

Communication game & how dispersed team communicate

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PROJEKTNO Vodenje V PRAKSI

Multi-projektno okolje

22. marec 2018 - Ljubljana, Radisson Blu Plaza Hotel

Introduction to the game

GAME

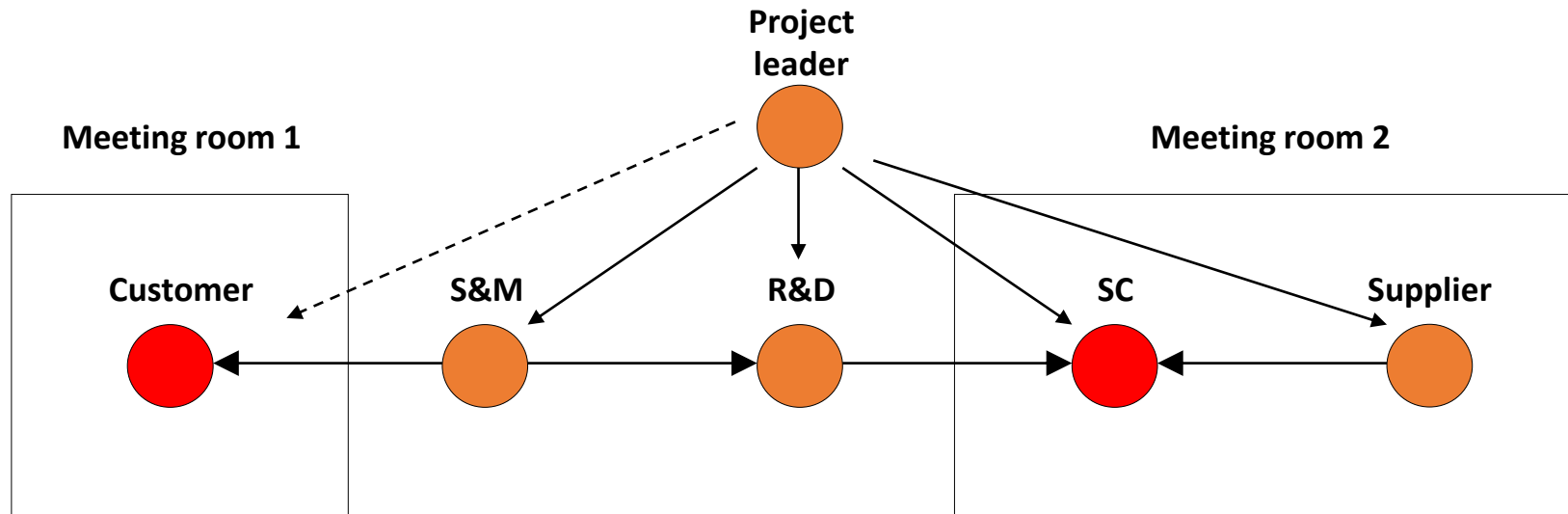
- This game is reflection on:
 - how we communicate and
 - what implication it may have on the team effectiveness and on our ability to meet overall project objectives.
- Communication is not only important internally within the team but also externally (suppliers and customers).
- We must focus on involving the customer early into the development process; therefore it is important to prepare the best strategy to engage the customer and obtain the best possible feedback in order to perfect the product specification (before M1).
- Effective communication can be challenging if we do not plan it or if we do not have tools to involve each other.

Game set up & ground rules

- The group should split into 2 teams of 5-6 people
- There are 6 roles within each team:
 - Customer
 - Sales & Marketing person
 - R&D
 - Supply chain (Production)
 - Supplier
 - Project leader
- Each person has one role in the team
- The Customer and the Supply Chain are not allowed to move from their rooms. The rest can move BUT only according to the Game plan.
- The project leader can move around with no restriction. He/she can only visit the customer together with the S&M person.
- BUILD A CAR
 - Build the car the customer wants – given to each team (customer can only see it).
 - Before you start building, the teams must agree on how to collaborate.
 - The Project leader can use one time out to review the process but NOT discuss the car (up to 5 minutes).



Roles & communication lines within the car building team



Memo: Project leader may call one time-out of 5 minutes to discuss process only (involving customer).

YOU HAVE HALF AN HOUR TO COMPLETE THE EXERCISE

Teams



Team 1

- x
- y
- z

Team 2

- a
- b
- c

Team 3

- L
- e
- e

Getting started

- 1) Form up into your teams
- 2) Decide who will play which role in your team
- 3) Take up to 10 minutes to plan how you will work in your team

The Winning team....

- ...has to buy drinks to the rest.



Debrief

Take 10 minutes to discuss and prepare a 5 minute presentation (one page on a flip chart) answering the following questions:

- Have you completed the exercise?
- How would you describe the process you followed?
- What went well?
- What went wrong?
- What could you do better next time?
- Would you spend more time planning next time?
- Key learning points from the exercise?
- How does the learning from this game tie into PDP principles?

One person from each team to present.

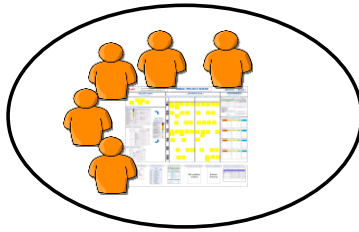
Recap on the key learning points



- The team must have a clear plan of how they want to communicate with the customer to effectively uncover their needs.
- Direct communication between the project team and the customer can make communication much more effective and focus the team to work better.
- Communication within the team is important to drive effective new product development but so is the communication with external parties such as the customers and suppliers.

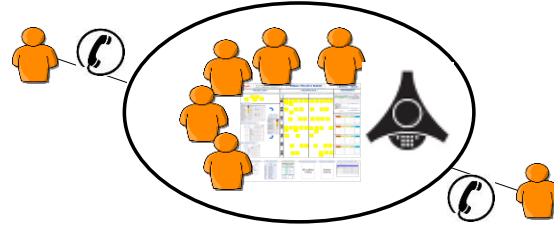
Different scenarios for dispersed team communication set up

Co-located team



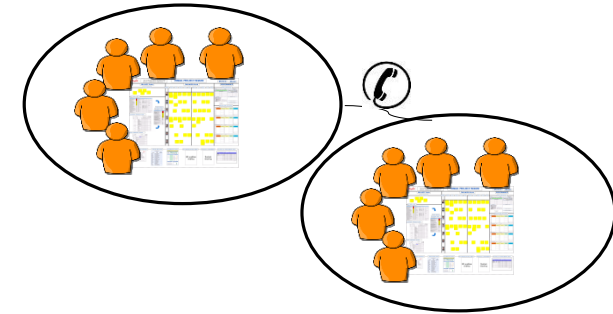
- Ideal team structure
- No issue, current approach for visual project board works

Co-located team with a few dispersed members



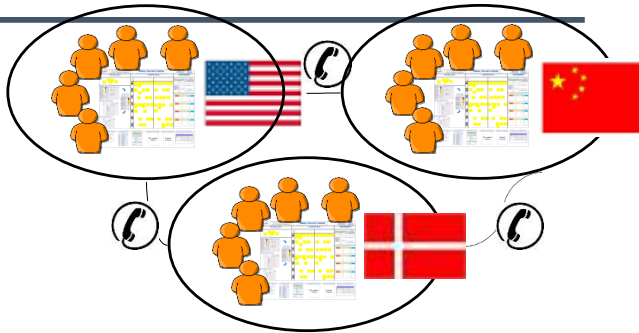
- Simplify board set-up, dispersed team members dial in but do not update board

Team split between two main locations



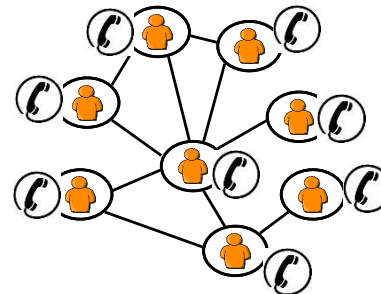
- Use split boards as described in PRG

Multiple sub-teams across multiple time-zones



- Use split boards
- Common action list
- PL uses multi-site coordination tool

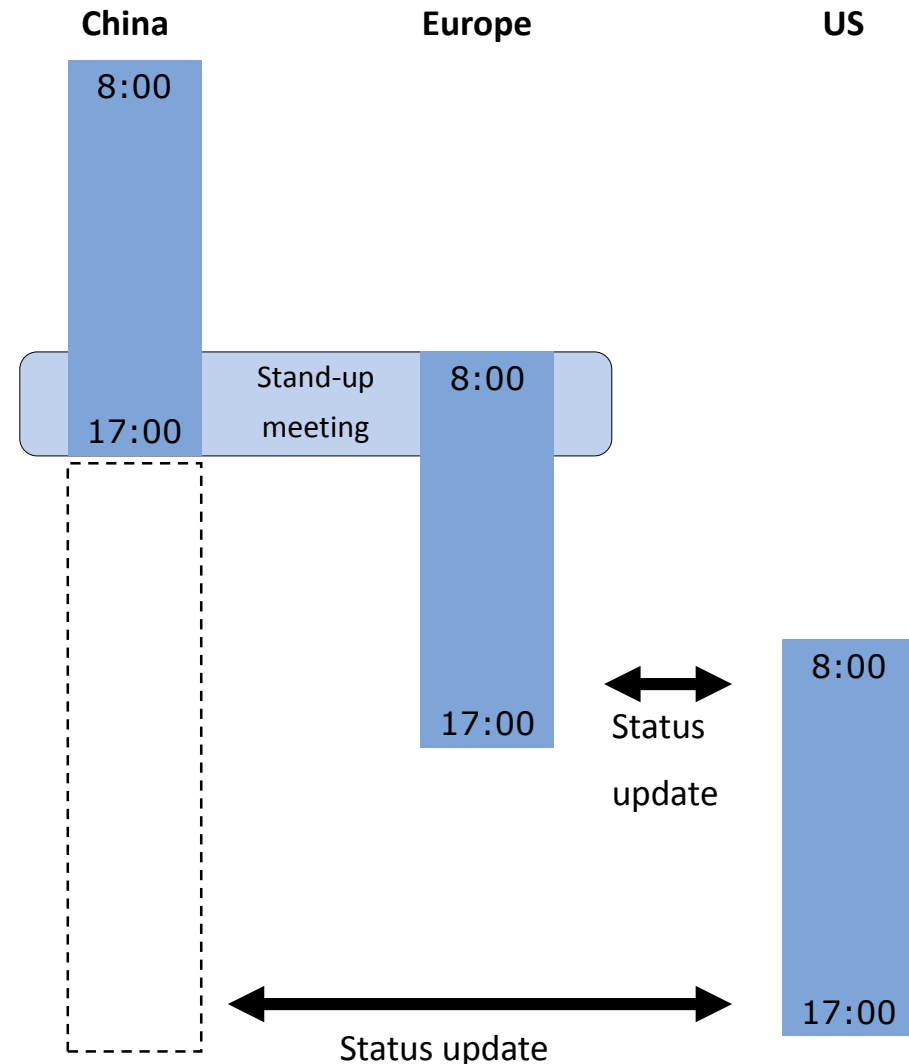
Highly dispersed team



- No visual project board
- 15 min dial in "stand up"
- Common action list
- Weekly look ahead (6-8 weeks)

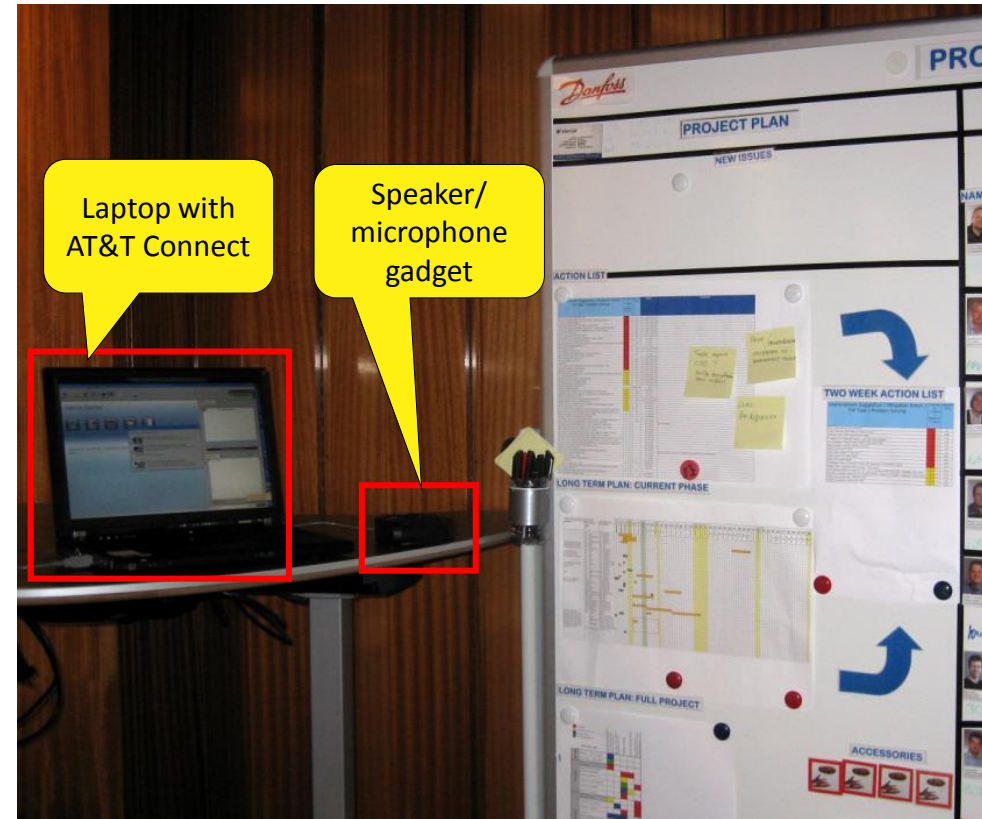
How to implement Stand-up meetings for teams situated in different time zones

- Use liaison role to update between sites before stand-up meetings. The liaison shares status at the following stand-up meeting and has prepared necessary post-its
- Potentially, move stand-up meetings in time to enable participation from more sites simultaneously



How to implement Stand-up meetings for teams located in different locations

- Project boards can be made visual to team members in other locations
 - using a webcam
 - posting a digital picture of the board on the intranet, daily
- Use Danfoss teleconferencing phone/or Software to enable off-site members to participate in stand-up meetings
- Assign a liaison person to contact off-site members prior to meetings, to prepare necessary post-its

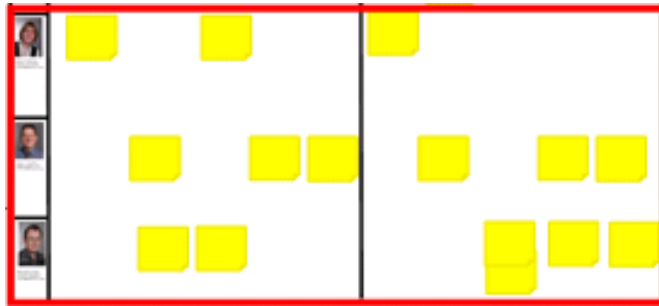


Make the board as “real” to all project members as possible

How to implement Stand-up meetings for teams located in different locations

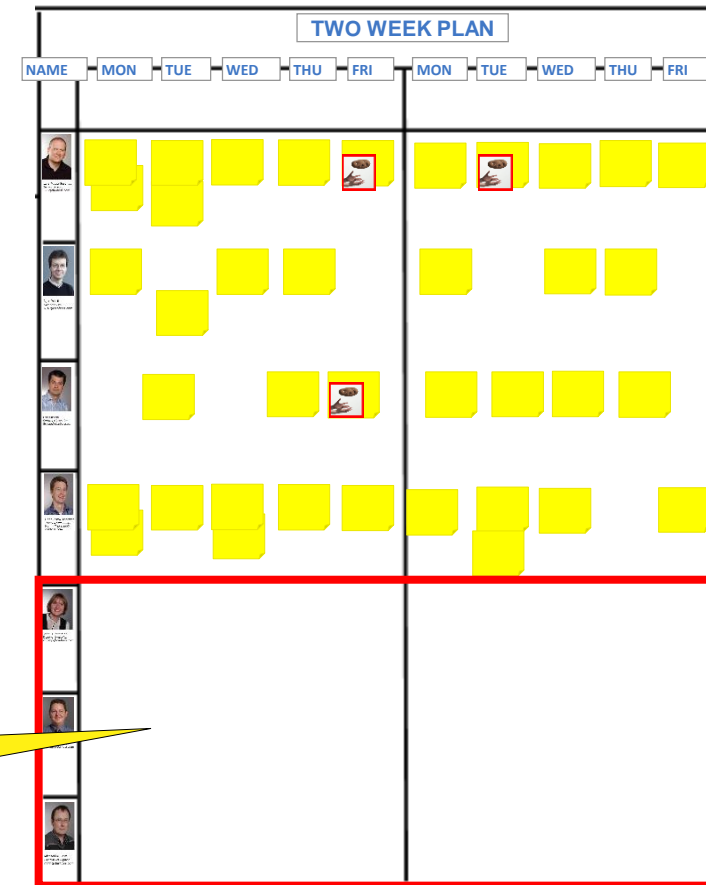
- If several team members are located together on a different location than where the board is located, these team members can have their own “mini board” and only communicate tasks over voice at stand-up meetings over the phone/online

Location Y – part of team

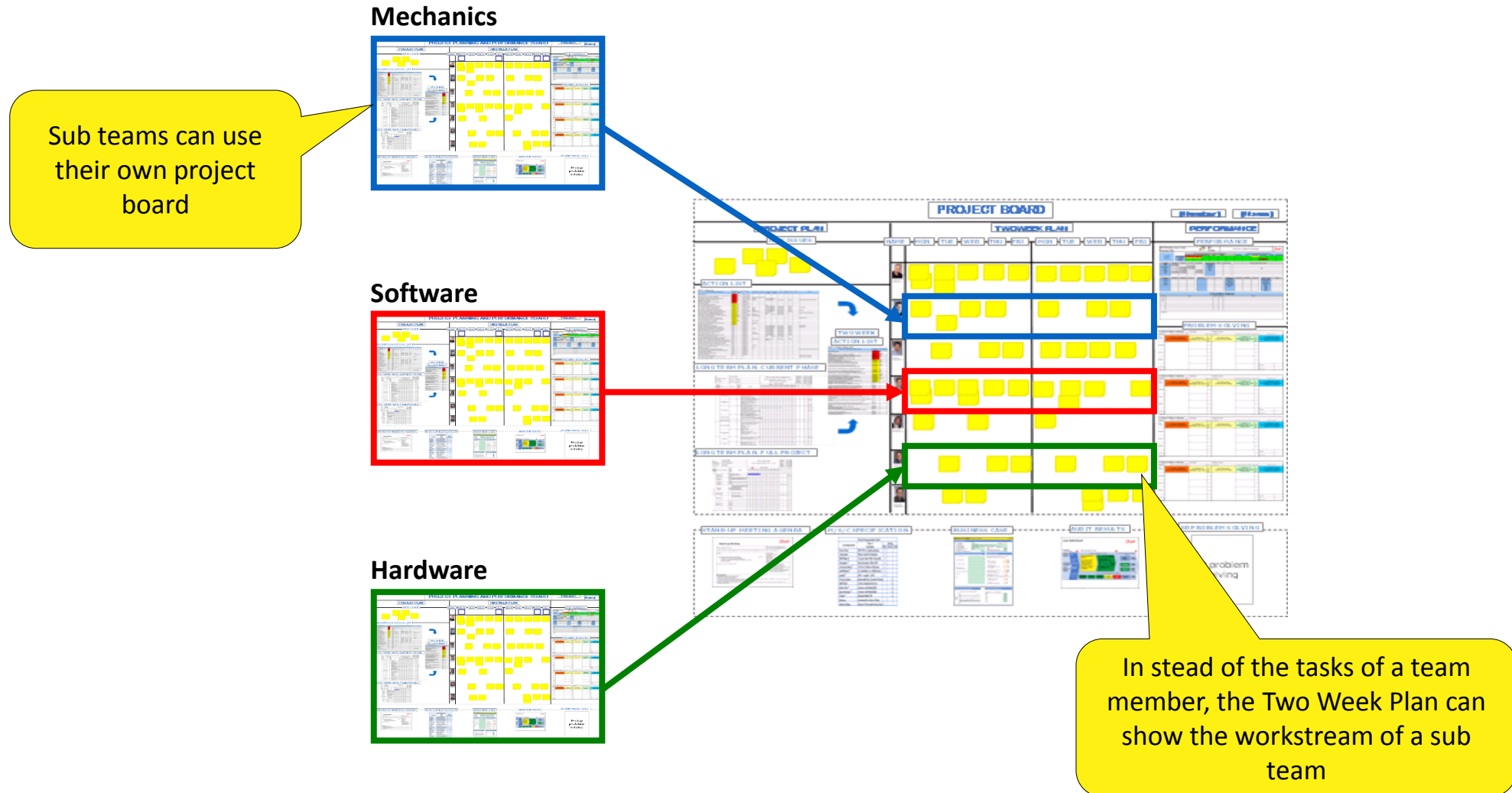


This space will remain empty on the main board – communication only via voice over

Location X – main board



The Project Board allows tracking of sub teams' workflow

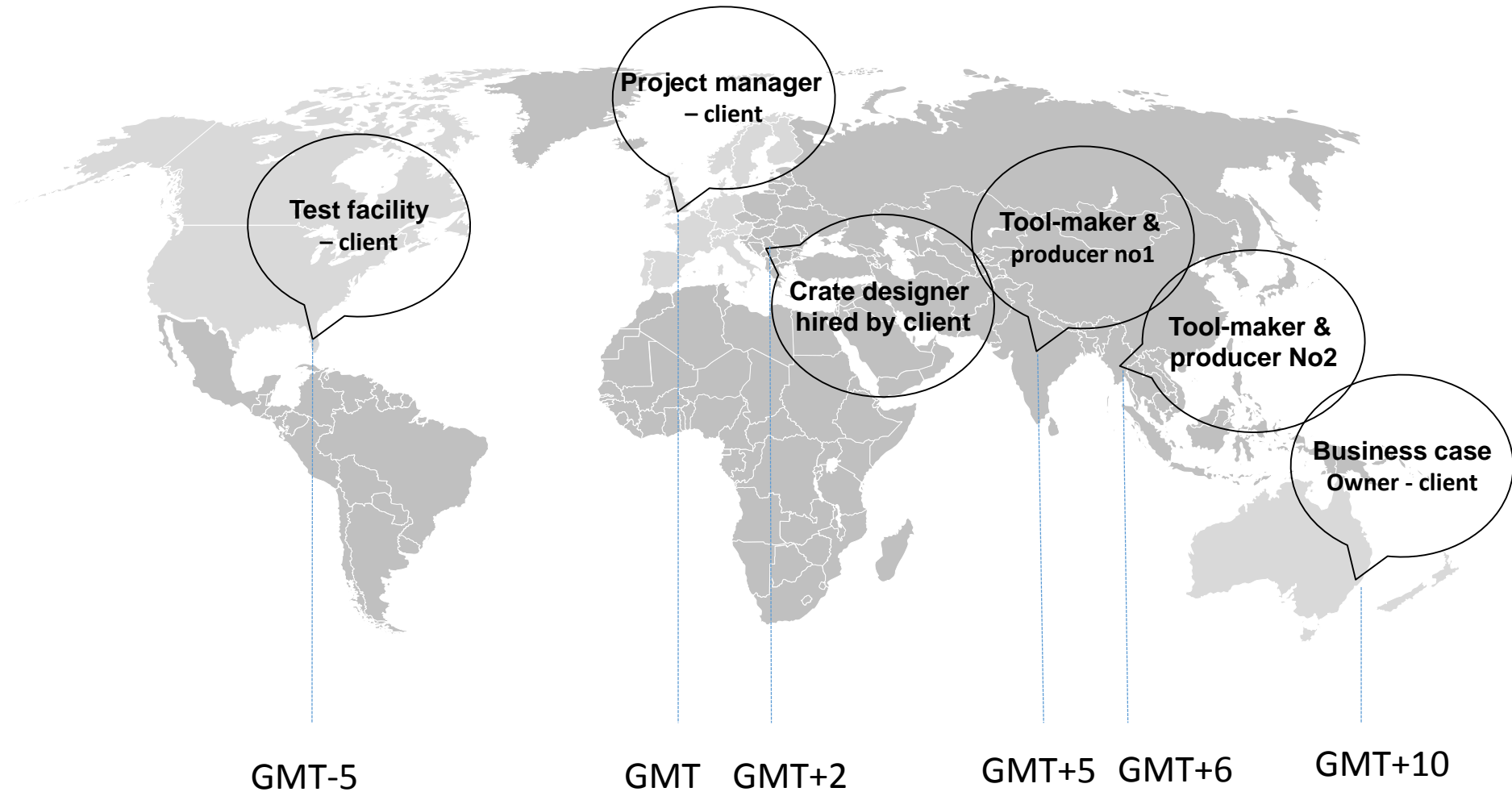


Exercise: Define optimal communication set up for your project



- You are a project manager and your team is highly dispersed. You are managing plastic packaging development project for your company which is in the business of selling logistics services.
- Consider geography, culture, and any other relevant factors that can impact on effectiveness of communications.
- Think of team members inside your company and of external companies (suppliers) which also support your projects. How to overcome an invisible boundary that exist between different parties?
- In your group discuss the best team set up for communication. Consider frequency of communication, format, duration etc.
- You have 40 minutes to discuss in your team and prepare a detailed 10 minute presentation to the other team.

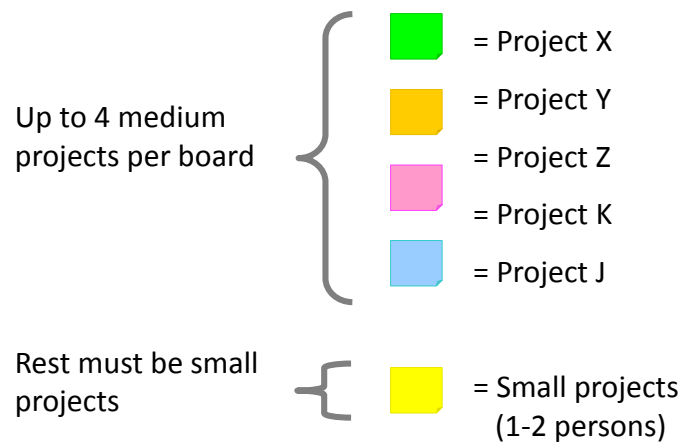
Example of the team set up - international crate development project



Appendix

The Multi-Project Board for functions

- Stand-up meeting participants
 - function members
 - representatives from main supporting functions (e.g. operations, purchasing)



The Multi-Project Board for functions

Two week action list for function

Combined action list for all projects

TIP 0 for small projects

TIP 1 for medium projects

Multi-project cadence tool

PROJECT BOARD

[Number] [Name]

PROJECT PLAN

NEW ISSUES

ACTION LIST

TWO WEEK ACTION LIST

LONG TERM PLAN: FULL PROJECT

TWO WEEK PLAN

NAME

MON TUE WED THU FRI


MON TUE WED THU FRI

PERFORMANCE

PERFORMANCE

PROBLEM SOLVING

Monthly project report summary tool is used on multi-project boards to show performance

1 January 2010		PDP Summary of monthly project reports "Division"																																	
Projects up to M5		Status this month																Schedule																	
ID	Project name	Proc. Resour. Compet.			Business		Product		Project			NPV		GGP payback																					
		SC	SM	R&D	Volume	Unit cost	Price	Technical	Quality	Cost	Schedule	Scope	M1	Update	M1	Update	M1 M3 M5																		
																		J F M A M J J A S O N D	J F M A M J J A S O N D																
																		2010	2011																
123	Test 1												123	175	250	320																			Problems have been addressed, and schedule deviation is expected to be caught up
234	Test 2												250	220	300	300																		Problems have been addressed, and schedule deviation is expected to be caught up	
345	Test 2												250	220	300	300																		Problems have been addressed, and schedule deviation is expected to be caught up	
456	Test 2												250	220	300	300																		Problems have been addressed, and schedule deviation is expected to be caught up	
567	Test 2												250	220	300	300																		Problems have been addressed, and schedule deviation is expected to be caught up	

Project name

Project status on
resources and KPIs

Project schedule