

Specifics of Entry-Level IT Project Managers in Eastern Europe

Information

- Oleg Ridchenko, Director Project Management, Intetecs Co.
- www.intetecs.com
- 15 years on IT outsourcing marked
- HQ – Chicago
- Development Offices in Minsk and Kharkov

Collaboration on Offshore Projects



Customer



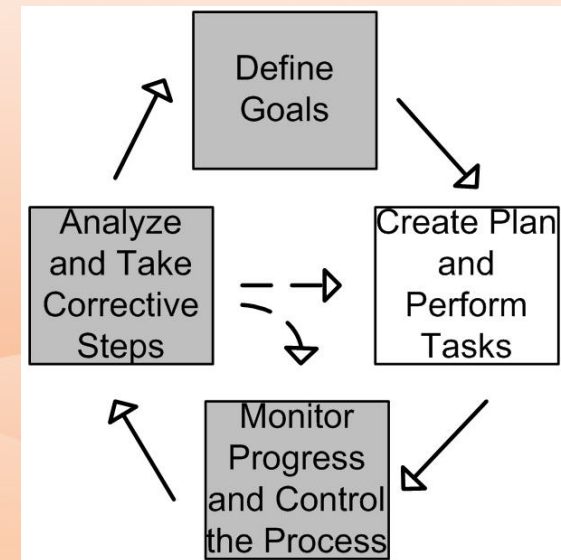
PM

Typical Start of the Project Manager

- Former developer or quality control engineer
- Technical education
- Spoken English
- Experience in direct communication with customers on previous projects
- Experience in estimation and documentation
- Have read books on project management
- Have manager a few smaller projects

Typical Problems of Entry-Level PMs

- Focusing on the processes rather than result
- No experience with management control loop
- Defensive behavior in conflict situations
- Insufficient amount of communication
 - Lack of communication
 - Inappropriate communication media



What can we do with this knowledge?



Customer

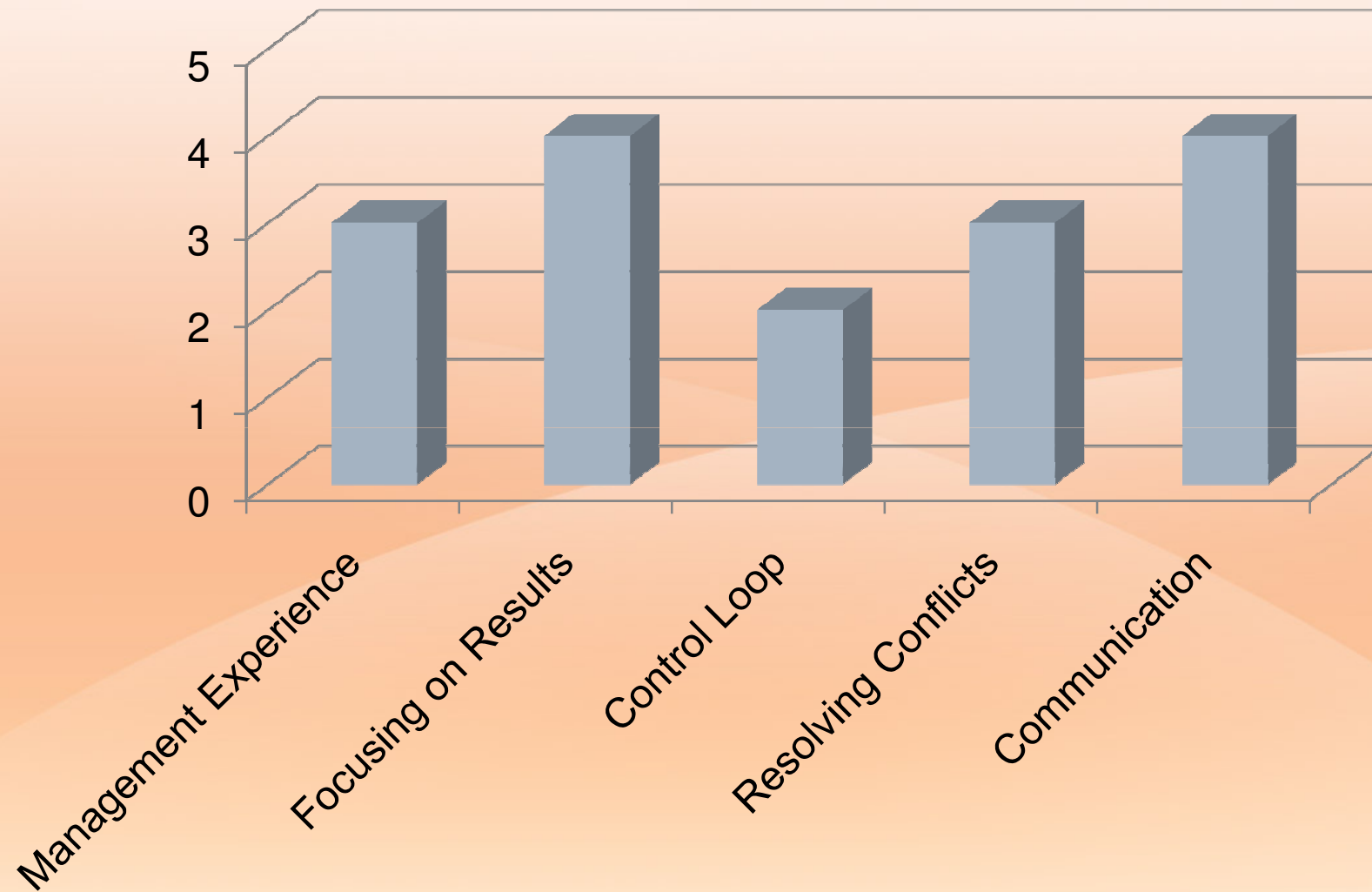
- Evaluate and set up realistic expectations
- Compensate the problem areas
- Request special attention should to particular activities of PM
- Request a replacement



PM

- Recognize problem areas
- Take corrective actions

Evaluating Project Managers



Evaluating PM: Focusing on Result

- Grade 1: No comprehensive understanding of the business goals of the system, PM acts only according to the detailed specification without validating the functionality against business reasonability
- Grade 2. Understands the business goals of the system but simplicity of implementation is given more importance than the business needs
- Grade 3. Understands business goals and elaborates general high-level requirements into detailed specifications and a prototype in accordance with the business purpose of the product. In decisions PM relies mainly on the information received from the customer.
- Grade 4. Researches the subject area of the project, learns competitor products and approaches, and systematizes received data. In decisions relies on the information received from the customer and on the market best practices based on customer analysis.
- Grade 5. Regularly provides suggestions about the improvements and modifications in the design and functionality of the system. The provided improvements bring additional business value to the product

Evaluating PM: Control Loop

- Grade 1. There is no project plan, and the project manager cannot tell the delivery date for the current iteration and high-level time and budget (efforts) constraints of the entire project.
- Grade 2. There is a project plan for the current iteration, but it is not updated regularly. Status reports are not being sent to the customer regularly.
- Grade 3. The project plan is up-to date and compared to the initial plan. Project status reports are regularly communicated to the customer.
- Grade 4. The project plan and development process are regularly monitored by the project manager and deviations from the original plan are detected at early stages (within the first 50-75% of the time of the iteration). The corrective actions are suggested and implemented in a timely manner.
- Grade 5. All aspects of the development process are monitored and analyzed by the project manager. The problems are analyzed and generalized and the corrections are made to the development process so that similar problems do not occur in future.

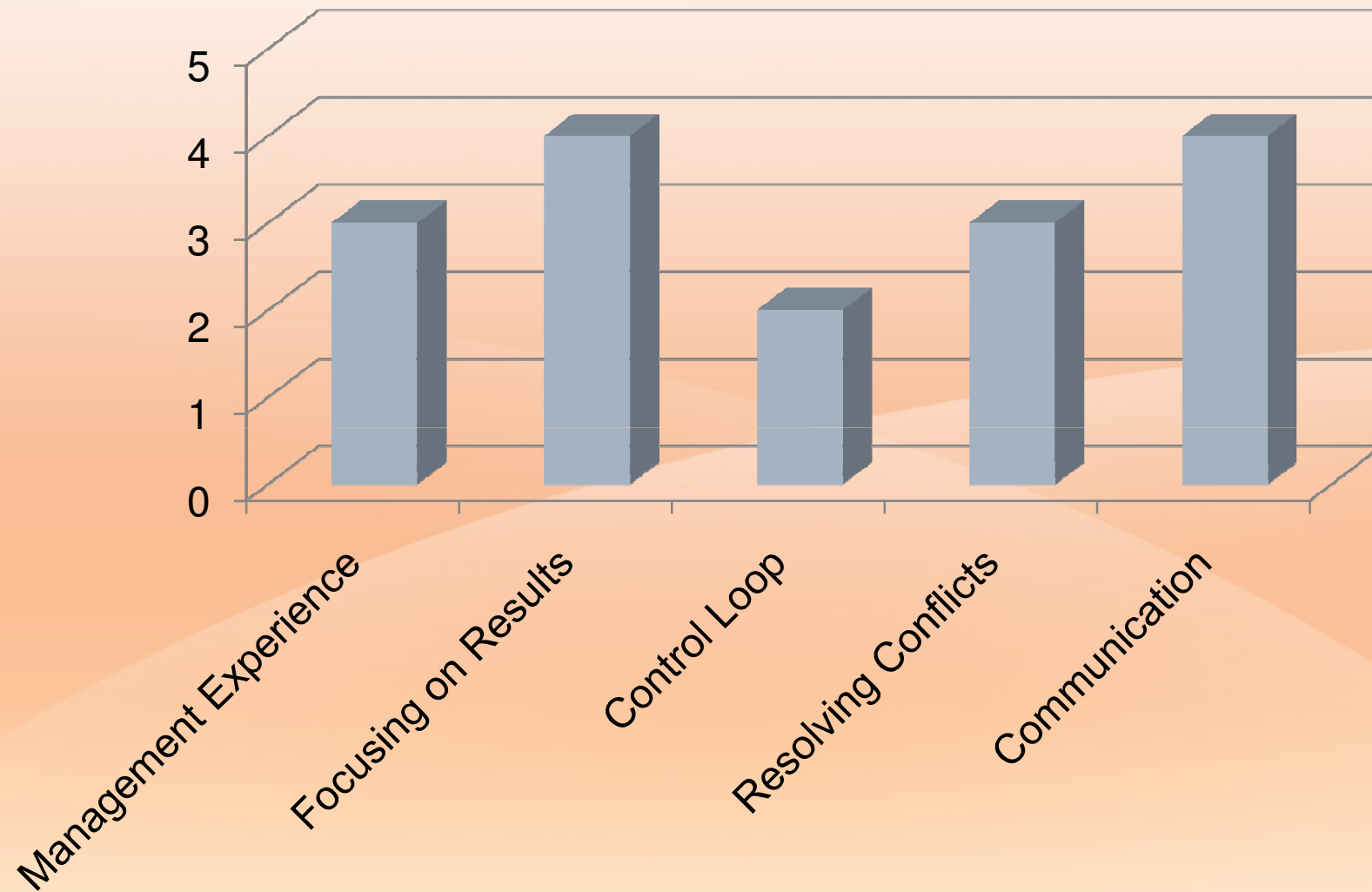
Evaluating PM: Resolving conflict situations

- Grade 1. Tries to secure his position rather than solve the conflict or problem. Tries to find justifications for his actions, and/or blames others, sometimes denies that the problem exists.
- Grade 2. Admits problems, but takes problem reports or concerns raised by the customer personally. Does not demonstrate a constructive approach to problem solving. Finds irrelevant arguments and excuses that do not have direct relation to the problem.
- Grade 3. Admits problems but is not willing to find a win-win solution. Often takes the position that nothing can be improved in the situation. May start finding the solution after several sequential requests or after a serious conversation with the customer.
- Grade 4. Admits problems and suggests solutions. The approach is not systematic enough or the suggested solutions are targeted at eliminating the symptoms of the problem rather than resolving the root cause.
- Grade 5. Demonstrates a structured approach. Formulates the problem, identifies the symptoms and possible causes, analyzes possible solutions, discusses possible alternative solutions with the customer and makes recommendations on choosing the best course of action.

Evaluating PM: Insufficient Communication

- Grade 1. Does not initiate any communication with the customer unless he is requested to.
- Grade 2. Uses only email to communicate with the customer.
- Grade 3. Regularly uses emails and instant messaging tools for communication with the customer. Has difficulties with voice communication.
- Grade 4. Uses phone (voice) conversations with the customer, but usually does not initiate them. Sends follow-up notes after the conversations.
- Grade 5. Efficiently uses different means of communication including emails, IM, audio conferencing, desktop sharing and video conferencing. Regularly initiates phone or similar voice communication sessions with the customer. Efficiently communicates with all stakeholders and interested parties of the project on behalf of the customer.

Manager Profile



What Vendors Can Do?

- Projects Supervising
 - Project Management Inspections
 - Customer Satisfaction Survey
- Regular Workshops with PMs
- Educational Programs



Thank you!

● Q & A

- Oleg Ridchenko, Director Project Management, Intetecs Co.
- Email: ovr@intetecs.com
- www.intetecs.com