

PMG 611

Global Project Management

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جامعة الجميع الذكية

تسعى لتكون الكيان الأول الذي يتبنى مبدأ المجتمع التعليمي
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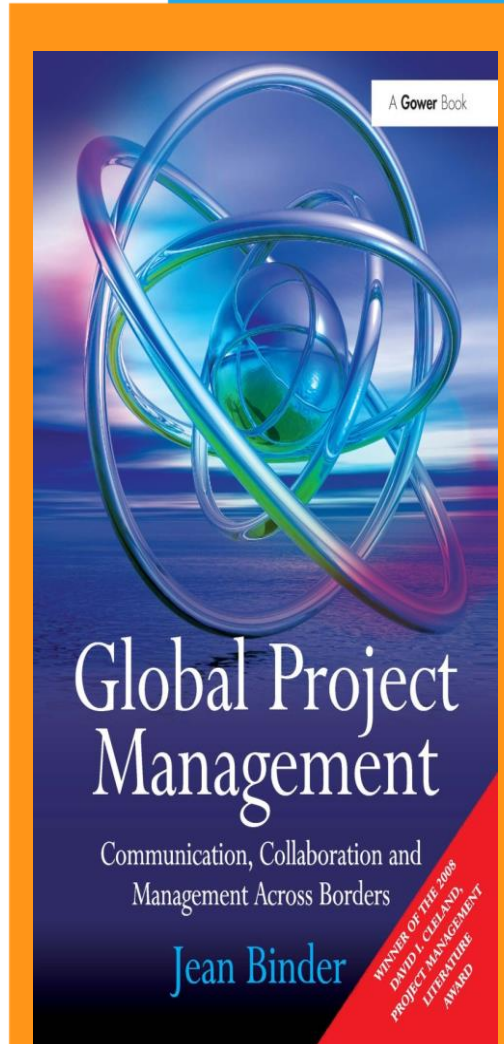
Lecture 1: Global Project Management Fundamentals



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EVERYONE'S SMART UNIVERSITY

***Global Project Management Communication,
Collaboration and Management Across Borders***

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Course Topics

- Global Project Leadership
- Stakeholders and Communication Channels
- Global Communication Strategy
- Global Communication Techniques
- Global Project Structure
- Selection of International Human Resources
- Global Program and Project Offices
- Global Collaborative Networks
- Knowledge Sharing
- Collaborative Project Management
- Implementation Strategies
- International Project Management

Lecture 1

Session Outline

What Is Global
management

Leadership Vs
Management

Global Project
Leadership

Becoming a
good global
leader

Brainstorming
on global
leadership

Summary

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What is Project Management

The term **Project Management** consists en 2 terms: ***Project*** and ***Management***

The Project Management

- **Project**: a process that is *temporary in nature and has certain start and end times*.
- **Management**: the act of *achieving predefined goals through people and other resources*.
- It's « *the application of knowledge, skills, tools and techniques to project activities to meet project requirements* ».

PMBOK Guide

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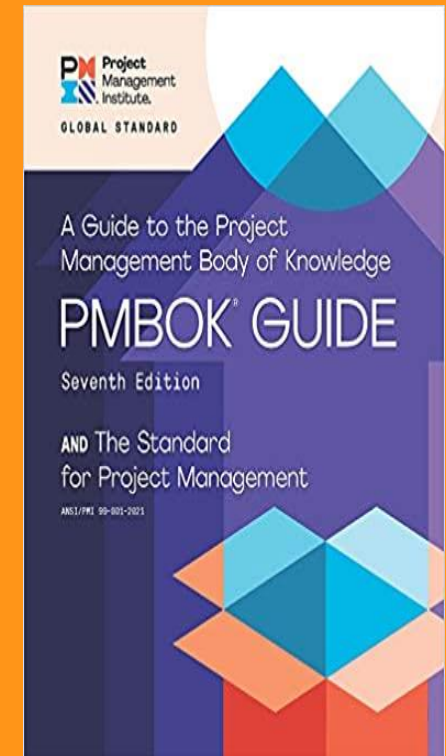
PMI / PMBOK

- ***The Project Management Institute (PMI):***

PMI was founded in 1969. • It is the largest non-profit membership association for project management professionals. • Over 450, 000 members worldwide and over 280 local chapters.

- ***The Project Magement Body Of Knowledges:***

PMBOK is an internationally recognized standard (IEEE std. 1490 -2003), edited by the PMI, that provides fundamental concepts of project management regardless of the type of the project, be it a construction project, a software development project, heavy-engineering project or automotive project.



The 10 Project Management Areas of Knowledge

- An Area of Knowledge, according the PMBOK, is «***an identified area of project management defined by it's knowledge requirements and described in terms of it's processes, practises, initial data, results, tools and techniques that compose them*** ».

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Ten project management knowledge areas (recognized by PMBOK)



The Project Management framework

- It's the **processes, tasks, and tools** used to take a project from start to finish.
- It encompasses all the key components required for **planning, managing, and governing projects**.
- The **project management framework** can be broken into three parts:

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The Project Management framework

1. A Project life cycle

Every project goes through the project life cycle, which is made up of five project management stages (PMBOK guide):

initiation, planning, execution, monitoring and control and closure.

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2- A project control cycle

3- Tool and templates to facilitate the execution of the project

The Project Management Scope

In project management, **scope** refers to *all of the **products, services**, and **results** provided by your project.*

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Leadership Vs Management

- **Management** : controlling a group or a set of entities to accomplish a goal.
- **Leadership** : an individual's ability to **influence, motivate, and enable others** to contribute toward organizational success.

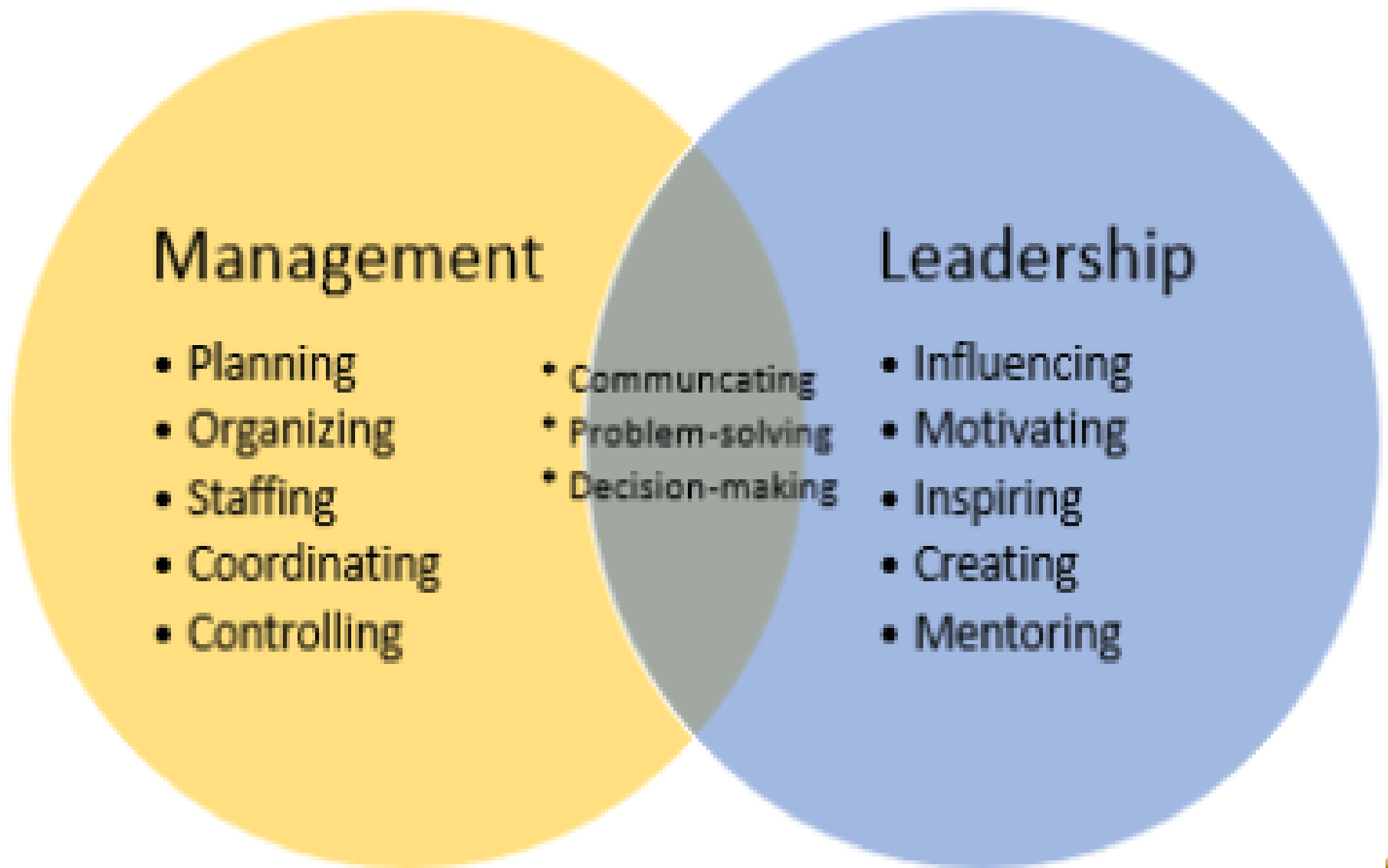
1- **Process** vs. **Vision**

2- **Organizing** vs. **Aligning**

3- **Position** vs. **Quality**

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Leadership Vs Management



Leaders Vs Managers

The **5 main differences** between leadership and management:

1. **Leaders Set the Vision, Managers Follow It**
2. **Leaders Think Ideas, Managers Think Execution**
3. **Leaders Inspire People, Managers Drive Their Success**

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4- Leaders Look in the Future, Managers Work
In the Present

5- Leaders Shape the Culture, Managers
Endorse It

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Manager



LEADER



- **Project leadership** can be defined as the **creation of a vision** about the project objectives that directs all team members to work towards it.
- Good project leaders are able to **influence** the **task prioritization** and the **availability** of the project team members towards achieving the project goals and strategies

Global Leadership Challenges

Each dimension of global projects adds a series of leadership challenges.

Some of these challenges are listed below, together with strategies that can help you to surmount the global barriers:

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Global Leadership Challenges

a- Number of distant locations: the geographical distances can be barriers to relationship building, as there will be fewer opportunities for informal discussions and team events.

b- Number of different organisations: team members working for different organisations can have competing interests and hidden agendas.

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Global Leadership Challenges

c- Country cultures: people coming from different countries can have various sources of motivation, diverse priorities and dissimilar values and ethics.

d- Different languages: team members with different native languages may not understand or may have imprecise interpretations of sentences in foreign languages.

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Global Leadership Challenges

e- Time zones: the development of motivation and relationship building without a 'shared time' can be extremely difficult and frustrating for project managers.

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How to have the staff's Commitment

- How can you obtain commitment from global team members?
- How can you develop followers in the different locations that can disseminate the project vision and make sure that all team members across the globe are aligned on the project objectives and strategies?

How to have the staff's Commitment

- **Set clear goals and directions** at the project outset, with participation from key team members in different locations. Online brainstorming techniques can be very effective to collect feedback and obtain buy-in from people across locations.

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How to have the staff's Commitment

- **Build a vision** that serves the interests of the main stakeholders and that can be translated into the achievement of the project objectives. Consider the cultural dimensions of the stakeholders involved in the project, and adapt the description of the vision to their trends on long-term orientation and human-nature relationships.

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How to have the staff's Commitment

- Together with the key team members, **develop a strategy** to achieve the project objectives, and make sure that all or most team members agree on its feasibility. This is a good opportunity to gather representatives from every country in the same location for a few days and develop a good team spirit.

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How to have the staff's Commitment

- **Communicate the vision**, goals and directions equally to all local and distant project team members.
- **Organize** online sessions using the synchronous tools, and take this opportunity to launch the project website, publishing the vision, goals and directions, and organizing polls to gather opinions and ideas .

How to have the staff's Commitment

- **Consider** the “**power-distance**” cultural dimension as a starting point to understand which leadership behavior you will apply to new team members from different countries: directive, supportive, participative or achievement-oriented.
- **Inspire the team**, by being always available and providing guidance, locally or remotely.

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How to have the staff's Commitment

- **Obtain** buy-in by asking for their feedback and suggestions on how to improve the project strategy, and how to achieve the objectives.
- **Act with integrity and consistency** to the project vision and strategy, during the whole project and on all occasions.
- **Praise members** with positive attitudes, and motivate others to follow their examples.

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Motivation

Motivation can be defined as *an **individual process that provides energy and direction to adopt a specific behaviour or perform a determined task***

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Motivation

In project management, the energy must ensure the team members will complete their tasks on time, and the direction needs to lead the tasks performed toward the project vision, mission and goals, following pre-determined strategies.

One of the keys to a successful project is a ***motivated team.***

Top 5 **Effective Strategies** to motivate and sustain Your Project Teams:

- 1- **Lead and Manage by Example**
- 2- **Be Considerate**
- 3- **Be Direct**
- 4- **Be Positive**
- 5- **Define Clear Expectations**

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Motivation

Table 2.1 Factors of motivation in different areas of the world (adapted from Hofstede, 2001)

Countries and regions	Motivators
USA, Great Britain and their former dominions and colonies	Individual success in form of wealth, recognition, and 'self-actualisation'
Japan, German-speaking countries, some Latin countries and Greece	Individual security and wealth obtained by hard work
France, Spain, Portugal, ex-Yugoslavia, Chile, and other Latin and Asian countries	Security, relationships and group solidarity
North European countries plus the Netherlands	Success, belonging, quality of human relationships and the living environment

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You can also increase the level of motivation by making use of the roles and responsibilities.

A classic tool for this is *McClelland's achievement motivation theory*, which groups individuals according to their need for:

- achievement
- affiliation
- power

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Motivation

factors affecting motivation



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Becoming a good global leader

Leadership really isn't about a particular position or a person's seniority. Just because someone has worked for many years doesn't mean s/he has gained the qualities and skills to lead a team.

Getting promoted to a managerial position doesn't automatically turn you into a leader either.

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Becoming a good global leader

Good leadership is about acquiring and honing specific **skills**.

9 Critical Leadership Qualities:

- 1- A Positive Attitude
- 2- Confidence
- 3- A Sense of Humor
- 4- Ability to Embrace Failure
- 5- Careful Listening and Feedback

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Becoming a good global leader

6- Knowing How and When to Delegate

7- Growth Mindset

8- Responsibility

9- A Desire to Learn

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Becoming a good global leader

So, you have to:

- **search** for cohesive solutions, adapting your negotiation skills to the different cultures involved in the conflicts and discussions;
- **behave** as a partner, not a 'boss', mainly when working with people from smaller power distance countries;
- **nurture** creativity and innovation in team members from different locations, by deploying online and asynchronous brainstorming tools.

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Brainstorming on global leadership

You can **organize** the session during your project kick-off meeting with your global project team members.

You can keep the results on a mind map posted in the project website and in the project “**war room**”.

Below, you can find some examples of questions to be asked during the session:

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Brainstorming on global leadership

- **Question 1:** Think of one of the most satisfactory and successful local projects you worked on as a team member. What are the main characteristics that define the leadership style of the project manager?
- **Question 2 (Reflection) :**
- Is there any difference between a good leader for local and global projects?
- How does leadership translate across different cultures?
- **Question 3:**

Based on all points captured by you and your colleagues on the first two questions, how would you define a good leader of global projects?

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Summary



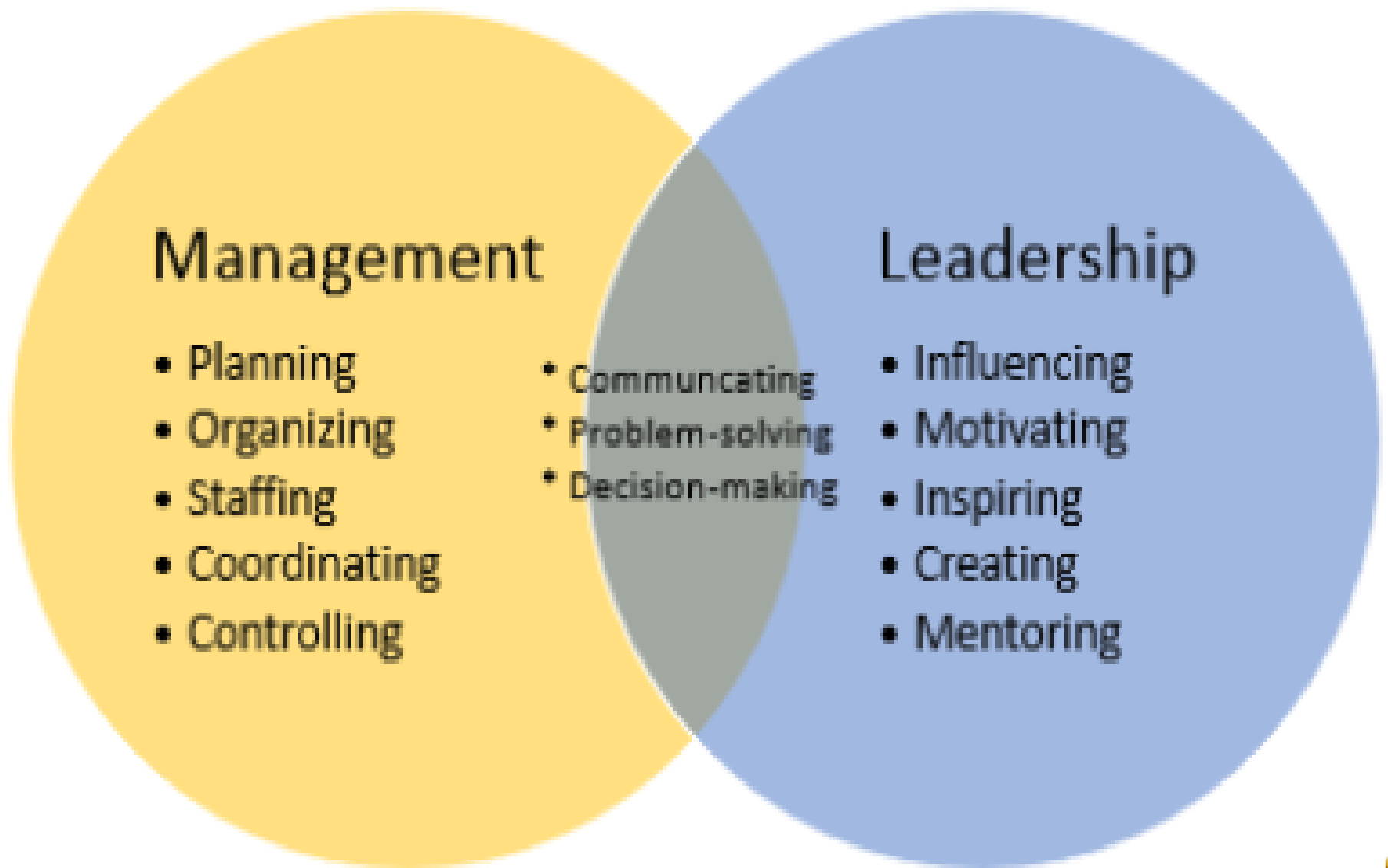
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Ten project management knowledge areas (recognized by PMBOK)



Leadership Vs Management



III-2- Leadership and Management Skills

Leadership Skills	Management Skills
• Communication to disseminate information and listen actively • Motivation to get people want to do what leader's need them to do • Delegation to help leader carry the load by completing assigned tasks • Positivity regardless situation to help improve morale • Trustworthiness to make people believe in you • Creativity to come up with unique solutions • Feedback – leaders should listen to individuals and take their opinion seriously • Responsibility • Commitment • Flexibility to adapt and not hold too tightly to anything	• Interpersonal skills to deal better with people and create smoother management process • Communication to communicate what manager need to who needs to do it • Motivation to make people follow your management lead • Organisation as management is made up of many parts • Delegation – the ability to share responsibility sand tasks with others • Forward planning • Strategic thinking on how to align project organisation with future success • Problem solving as they will face issues daily • Commercial awareness • Mentoring to provide employees guidance or training where it is needed

**See you soon
Have a good Revision**

**Yours
Dr Myriam ZORGUI**