

## **Course 148: Leading and Managing Distributed and Virtual (D/V) Project Teams**

### **Course Description...**

In this day of internet communication, off-shore development, and highly mobile workers, organizing and maintaining a successful team is difficult at best. Managers can no longer expect their team members to be co-located and can no longer depend on daily face-to-face interaction. Success demands new approaches to building and maintaining teams from multiple organizations, multiple geographically dispersed locations, different time zones, languages and cultures. This course will teach attendees how to develop, manage and lead effective project teams in this challenging environment.

### **Learning Objectives...**

At the completion of the course, the student will be able to:

- Create teams from disparate personalities, settings and technical persuasions
- Organize the work flow to maximize the advantages and minimize the disadvantages of the global setting.
- Develop the skills and tactics to successfully lead teams in a global environment
- Manage teams efficiently including the assembly, dissolution and reassembly of teams
- Use technology to collaborate, communicate and control the team's efforts

### **Who should attend...**

Project Managers who must lead dispersed or virtual teams and general managers, supervisors and technical personnel who will participate in dispersed or virtual teams.

### **Prerequisites...**

A basic understanding of project management. Completion of TPS course 150B, 150F or 150L desirable but not necessary.

**See next page for details...**



## Course Outline...

### Introduction and Overview

- Course Objectives
- Introductions
- Expectations

### Unit 1: The Context

- Leadership and Management
  - Setting the common goal
  - Valuing the individual
  - Supporting risk taking
  - Recognition
- The Project Environment
  - The Project Life Cycle
  - PM Processes and Procedures
  - Key knowledge areas
- TPS, TPM and TPMG
- Composition of a team
  - Organization and structures
  - Skill sets
  - Logistics
  - Socialization
- The virtual setting
  - Tele-working
  - The matrix
  - Geographically dispersed teams
  - Overlapping shifts
  - Cultural settings
- The Distributed, Virtual (D/V) Project Team

### Unit 2: Forming and Developing the D/V Team

- Forming the team
- Developing the high performing team
- Team leadership perspectives
- Basic components of distance team leadership
- Team motivation
  - Motivation without interface
  - Establishing the vision
  - Defining the problem
  - Motivating over distances
- Team recognition
  - Individual recognition
  - Team recognition
- Characteristics of good team building
- Teamwork when there is no face time
- Establishing the shared experience despite the distance
  - Bringing out the best
  - The collaborative process for the team
  - The co-lateral duties issue
- Setting the initial near-term goals
- The Long Stretch
  - Focusing on goal-alignment not goal-attainment



- Formulation of sub-teams in absentia
- Going dark
- Impact of non-team-related factors
- Sustaining the team
- Changes in team composition
- Assembling, terminating and reassembling the D/V team

## **Unit 3: Planning for Distributed Projects**

- Organizing the Work
  - Developing the scope
  - Assigning responsibilities
- Scheduling the Work
  - Impact of distributed work
  - The 24-hour day
- Budgeting the Work
  - Recognizing the cost of the virtual team
  - The cost of
- The Integrated Baseline
- Quality Planning
  - Standards
  - Audits and inspections
  -
- Risk Management Planning
  - Project Risk
  - Organizational Risk
  - Technical Risk

## **Unit 4: Executing in the Distributed Environment**

- Communications
  - Basics: the simpler the better
  - Communication models
  - Feedback methods
- The mechanics of distance collaboration
  - Synchronous vs Asynchronous
  - Teleconferencing
  - Video conferencing
  - E-mail facilities
  - Instant Messaging
  - Electronic white boards
  - Integrated collaboration systems
- Delegation
- Meetings
  - Problem solving meeting
  - Status reporting meeting
  - One-on-one meetings
  - “Casual” meetings
- Integration
  - Interfacing
  - Coordination
  - Workflow



## Unit 5: Controlling the Virtual Team

- Monitoring and controlling the scope
  - Change control
  - Configuration management
- Monitoring and controlling the schedule
  - Integrating schedules
  - Monitoring the critical path
  - Tracking milestones
  - Managing the buffers
  - Schedule Performance Indicators
- Monitoring and controlling the cost
  - Cost Reporting
  - Cost Performance Indicators
- Performance management and reporting
  - Integrating cost, schedule and scope reporting
- Integration management
  - Monitoring the Interfaces
- Risk management
  - Risk Triggers
  - Risk mitigation
- Reporting mechanisms
  - Formal documentation
  - Informal documentation
  - Push vs Pull reporting
  - Visits
  - Trip Reports

## Unit 6: Special Leadership Challenges in the Virtual Environment and Summary

- Special leadership challenges
- References
- Summary

*Please contact your ROI representative to discuss course customization!!!*