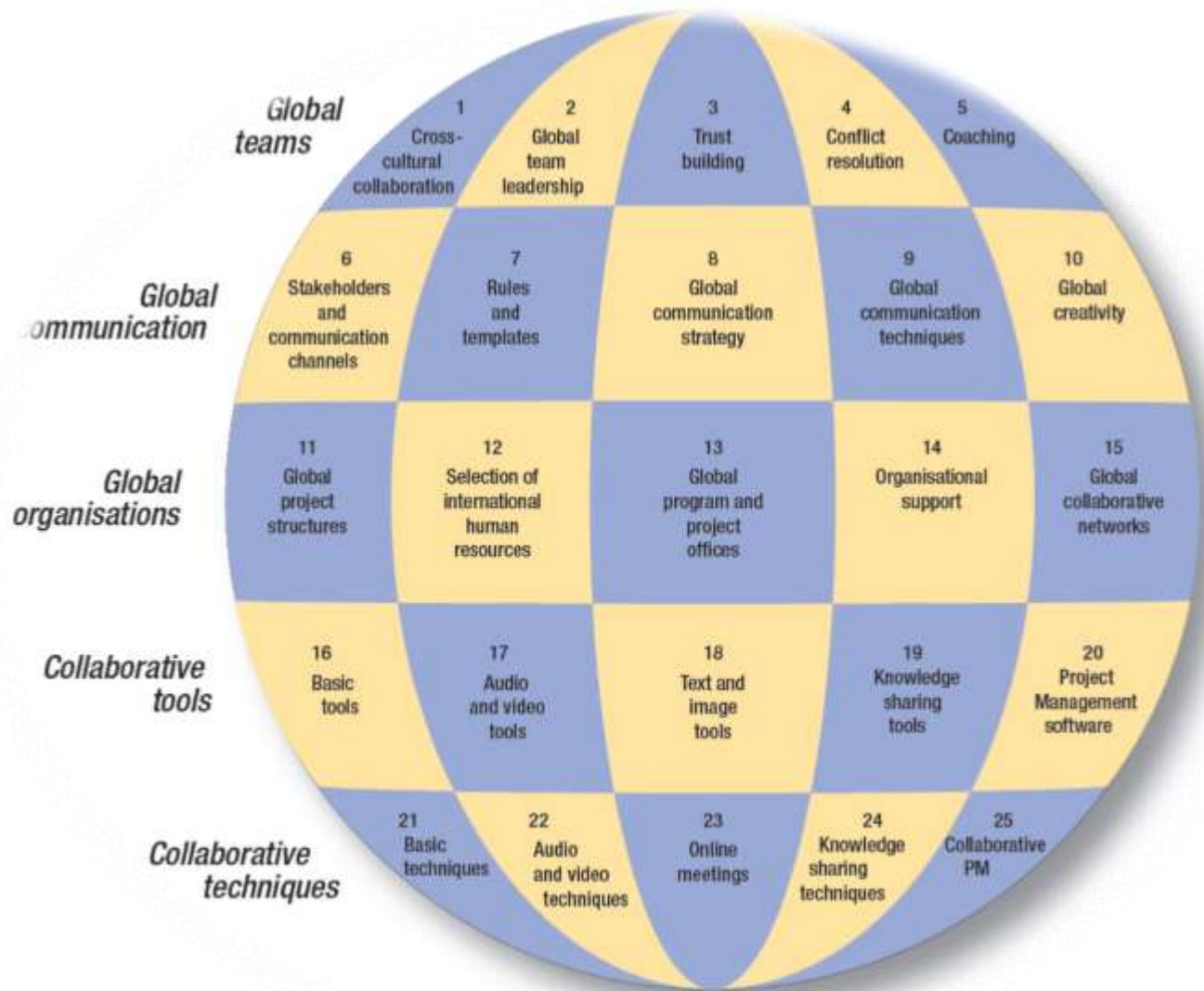
- 1) It is cost effective as it cuts down the travel expenses. A face to face conversation is now possible through video conferencing and mobility.
- 2) It improves the project cycle time by moving information quickly, hence accelerating work processes.
- 3) It enhances creative thinking and ideas by ensuring good diversity in team and by empowering the team members with an independent work style.

But global teams also come with their own risks basically broken down as:

- 1) No clear vision (Failure due to weak Leadership)
- 2) Incorrect hiring and expectations (Failure due to inappropriate People management)
- 3) Different project management procedures being followed by team; for say; resource allocation (Failure due to Processes)
- 4) Incorrect or different project tools being used by teams (Failure due to Infrastructure)

FRAMEWORK FOR GOOD PRACTICES FOR ARCHITECTING PROJECT MANAGEMENT

Many studies have displayed specific practices that can increase the value of project management through collaboration over distance and helping the management of virtual and multicultural teams. Here is a Global Project Management Framework® (Diagram 1) for an overall holistic analysis.



The Global Project Management Framework

Diagram1 – Global Project Management Framework

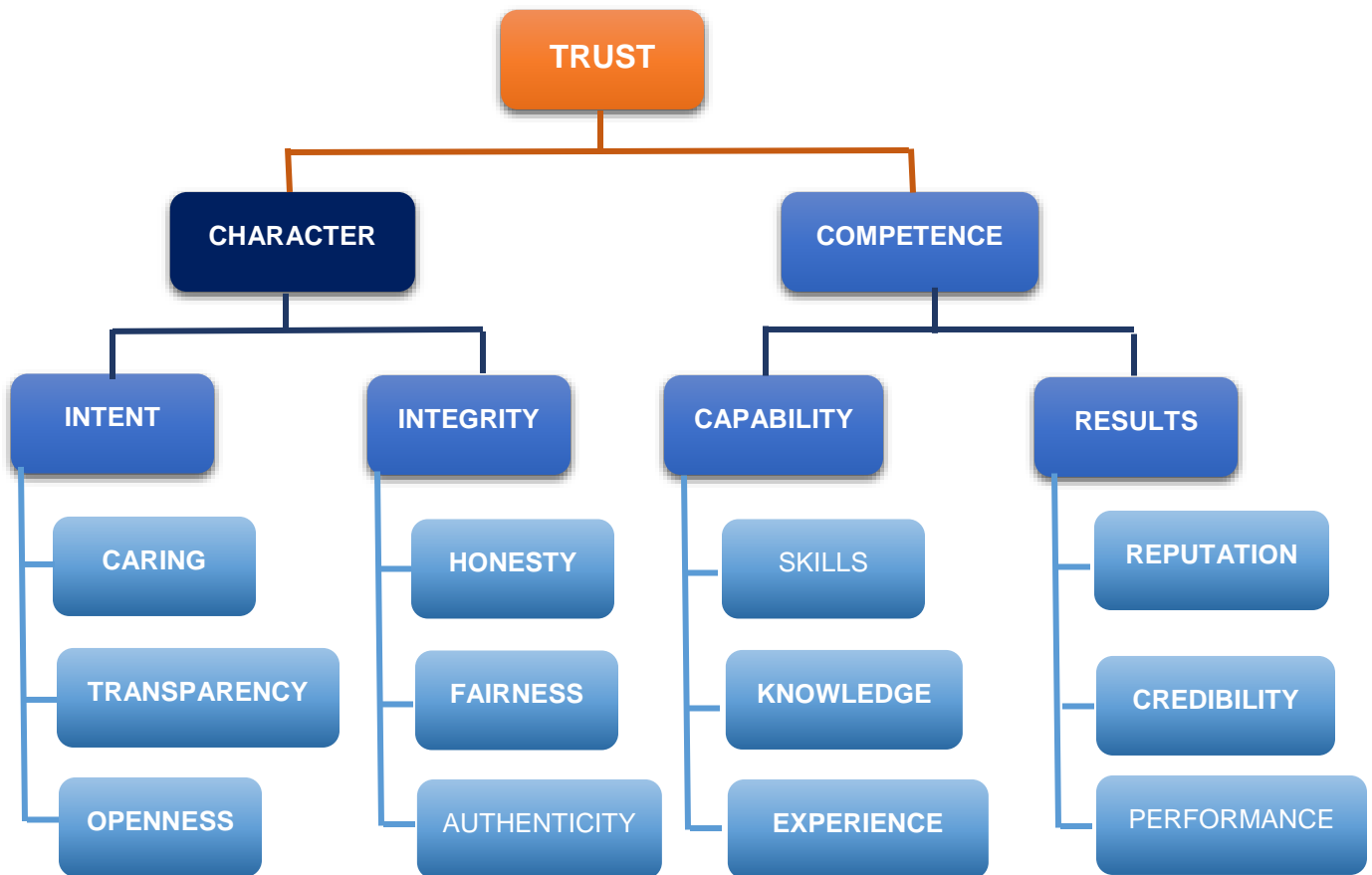
This framework consists of 25 knowledge areas but it doesn't mean that we need to implement all of these together. Each one of them would be applicable as per the requirement (region, space, area, culture, etc) and situation.

Adopt Global-team leadership and build trust

Global leaders should adapt their leadership style as per the regions they are working with. They should use their:



- Communication skills (clarifying, negotiating and persuading) in order to get the buy in from the team they are working with.
- Conflict resolution in order to proactively manage any conflict (expected or going on) in the team in order to keep the objective of the team tightly bonded.
- Coaching skills (teaching and motivating) in order to keep the team engaged
- Trust building
 - A high level of trust is required as the teams are dispersed and have never worked with each other before. The bonding between the team should kick off with the initiation of a project.



**Reference [2]*

This bonding develops and gets stronger during the planning phase as most of the team members get involved. Here we should try to have a face to face discussion by using the technologies like, video conferencing, Lync, Skype, etc. Continue such interactions till the closure of the project. For sure we would have tightly bonder trustworthy team for future projects.

Establish a clear goal for the team

The goal for the team should be clearly communicated and understood by each team member. These goals should be translated into individual tasks and responsibilities.

S

Specific

- *What do you want to do?*
- *Define the goal as much as possible with no unclear language.*

M

Measurable

- *How will you know when you have achieved?*
- *Can you track the progress and measure the outcome?*

A

Achievable

- *Is it in your power to achieve it? Make sure the goal is not out of reach or below standard performance.*
- *Had the team given its agreement to the goal.*

R

Realistic

- *Can you realistically achieve it?*
- *Is the goal worthwhile and will it meet the needs to organization and the teams*

T

Time Bound

- *When exactly do you want to achieve it?*
- *It will establish a sense of urgency and prompt all to have better time management*

Goals clearly expressed resonated excellence and keeps teams inspired.

Establish appropriate communication protocols

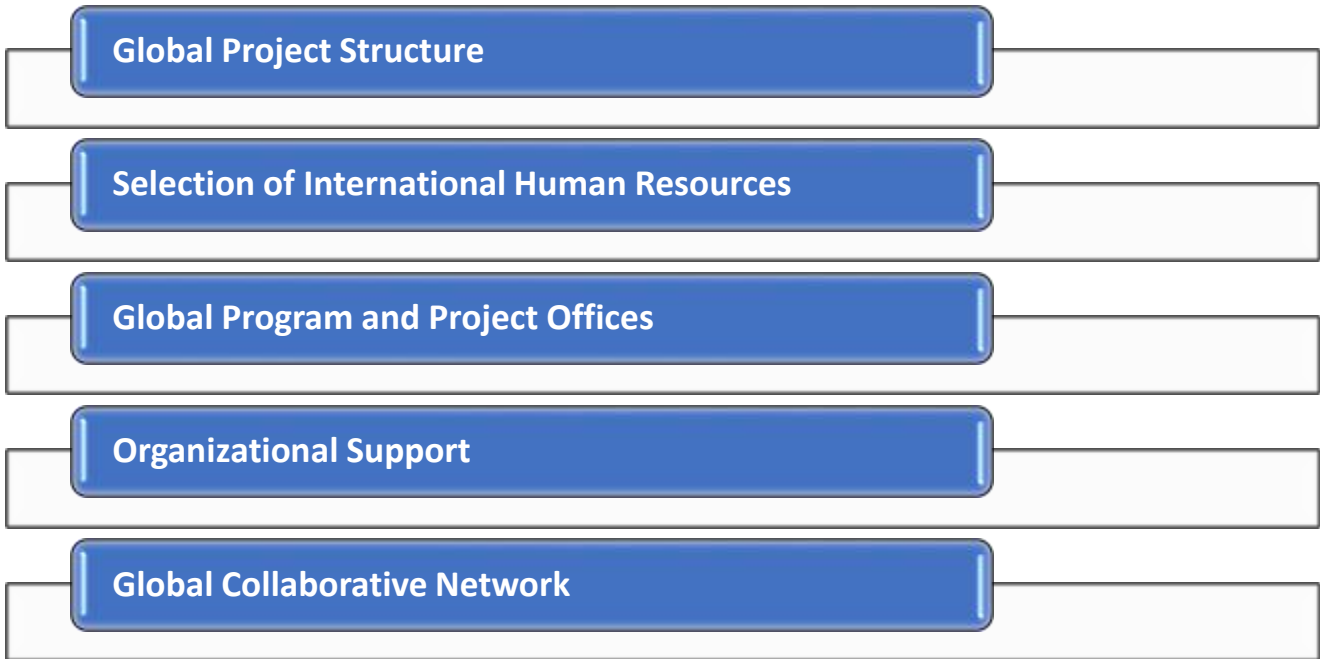
Project Managers spend 90% of their time communicating. They collate, consolidate data from different teams in order to gather information on the progress of projects and provide a status to the management. Working in global teams does throw a challenge but this can be eliminated by the-



- Right identification, analysis and management of stakeholders required for a project mostly based on their respective areas.
- Global team should select rules in order to select the right media for each meeting, discussion approved by all team members
- Assigning and sharing responsibilities by setting certain rules for sharing the information in a certain format as per the stakeholder and their hierarchy in the organization.

Build team linkages that foster productivity and relationships

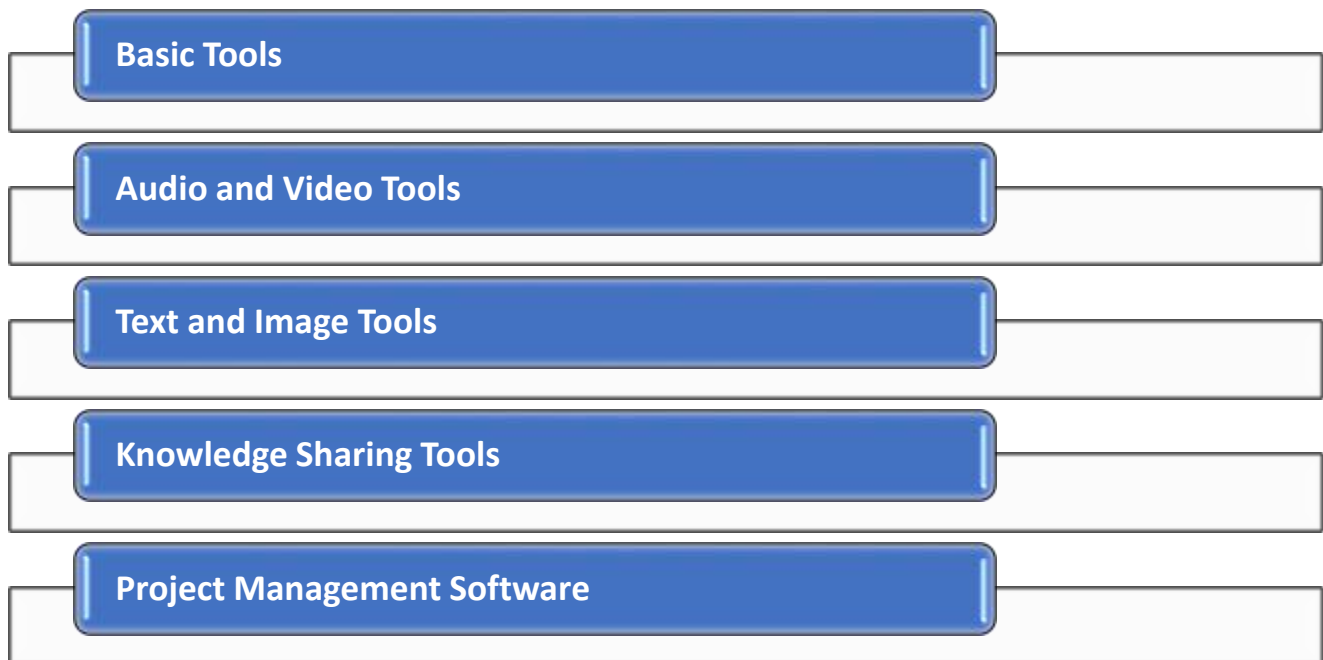
The project team should take special care of:



- a) Transparency- The project team members and managers should share information openly and consistently. There should not be any hidden agenda.
- b) Commitment- Project team members commitment is an agreement of support that they would provide throughout the project in order to meet the goals. These can be enhanced by performance appreciations, rewards, etc
- c) Personal Integrity- Project team members should always abide by the integrity as this may destroy team's morale and trust.

Tools that effectively support the different stage of collaborative process

The use of collaborative tools has always helped in enhancing the global processes. At first, we evaluate the requirements as per the project, investigate different solutions that can be used to satisfy the need and then implement the final solution. Simple tools like telephones, emails, remote access are the basic connectors. Then the usage of audio conferencing, video tools enhances the communication between teams.



CONCLUSION

Global project teams must be ready to face the challenges of cross-cultural communication, different time zones, multiple languages, and collaboration across locations. There are at least these 25 areas to be considered when planning a global project in order to create value. The Global Project Management Framework provides a comprehensive set of practices and recommendations on these areas, aligned with organizational change variables.

Global organizations can use this framework as a starting point in order to analyse and evaluate any gaps or areas before starting a global project. Changes required can be put in place to implement best practices across, thus resulting in improving the effectiveness of communication, collaboration, and management across borders. Hence, Creating Project Management for global teams.

REFERENCES

[1] Binder, J. (2008). Distributed programs, virtual projects and global projects. Retrieved May 16, 2008 from

<http://www.globalprojectmanagement.org/index.php/global-project-management-framework>

Note: This material just has the pictures and the overall understanding of the framework. It doesn't exactly go by each point.

[2] LinkedIn post by Oleg Vishnepolsky, Trust