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

Daniel Anselmo de Almeida, Alcides Luiz Neto, Luciano Ferreira da Silva, Renato Penha

Universidade Nove de Julho

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Introduction

▪ 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

<table>
<thead>
<tr>
<th>PERSONAL</th>
<th>COMMUNICATION</th>
<th>CHANNELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture differences</td>
<td>Geographically distinct people</td>
<td>Communications Channels</td>
</tr>
<tr>
<td>(Religion, politics, etc)</td>
<td>Official Communications Tools</td>
<td>Collaborate</td>
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<tr>
<td>Language</td>
<td>Time Zone</td>
<td>Share knowledge</td>
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<tr>
<td></td>
<td>Lack of Trust</td>
<td>Tools</td>
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<td></td>
<td>Infrastructure</td>
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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)
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)

- Change in organization’s priorities: 39%
- Change in project objectives: 37%
- Inaccurate requirements gathering: 35%
- Inadequate vision or goal for the project: 29%
- Inadequate/poor communication: 29%
Lockdown effect

**Before**

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

16 persons

**After**

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

11 persons
## Lockdown impacts

### 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
Scruban
Function of Daily Meetings

Communication Noise

Daily Meetings Advantages

- Improve the execution of tasks
- The team communication is more efficience
- 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
Findings

- 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
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