

DAILY MEETINGS AS SOLUTION TO COMMUNICATION BARRIERS OF VIRTUAL TEAM OF MULTIPLE PROJECTS

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- INTRODUCTION
- THEORICAL REFERENCE
- METHOD
- SITUATION PROBLEM
- FINDINGS



- It is through projects that companies manage to execute their strategies;
(Grander, 2019)
- Companies are adopting the use of virtual teams;
(Gallego et al., 2021; Zuofa et al., 2021)
- Virtual teams issues: effective communication between project team members, connectivity problems and problems knowledge transfer;
(Reed et al., 2010)
- Coronavirus “encouraged” use of virtual times;
(Zuofa et al., 2021)

Virtual Teams benefits



global



financial
advantages



technology



innovation



productivity



24hs

Virtual Teams barriers



PERSONAL

Culture differences
(Religion, politics, etc)

Language

COMMUNICATION

**Geographically
distinct people**

**Official
Communications
Tools**

Time Zone

Lack of Trust

CHANNELS

**Communications
Channels**

Collaborate

Share knowledge

Tools

Infrastructure

The Challenge of Managing Projects



*9.9% of every dollar is **wasted** due to poor project performance.*

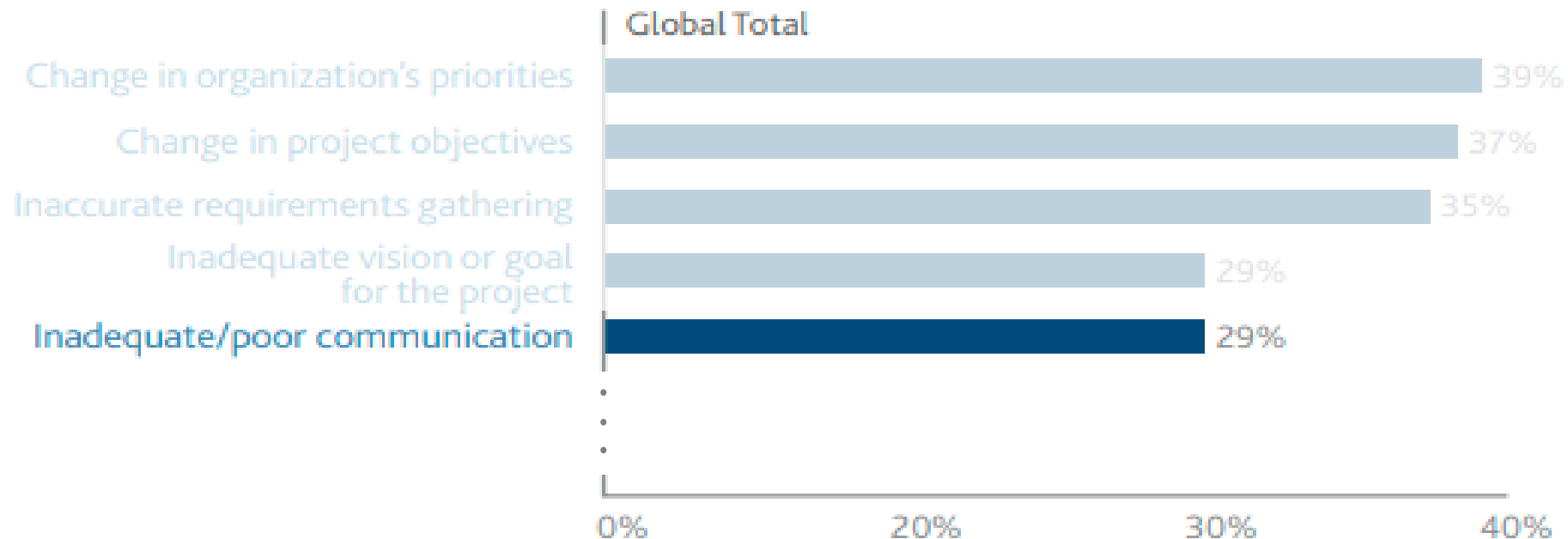
The pace and scope of change underscore the need for excellence in project management.

(Pulse of the Profession report. PMI 2018)

Communication Problems



Q: Of the projects started in your organization in the past 12 months that were deemed failures, what were the primary causes of those failures? (Select up to 3)



Lockdown effect



Before



16 persons

- Projects, Manutenance and Support
- New internal communication tool
- Communication face-to-face (Informal)
- Project Management (WaterFall)
- Status Report Weekly (project status, resource allocation, risks)



After



11 persons

- Lack of knowledge on the internal communication tool
- Communication by formal tool (e-mails, cell)
- Difficulty to communicate with team members



SCHEDULE CONFLICT

Direct impact on the project schedule

20% increase in projects that ended after the scheduled date.

Impact on customer satisfaction.

RESOURCE ALLOCATION

Impact to carry out the technical understanding of the project.

LACK OF KNOWLEDGE IN THE TOOL

Lack of involvement of the owner of tasks in the project.

Lack of project status alignment in the evolution of activities.

Method: Participant Observation



1ª Phase:

Survey of internal
documentation

2ª Phase:

Critical Analysis

3ª Phase:

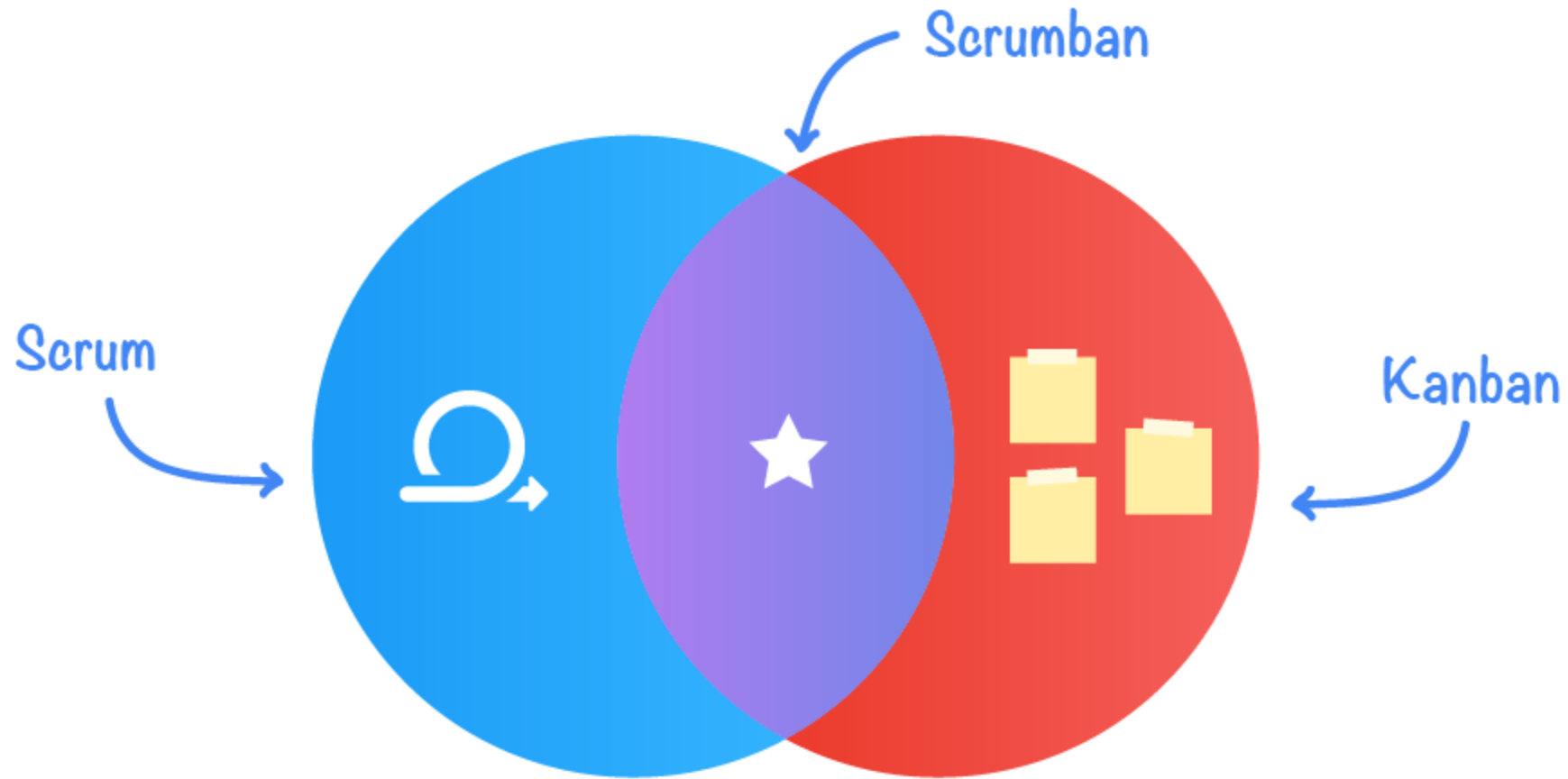
Intervention

4ª Phase:

Validation and
Implementation

5ª Phase:

Monitoring



Function of Daily Meetings



Communication Noise



Daily Meetings Advantages

- Improve the execution of tasks
- The team communication is more efficiency
- Improve the share of information on the team members
- The team members collaborate with each other

Daily meetings to reduce communication issues



PHASE 1 **Mapping Solutions**

Identify the problems

Map solutions



PHASE 2 **Structuring**

Explore the Solutions

Choose one solution

Model structuring (items, time)

Define a period to test the solution

Structure used in Daily Meetings



1 New Projects

- Make the team aware of the new projects that would start in the coming weeks
- Signal to the team, responsible for carrying out the tasks of the new projects

2 List of Running Projects

- Project Status
- Monitoring the resource allocation to avoid scheduling conflicts
- Identify risks, problems and issues within the project

3 Maintenance and Support Tasks

- Monitoring the resource allocation on the tasks
- Monitor the evolution of incident dealings

- New **ritual of communication** with the team
 - Communication is more effective
 - The goals is communicated more clearly
- Better view of **activity progress**
- No more **schedule conflict**
- Problems with the **resource allocation**
- More **knowledge shared** between the team about the new internal communication tool

Obrigado

Thank You

谢谢你

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