

Global Project Management

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Introduction

- The borders of countries and the limitations in distance and geographic locations are being eliminated due to the fast exchange of information through new ways of communication and over the Internet. Throughout a global structure which includes a collaboration of global business units, global teams, tools and techniques and a consistency of trade divisions, work can be allocated to any country or region.
- This presentation will expose the trend on the increase of global business within the organizations and specifically will emphasise global projects which most of them are managed within global environments.
- It will explain the importance of an implementation of a global structure on globalization which requires a specific model in order to succeed. The identification of challenges and opportunities on this matter is vital as well as the detection of some aspects while adapting to the new structure and organisation.

Global Projects

- Combination of virtual, remote and international projects
- Multiple locations
- Different cultures
- Different languages
- Different time zones
- Several organisations
- Global contract for multiple nations

Strengths/Advantages of Global Projects

- Global workdays (24 hours vs. 8 hours)
- Increase productivity
- Reduction in travel time and expense
- Develop and use of unique tools
- Central guidelines and standards
- Larger expert pool personnel
- Increase flexibility
- Reduce labour costs
- Proximity to customers at any locations
- Accurate knowledge of customers' needs
- Reduce office space
- Brainstorming over distance
- Attracting the best team members independent of locations/no need to relocate people
- Coaching to project managers working remotely

Weaknesses/Challenges

- Adapt working hours to different time zones-Different calendars/holidays/public days
- Punctuality
- Means of communication - Provide communication technology
- Ensure everyone listen/understand and participate in virtual meetings
- Handle conflict management among team members
- Deal with change over distance
- Establish trust among virtual teams
- Execute team-building
- Change Management execution to provide collaboration, communication and cultural training
- Language differences and styles
- Many cultures
- Managing total risk for global operations

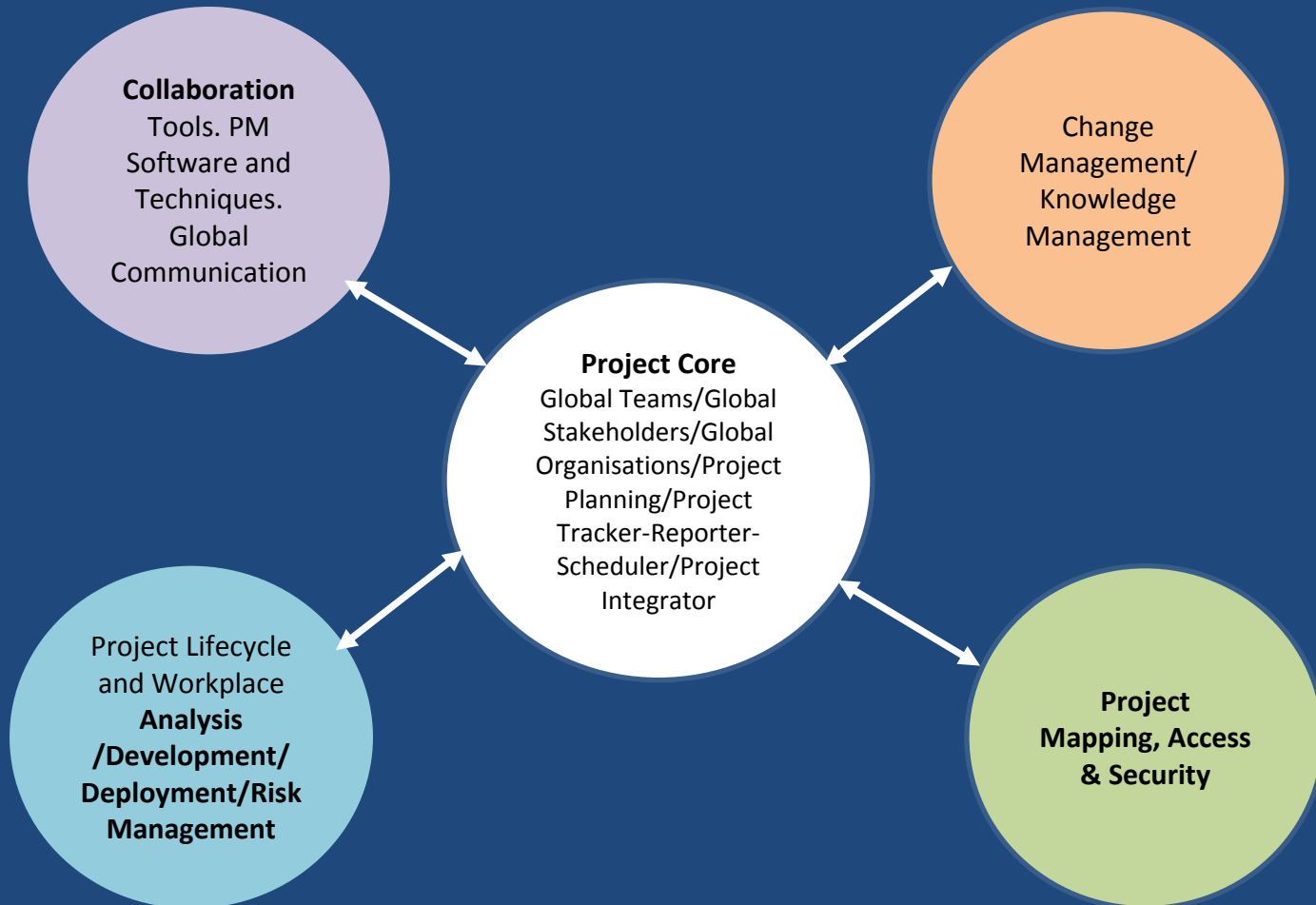
Virtual Global Projects Characteristics and Impacts

Characteristic	Intermediate Impact
Distance	<ul style="list-style-type: none"> • Reduces communication frequency • Reduces informal communication • Lowers communication richness • Impacts final product • Impacts choice of process and development strategy
Time separation	<ul style="list-style-type: none"> • Inhibits the use of synchronous communication • Affects the selection of communication media and types • Affects task allocation
Language differences	<ul style="list-style-type: none"> • Affects the selection of communication media and types • Communication effectiveness
Cross-cultural differences	<ul style="list-style-type: none"> • Affects group decision-making • Team performance • Communication effectiveness
Multiple sites	<ul style="list-style-type: none"> • Affects the type of technological infrastructure and communication • Introduces human resource staff of different skill and productivity • Increases management overhead • Introduces the challenge of team building (establishing and maintaining trust) • Impact on maintaining a virtual workplace for the project teams

Global Project needs

- Global Team and Management
- Global Stakeholders
- Global Organisations
- Project Space, Progress Tracker, Activity Scheduler, Project Integrator
- Ways of Communication over distance
- Collaborative Tools and Techniques
- Global Analysis, Development and Deployment
(monitoring, controlling, managing risk)
- Project Mapping and access control

Global Structure



Global Teams and Stakeholders

Behavioural and Cultural aspects

- Religion
- Resistance to change: Avoid risks, Resistance to innovation [Greece+ Singapore -]
- Individuality – Collectivism [United States – Guatemala]
- Comfortable-Uncomfortable to express disagreement (Power distance) [Austria+ Malaysia-]
- Neutral-Affective [Japan - Kuwait]
- Maleness – femaleness [Japan – Sweden]
- Long or short term orientation [China – Pakistan]
- Universalist vs. Particularistic [Switzerland – Venezuela]

Global project manager skills

- Promote a positive and flexible attitude with the team members and stakeholders from different cultures and countries
- Avoid generalisations, assumptions and accept cultural differences
- Global project managers may consider to apply the cultural dimensions when assigning roles and responsibilities
- Use of assertive communication tools to coach, lead and support the team
- Apply negotiations skills to the different cultures involved in conflicts and discussions
- Foster trust within the team

Enable trust in global teams

- Do you trust all team members?
- What factors are involved to demonstrate trust?
- What are the reasons for you to trust them and to not trust them?

Factors to build trust

- Lead by example
- Not over monitoring
- Constant communication
- Understanding
- Consistent
- Honest
- Open
- Being able to express opinions

Collaborative tools

“Without software it would not be possible for knowledge to be disseminated as quickly and most businesses would not have experienced the rapid improvement that they have during the information age”. *(Nidumolu 1998 – D. Cleland book)*

Collaboration tools and techniques

- What collaboration tools can I deploy to improve global communication?
- Which ones can help me to coordinate virtual teams and can enable me to monitor the project progress without creating administrative expenses?
- How to encourage the implementation of tools?
- Examples of collaborations tools

Some examples of achievement using Collaborative Techniques

- Using calendar + Mobile e-mail access, project managers can work out from the office without missing any appointments or conversations
- By means of collaboration calendar tools project managers and teams can organise their meetings effectively and efficiently crosswise multiple time zones
- Utilising Instant messaging to beat language and communication style obstacles
- By means of centralized information, project team members can share data and there will be only one version instead of sending out by e-mail many files with different revisions
- Using Video conferencing or a based web conferencing global teams can talk and share information of the project online. Project managers may organize team buildings to generate trust, commitment and manage conflicts
- Project Managers and team members can optimize their productivity whilst travelling or from home as they may access the project and documents through any shared PC
- Decision making between Project Managers and Stakeholders through virtual meetings
- Using Instant Messaging allow teams to improve productivity as the receptor can be detected online

Global Communications

- Establish team size and locations $n(n-1)/2$
- Define approach to stakeholder commitment and analyse global stakeholders
- Define means of communication –
Communication technology
- Create a Global Communication Plan
- Implement a Responsibility matrix
- Collecting information from global team members

Change and Knowledge Management

Change Management:

Tasks and processes used to adapt to a change.

Method utilised to introduce, coach and implement new procedures (e.g. Software) in order to make the change easier for the end user

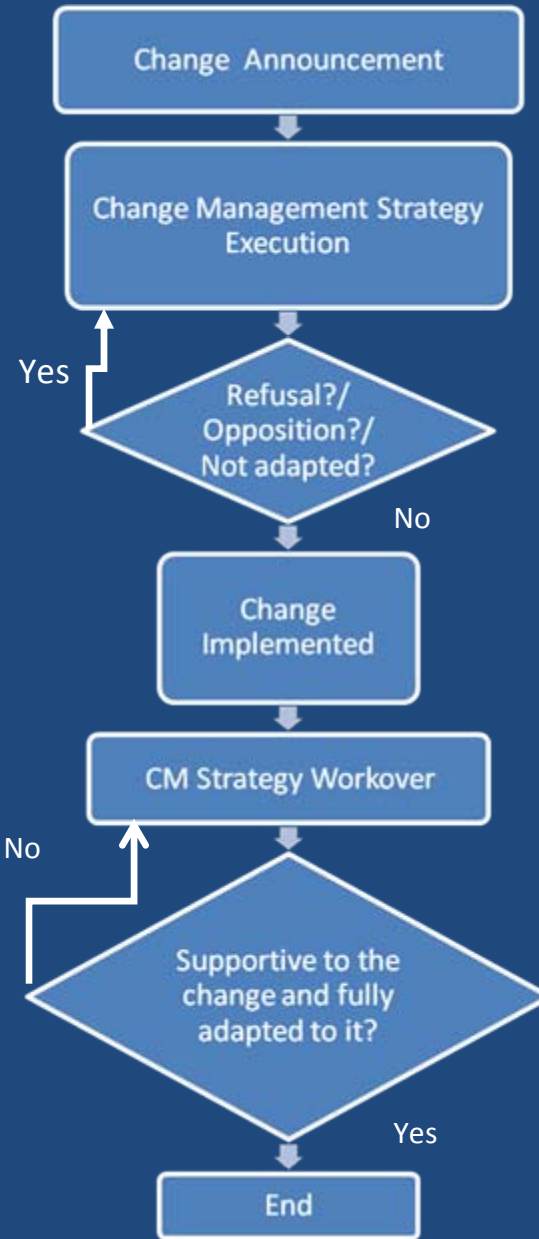
Knowledge Management:

Comprises a range of strategies and practices used in an organisation to identify, create, represent, distribute and enable adoption of insights and experiences

Knowledge management and collaboration

- E.g. The web-base collaborative tool such as wiki-style knowledge made it possible for corporate employees to continuously supply and access information to/from central repository in order to contribute, share and access knowledge.

Change Management workflow



Conclusion

- The Global Structure presented is not unique. The construction of a structure or global organisation depends on each company's approach and objectives
- Change Management must be applied all over the project lifecycle and may be linked with Change Control
- Not all projects can be global. A previous analysis might be done before a project turns to global
- The cultural aspects or dimensions are not concerned with personality. They only give a big picture of the kind of issues a project manager may face when working with people from various national value systems
- Global project managers must understand the implications of culture and different styles in international projects
- They need to know how to deal with conflict over distance
- Project Managers must establish trust between the teams and stakeholders
- Global project managers may need to plan and coordinate resource allocation dynamically through a global project management system
- Occasionally the global project manager may not be aware of the adjustment of local economic, political and security policies and regulations until the user acceptance or project deployment
- Coaching and team building over distance may be done through the use of collaborative tools during sessions

Questions?