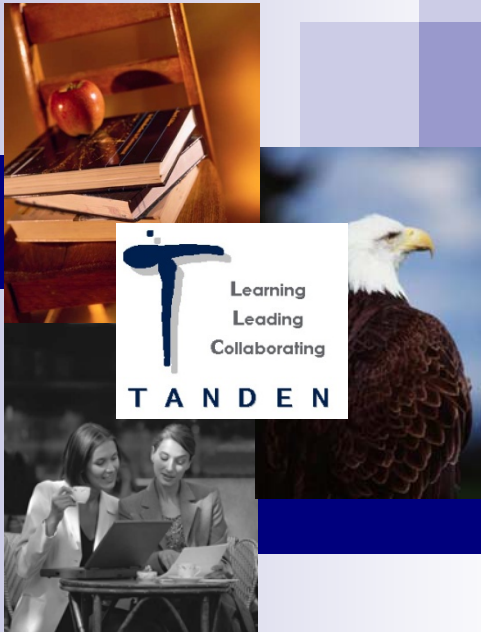


A PROJECT LEADERSHIP SERIESSM Presentation

THE VIRTUAL PROJECT MANAGER IN A GLOBAL ECONOMY



2010 PROFESSIONAL DEVELOPMENT DAY




**Metrolina
Chapter**



Charlotte, NC
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www.tandenllc.com



**“THE WORLD IS MOVING SO FAST
THESE DAYS THAT THE MAN WHO
SAYS IT CAN’T BE DONE IS
GENERALLY INTERRUPTED BY
SOMEONE DOING IT.”**

- Elbert Hubbard

Food for Thought...

- Top 10 “In Demand” Jobs in 2010 Did Not Exist in 2004
- 1 of 8 Couples Married in the U.S. in 2007 Met Online
- #1 Global Internet Penetration = Bermuda
 - United States = #19
 - Japan = #22
- The Following Did Not Exist in 2003:
 - Facebook (2004), YouTube (2005), Flickr (2004), Twitter (2006), iPhone (2007), Microsoft Office2007 (???)
- Google Searches (per month):
 - 2006 = 2.7 Billion; 2008 = 31 Billion; 2009 = 88 Billion



Are YOU Ready to Lead in the Virtual Environment?

LET'S TAKE A TEST...

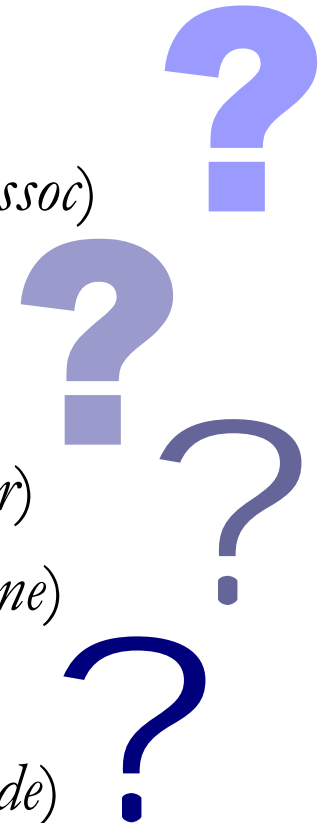
Lingo Bingo: Easy Round

- **AKA:** Also Known As
- **L8R:** Later
- **LOL:** Laugh Out Loud
- **ASAP:** As Soon As Possible
- **TBD:** To Be Determined
- **BTW:** By The Way
- **COB:** Close Of Business
- **SNAFU:** Situation Normal All Fouled Up
- **MSG:** Message



Lingo Bingo: Challenge Round

- **QT:** Cutie (*Keep it confidential*)
- **IANAL:** I Am Not A Lawyer (???)
- **TIA:** Thanks In Advance (*Telecom Industry Assoc*)
- **F2F:** Face-to-Face (*Function to Function*)
- **PM:** Private Message (*Project Manager*)
- **TPM:** Tomorrow PM (*Technical Project Manager*)
- **ATM:** At the Moment (*Automated Teller Machine*)
- **POS:** Parent Over Shoulder (*Point of Sale*)
- **404:** Not Found (*Inside I-285; ATL Area Code*)



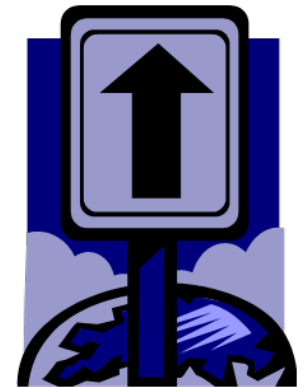
Lingo Bingo: BONUS (3 Pts)


IWDWISIWD:

I Will Do What I Said I Would Do

Presentation Blueprint

- A Primer on Virtual Teams
- Common Challenges for Virtual Teams
- Better Practices for Leading Virtual Teams
- Summary and Review





A Primer on Virtual Teams

Virtual Definitions



- vir-tu-al:

simulated; performing the functions of something that isn't really there;
opposite of real

- Virtual Team:

group or team that works across time, space, and organizational boundaries with links strengthened by different forms of communications technology.



Types of Virtual Teams

- **Executive / Management**
- **Network / Community**
- **Task Force**
- **Project / Program**

The Push for Virtual Teams

- Market Economics
- Specialization
- Time-to-Market
- Technology
- Asset Justification
- Others...



Project Teams: **Old** vs. **New**

CLASSIC	CHARACTERISTIC	VIRTUAL
Fixed/Permanent	Membership	Shifting
100%	Allocation	Variable
Co-Located	Setting	Distributed
One Manager	Reporting	Multiple Managers
Synchronous	Communication	Anytime/Anyplace

Virtual Team Myths

You cannot lead/manage what you can't see.

You cannot trust distributed team members.

Team members can be left alone because they are self-directed.

Building trust is not as important on virtual teams.





Common Challenges for Virtual Teams

Fundamental Challenges

□ Geographic

- Distance
- Time

□ Cultural

- Organizational
- Language & Customs

□ Structure

- Organizational
- Authority; Monitoring & Control



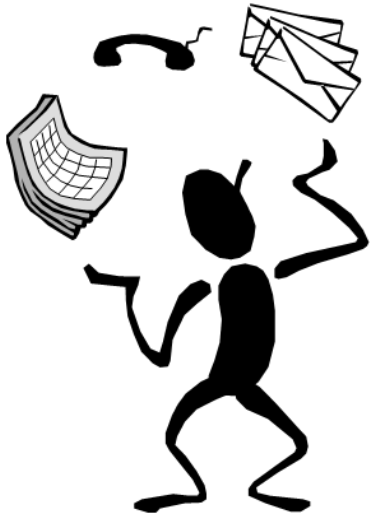
Communications Challenges

□ com-mu-ni-ca-tions:

the exchange of thoughts, messages, or information, as by speech, signals, writing, or behavior

□ Project Communications Management:

processes associated in dealing with the proper handling of project information (timing and form, generation, collection, dissemination, storage, and disposition)



Wiio's Laws of Communications

“Communication usually fails, except by accident.”

“If a message can be interpreted in several ways, it will be interpreted in a manner that maximizes damages.”

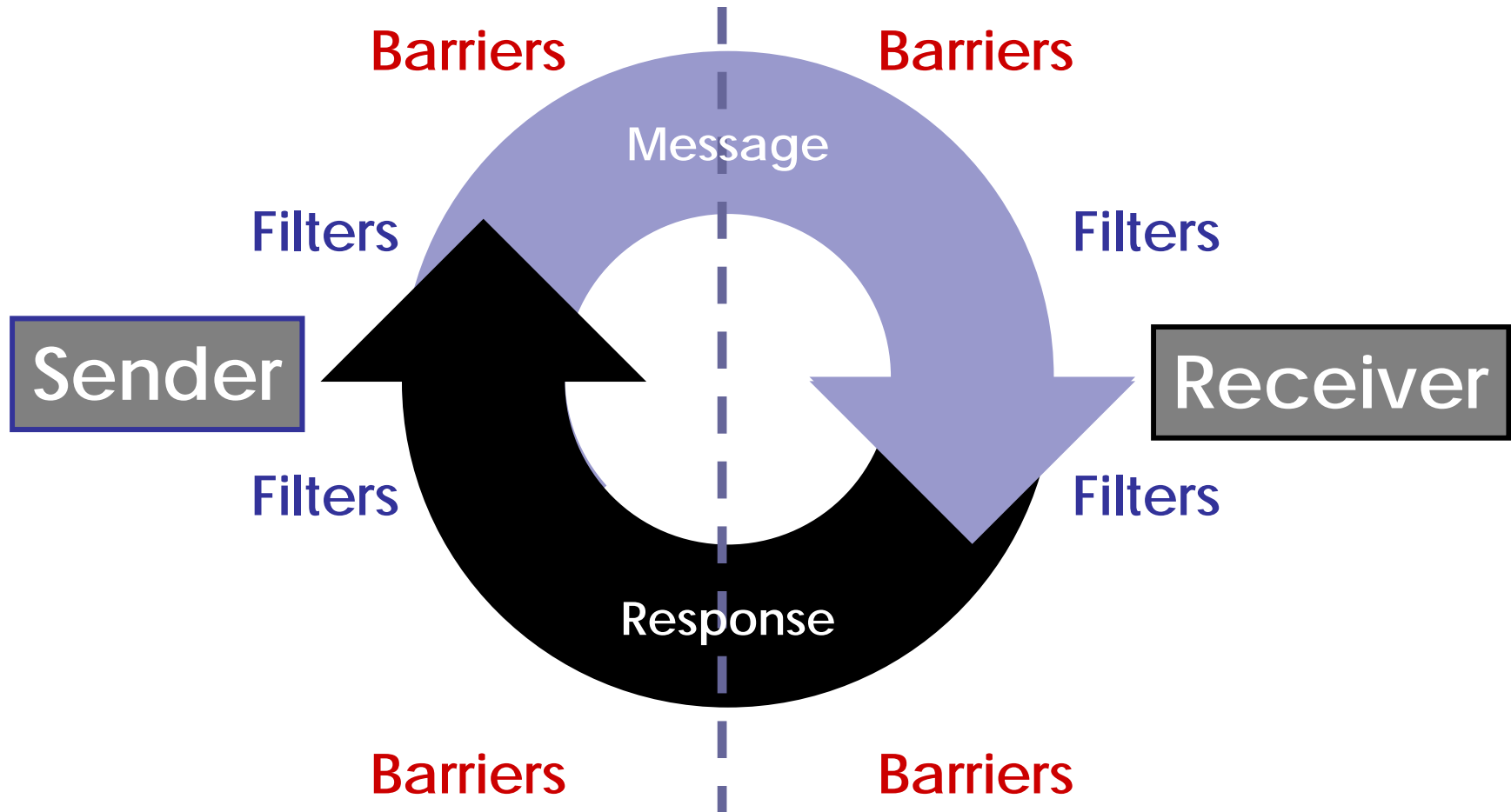
“There is always someone who knows better than you what you meant with your message.”

“The more we communicate, the worse communication succeeds.”

“The importance of a news item is inversely proportional to the square of its distance.”

Korpela's first corollary: “If nobody barks at you, your message did not get through.”

Basic Communications Model



Getting the Message...?

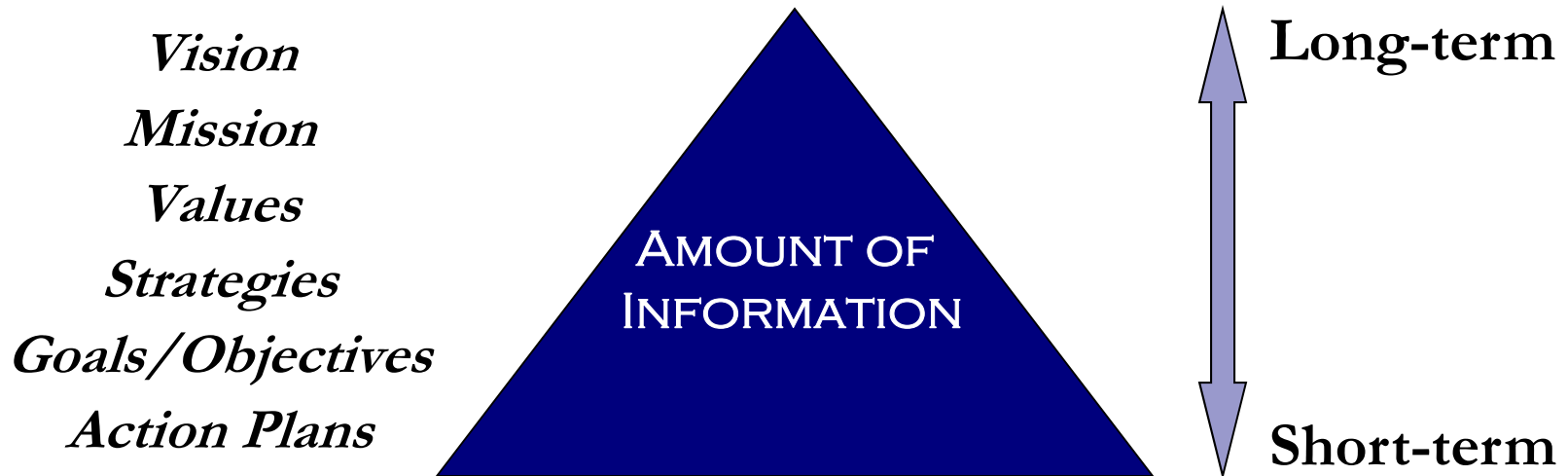
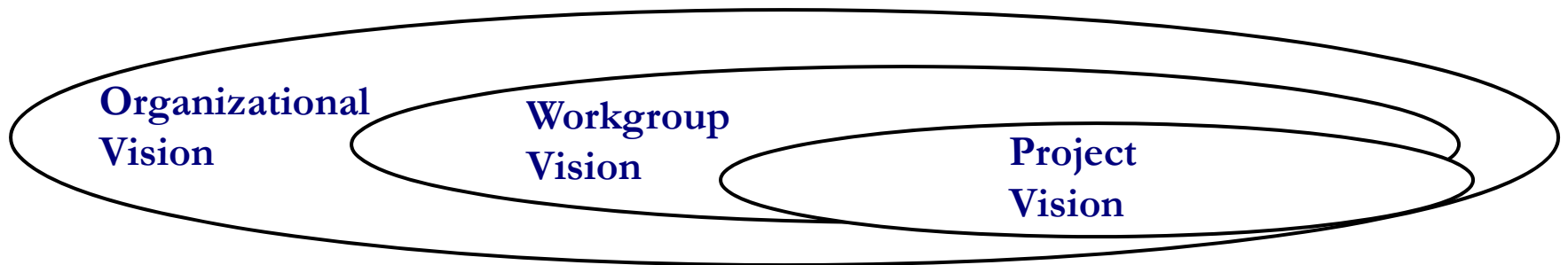
- Body Language / Facial Expression: 55%
 - Pitch and Tone of Voice: 38%
 - Words Spoken: 7%
-

Percentage of time
a Project Manager
communicates = 90%



Finding a Common Ground

ALIGNING VISION AND PURPOSE



Finding a Common Ground

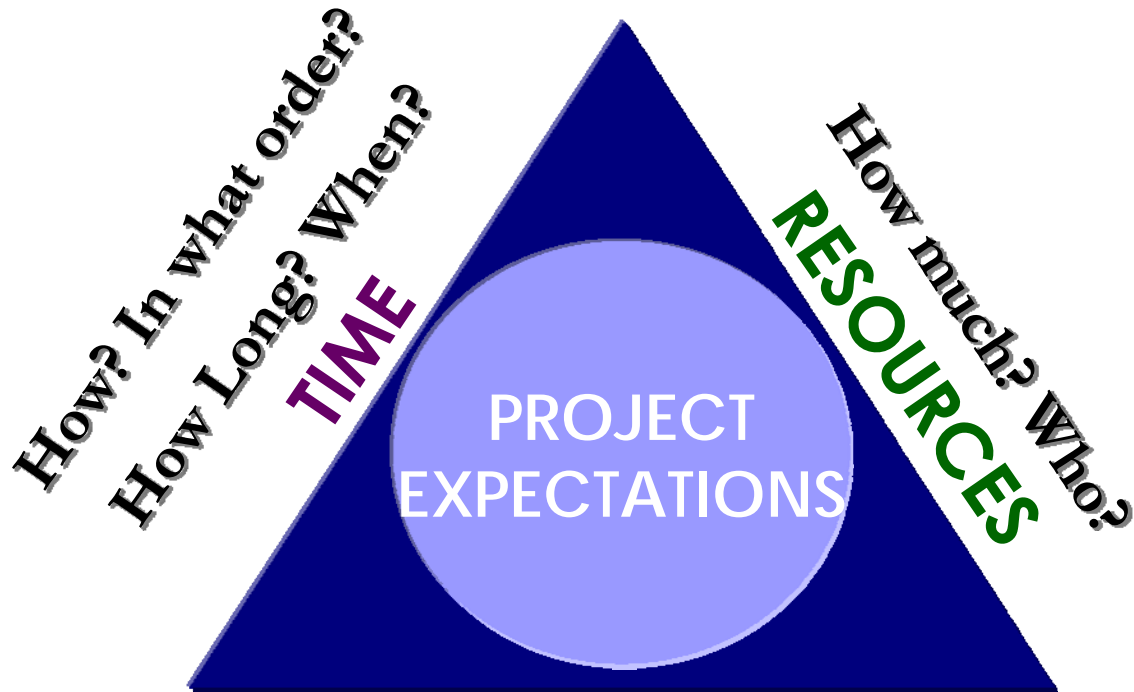
FORMULATING A CONSISTENT MESSAGE

- Project Charter
- 30-Second Elevator Speech
- “Guerilla Media” / Talking Points



Finding a Common Ground

EXPECTATIONS ALIGNMENT



SCOPE and QUALITY

What?

How Good?



Better Practices for Leading Virtual Teams



Virtual Success Considerations

- **Clear Roles and Responsibilities**
- **Effective Communications Mechanisms**
- **“Virtual” Leadership Skills**
- **Challenge, Empower, Recognize, & Reward**

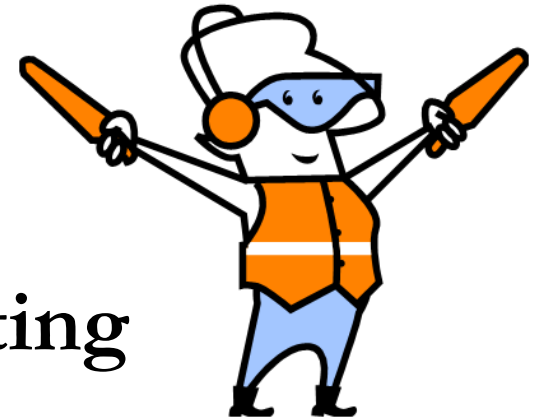
Clear Roles & Responsibilities

- Sponsorship and Executive Support
- Expectations Management
 - Responsibility Assignment Matrix
 - Roles/Responsibilities Chart
 - Stakeholder Facilitation
- Risk and Constraint Considerations
- Content / Documentation Owners



Effective Communications

- Communications Management Plan
- Collaborative Media and Tools
 - “Push” versus “Pull”
 - Tool Usage Tips
- “Out of the Box” Communicating
 - 3D Sessions: “**D**aily **D**ata **D**ump”
 - “Home Field” Rotation



Communications Management Plan

- Collection, Filing, and Storing Structure
- Distribution Plan
- Description of Information
- Schedule and Frequency
- Access Methods
- Updating and Refining Procedures



Media Types: Tale of the Tape

Medium	Info Sharing	Brainstorming	Decision-Making
Face-to-Face	+	+	+
Video Conf	+	+	+
Voice Conf	+	+	+
Voice Mail	+ / -	-	-
Email	+	-	-
"Share" Ware	+	+ / -	+ / -
IM	+ / -	+ / -	-

E-Mail: Rules and Etiquette

- Purpose and Focus
- Attachments
- Assumptions
- Response Time
- Alternatives
- Context
- Distribution



“Virtual” Leadership Skills



- **Organizational Alignment**
- **Big Picture/Results Perspective**
- **Technical Proficiency w/ Tools**
- **Example of Consistency**
- **Cultural Awareness**
- **Networking**
- **Decisiveness**
- **Facilitation Skills**
- **Empowerment Through Delegation**

Facilitation Skills

MEETING MANAGEMENT 101

■ Before Meeting:

- Have a purpose; set expectations
- Publish and distribute agenda

■ During Meeting:

- Employ facilitation techniques
- Capture and assign action items

■ After Meeting:

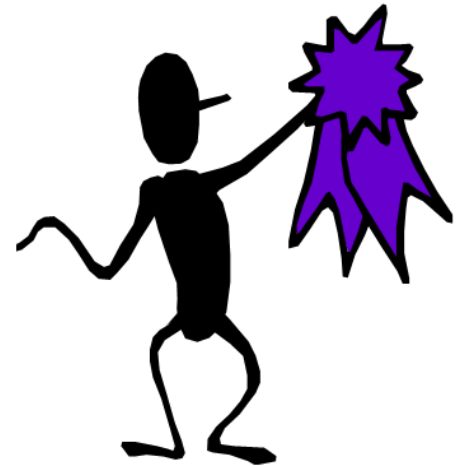
- Distribute minutes / action plan
- Follow-up



Virtual Empowerment

EFFECTIVE DELEGATION

- Assign Ownership
- Delegate Authority
- Set Realistic Milestones
- Check-In, Check-Up, and Adjust
- Recognize Accomplishment
- Reward Accordingly
- Pass the Torch



In Closing...

**“WHERE DO YOU SEE YOURSELF
IN FIVE YEARS?”**

- (Virtually) Every Interviewer

**OPPORTUNITY
IS NOWHERE**

Famous Last Words...

“Everything will be the same after the merger.”

“That’s the way it is done in this business.”

“Things are great here. Never been better.”

“Think of it as an opportunity – not a problem!”

“We are working on a fix for that right now.”

“It’s not a hardware problem. Must be the software.”

“It’s not a software problem. Must be the hardware.”

“We’ll discuss your raise once the project ends.”

“Hey y’all, watch this!”

“B Sharp – The Key to Project Success”

THANK YOU FOR YOUR PARTICIPATION!

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President & Managing Principal

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