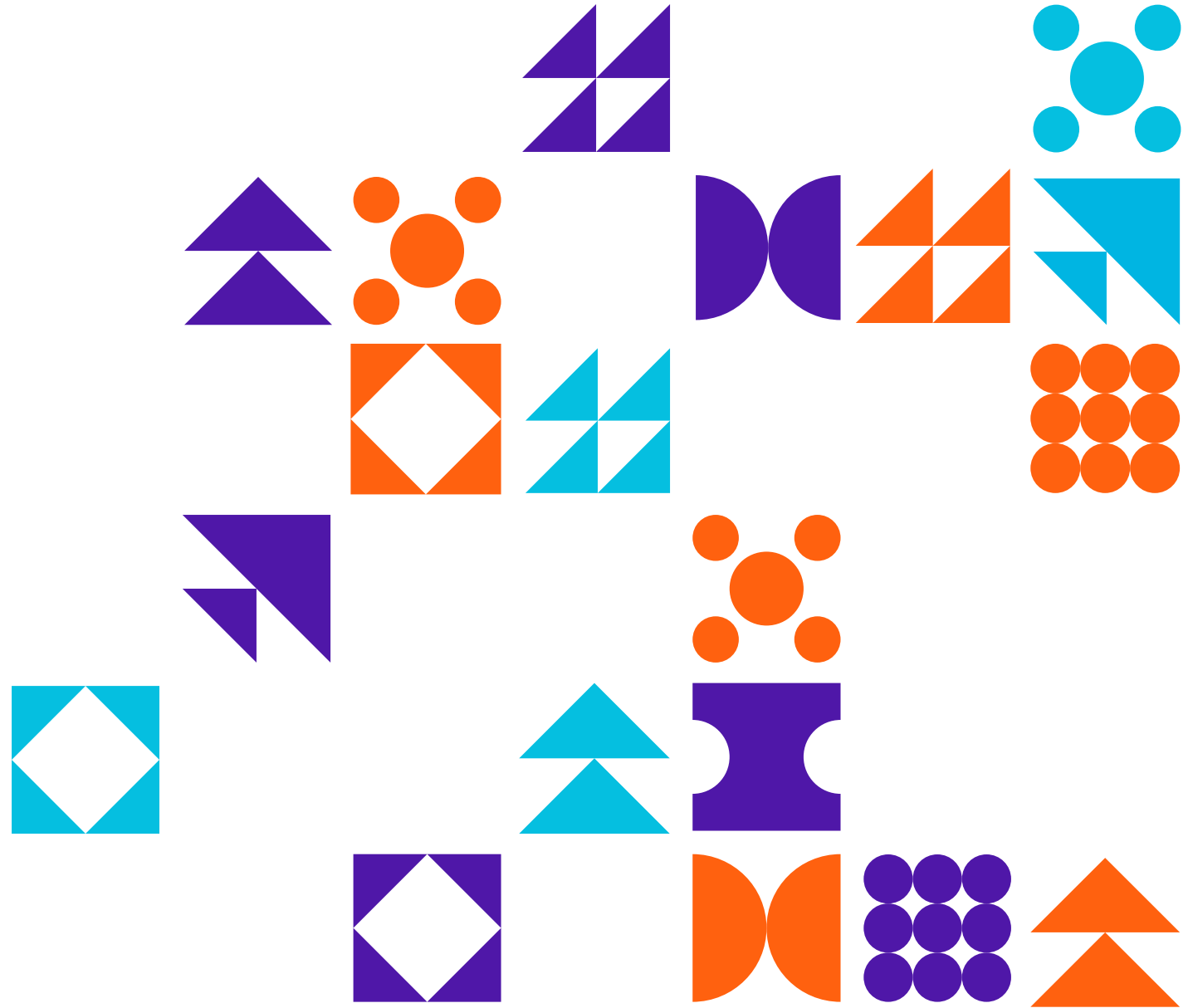


# CHAPTER EVENT VIRTUAL MEET-UP

25/05/2020



# AGENDA

- Word from our President Jacques Neyns
- Presentation Chris Kindermans :  
Teleworking and Teamwork “Goes Viral”
- Q&A
- Chapter updates

This presentation will be recorded and made available afterwards.

# Introduction



Jacques Neyns  
President PMI-Belgium

**Virtual Meet-Up**

# Introduction

## Chris

Who does not know Chris?

- 10 years Board Member of PMI Belgium
- 4 years President of PMI Belgium
- One of the originators of the annual PMI Belgium event: now PMFair
- The best project management trainer I ever met
- Gave me the project management passion
- My mentor for over 15 years now, and not only for PMI
- A great speaker (sometimes hard to stop)

Virtual Meet-Up

# Presentation



Chris Kindermans - PMP  
Presenter

**Virtual Meet-Up**

# Introduction

Corona is **only** a 'crisis' because a lot of Governments, Organizations and Companies **haven't been** operating and **managing 'professionally'** in the past.

When mapping the management processes and knowledge areas, as we know them from **Peter Drucker** and from the **PMBok**, onto the ways that governments, organizations and companies are currently dealing with the 'crisis', one can only spot **an intriguing lack** of the existence of **management processes** and competences, of **risk management**, of **empowerment**, ... and of **an overflow of rules, regulations and unstructured working**, with a **tremendous lack of roles and responsibilities** definition.

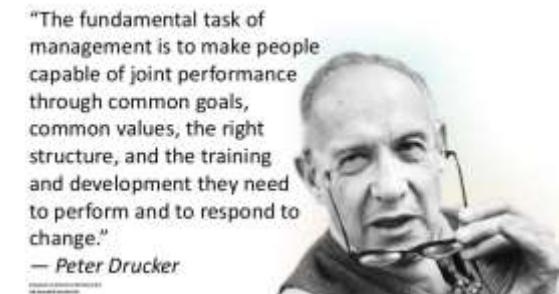
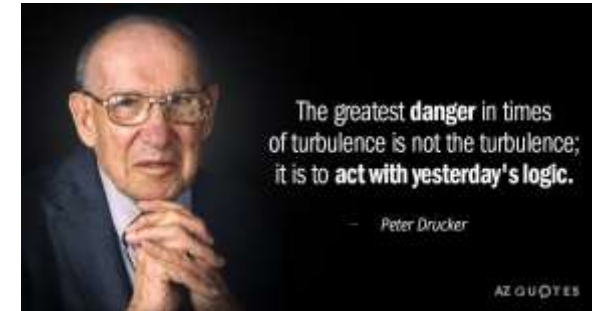
Also, due to globalization (this will stay, but in a changed form) and to detailed specializations in businesses', governments', organizations' operations and management, most entities have **lost management capabilities to work in a multi-disciplinary, multi-geographical and multi-functional way**. Too many leaders, too few managers.

**The Project Economy requires leaders AND managers** (the pendulum moved too far in the direction of Leadership) with adequate competences and adequate profiles. **Project Manager profiles are perfectly fit to take this challenge.**

it is maybe not clear yet, but this 'crisis' did also indicate that **the era of the Specialists is finished**. We need again Generalists and **the profile of a good PM is one of a good generalist**.

*The above statements will briefly be showcased by the way how management is currently dealing with Telework and how they should be dealing with it. One should not be amazed that any project manager says at the end of this brief presentation : 'Sure. I knows all this. Tell me something new.'*

**Your mission will be to go and start off the Project economy approach in your working environment and facilitate the emergence of a real General Manager.**



Meet - Up

**TELEWORKING AND TEAMWORK «GOES VIRAL»**

**CHRIS. F. KINDERMANS,** MSC PMP EMSPROF

DATE: 25.05.2020



# Teleworking and Teambuilding “goes viral”

- Master degree in Applied Economic Sciences (Finance, Organization, Marketing)
- Former President of PMI Chapter Belgium and Member of PMI CIAC and EMAG
- Current Chair of PMI ERC Ethics Review Committee
- PMI © PMP ® Certificate [www.pmi.org](http://www.pmi.org)
- Holding a.o. credentials from Guberna (Independent Directors), member of ECODA & member of Alumni Council.
- > 30 years experience in international environments, in project, program & project portfolio management and in managing (multi-cultural) teams in more than 90 countries.
- (Past) Lecturer at
  - ODISEE (former EHSAL Management School) (Brussels, Ghent),
  - PXL (Diepenbeek), Master and Postgraduate in Project Management
  - DEMOS/Hemsley Fraser (France/Germany)
  - IFBD (Institute for Business Development).
- Guest lecturer at
  - Vlerick Management School (Ghent),
  - Solvay Business School (Brussels)
  - HEC (Liege).
- Managing Partner at Kindermans - Van Langenhove Associates  
*Independent Directors, Management Consultants, Project Reviews and Recovery, Consultative Training*



**cfk@k-vl-a.be**



# WHAT's in a WORD?

# Teleworking

## ... 'Home' and 'Office'

The activity of **working at 'another place than the office'** while **communicating with your office** using any type of (electronic / digital) media.



Tour of Flanders on rollers



The **office** is **a room or a part of a building** in which people work, especially sitting at tables with computers, phones, etc., usually as **a part of a business or another organization**

The **office** is NOT **a factory, a fysical production unit, a service on the road ....**

**But only lack of creativity or undefined processes could stop us ....**

# Team building

... A very broad concept



A collective term  
for **various types of activities**  
used to **enhance social relations**  
and **define roles** within teams,  
often involving **collaborative tasks.**

**Any relationship**  
between two or more individuals

**Roles and functions**

Two or more individuals  
**working together**



# ‘Going viral’ ... A social media concept

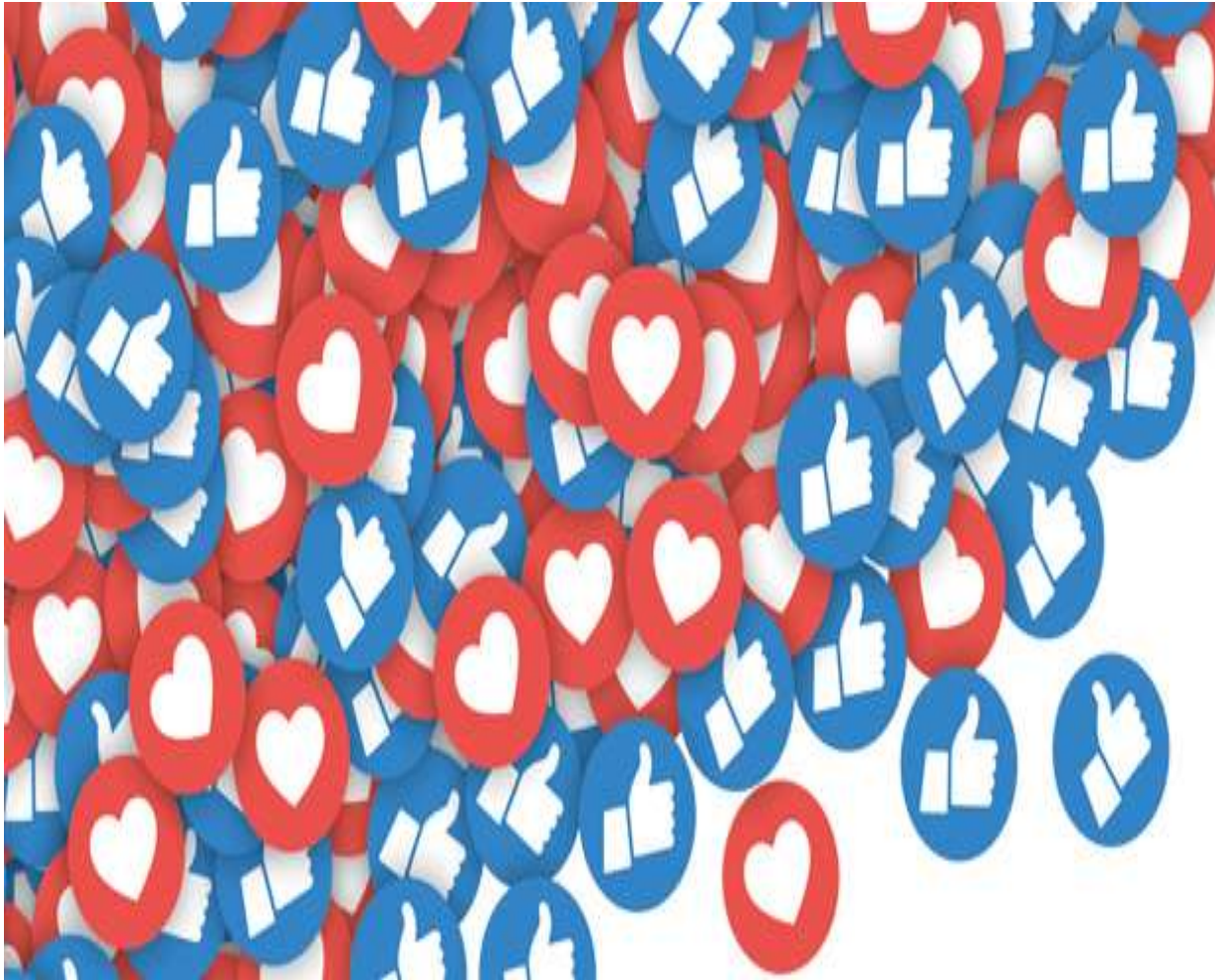
If a video, image, or story **goes viral**, it spreads quickly and widely on the Internet through social media and e-mail.

*Teleworking is now spreading **quickly and widely**.*

**Why not before** this crisis? **A lot of perceived issues ...**

- *Less oversight.*
  - Micromanagers don't like this.
- *Less performance and quality.*
  - Not enough processes and QA principles in place
- *Fear of security and safety breaches.*
  - Not enough security and secure systems, training and enforcement, ...
- *Fear of communication and interaction breach.*
  - Absence of communication and professional brainstorming techniques, of visual contact (body language, ..), of social contact (coffee corner,..)
- ....

The issues are still there,  
but **the Government forced us** to do so.

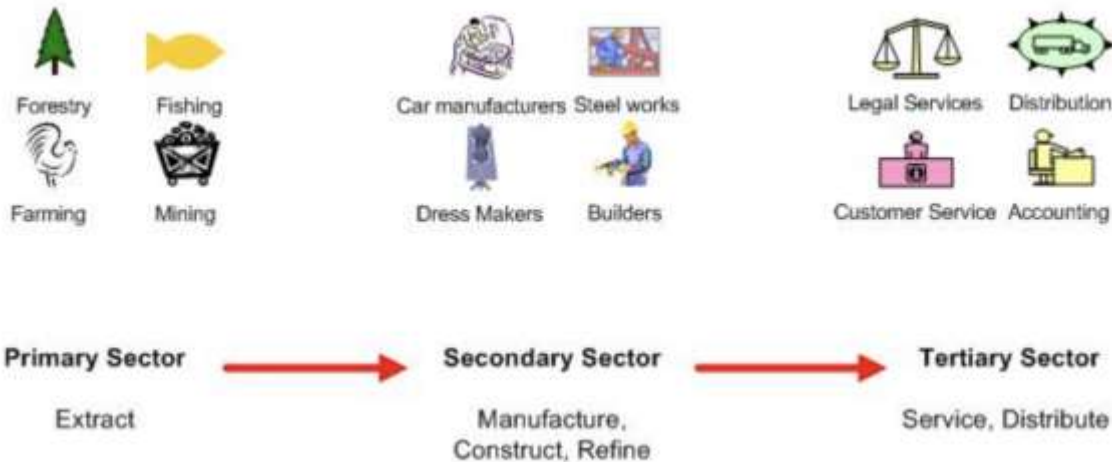


# 21st Century Organisations

# The Industrial Sectors or Activities

## Aristotle's Three Unities

- Aristotle's Three Unities are...
  - Unity of **time** – all action to take place with a short time frame (hours, days, less so weeks, months or years).
  - Unity of **place** – all action to take place in the same place.
  - Unity of **action** – just one main plot, with little or no subplot.



- **Primary sector:**
  - **Industries:** mining, quarrying, farming, fishing and forestry
  - **Limited** unity of action, **rough** unity of place, **rough** unity of time
  - **Limited** production processes and **no** business processes
  - **No** organizational structure
- **Secondary sector:**
  - **Industries:** manufacturing, construction and assembly industry
  - **Strong** unity of action, **strong** unity of place, **strong** unity of time
  - **More elaborated** production processes and **limited** business processes
  - **Functional** organizational structure

# The Industrial Sectors



## DISRUPTIVE TECHNOLOGIES (1)

### Shared databases,

making information available at many places

### Expert systems,

allowing generalists to perform specialist tasks

### Telecommunication networks,

allowing organizations to be centralized and decentralized at the same time

### Decision-support tools,

allowing decision-making to be a part of everybody's job

### Wireless data communication and portable computers

Interactive videodisk, to get in immediate contact with potential buyers

### Automatic identification and tracking,

allowing things to tell where they are, instead of requiring to be found

### High performance computing,

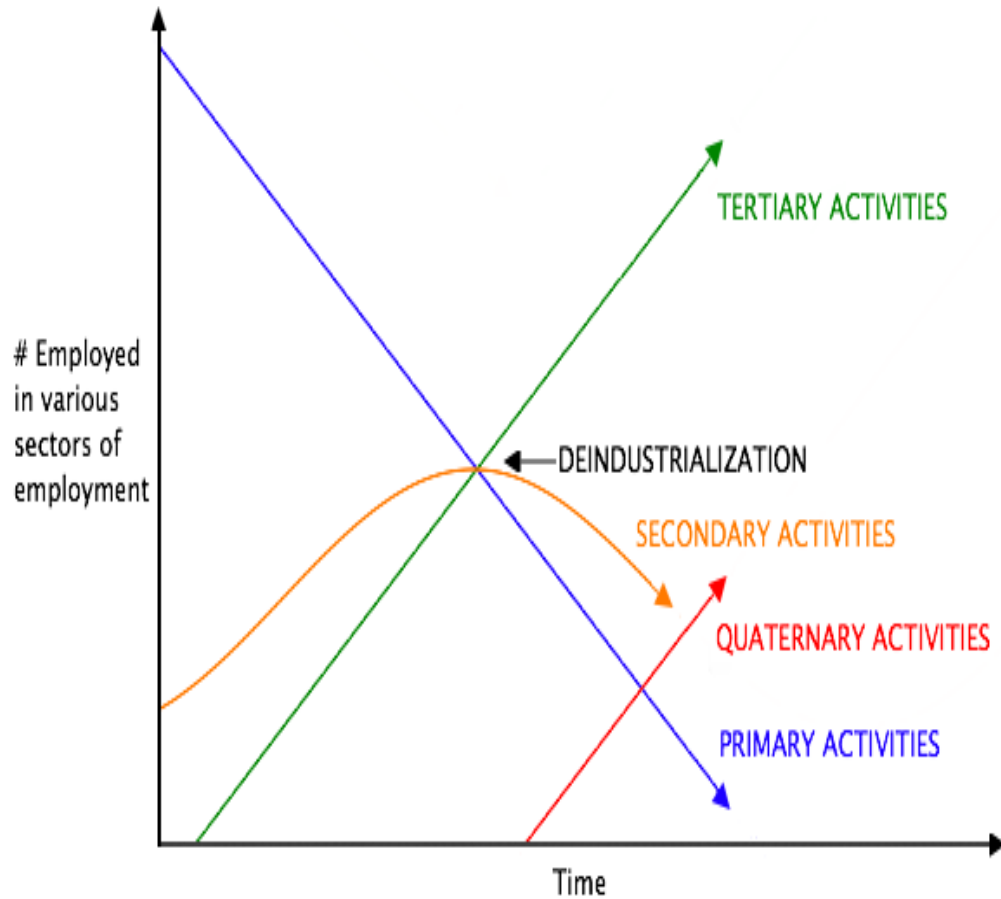
allowing on-the-fly planning and revisioning

- **Tertiary sector** (emerged after WW One):
  - **Services:** sales, repair services, banking, insurance, tourism and hospitality industry, doctors, couriers, business consultants, project managers, etc.
  - **Lesser and lesser** unity of action, unity of place, unity of time required, *unless* for those services that have close ties with the primary and secondary industries.
  - **Lesser elaborated production and business** processes in the beginning, but exponential growth in the 90's (BPE, by Hammer and Davenport, emerging Disruptive Technologies ...)
  - **Functional and Matrix** Organisations, with functions and roles, **evolving** to Projectized Organisations.

**PMI was already founded in 1970 !!**

(1) Hammer, in Wikipedia

# The Industrial Sectors



## ISSUES:

- Some managers still adopt leadership styles *as if they are in the 19th century*
- Some managers and staff **don't see the use** of elaborating and applying 21<sup>st</sup> century production and business processes, such as PM methodologies

- **Quaternary sector:**

- **Services:**

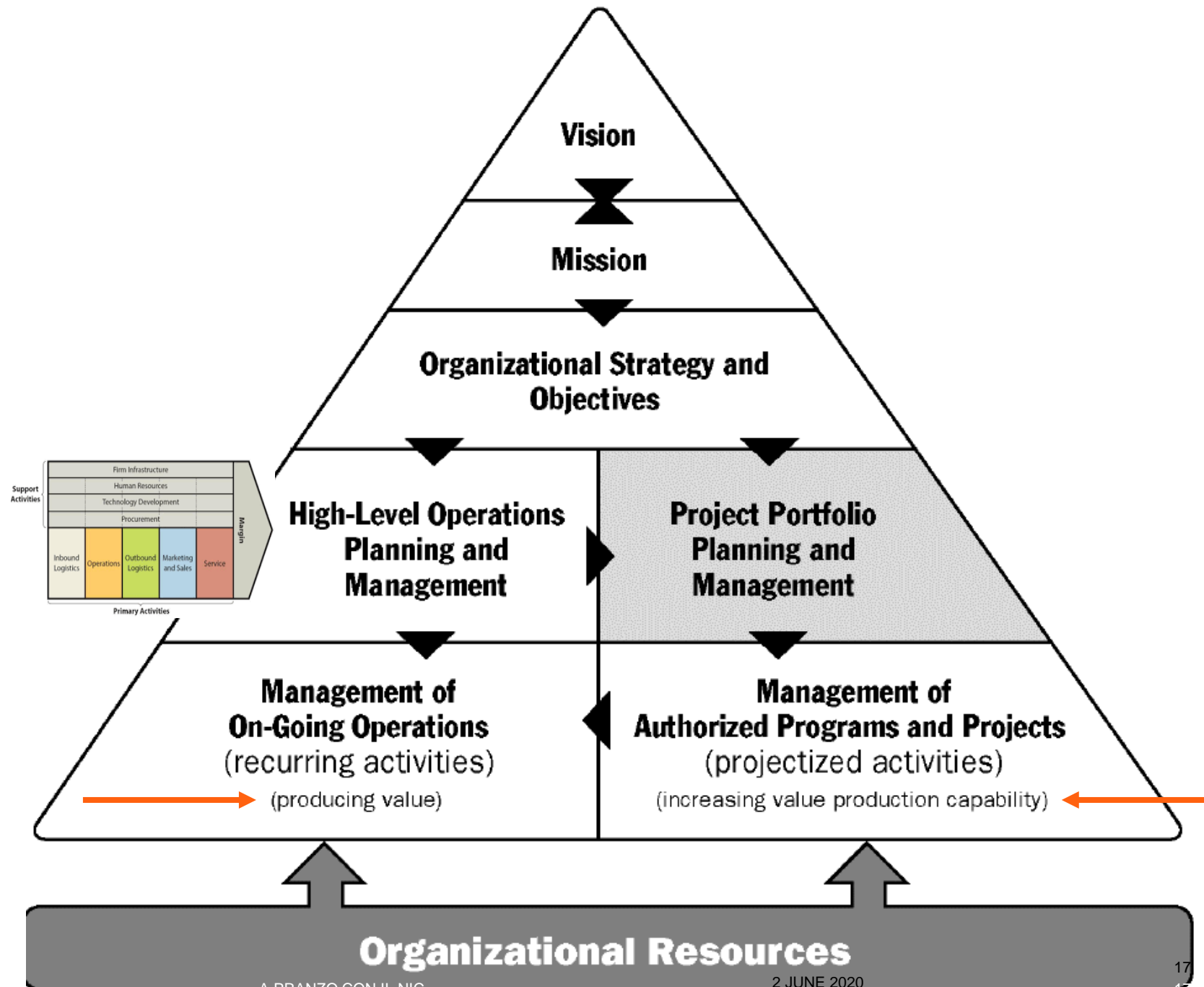
The **knowledge-based part** of the economy, which typically includes sectors such as information technology, media, research and development, consultation, education, financial planning, blogging, designing, ...

- **Lesser and lesser** unity of action, unity of place, unity of time required
  - **Well elaborated and applied production and business processes**, e.g. **first full PMBoK some 25 years ago**
  - In these categories we find more and **strong matrix organisations, emphasizing Roles and evolving to Projectized Organisations** in the **Project Economy**



“The **Project Economy** is one in which people have the skills and capabilities they need to turn ideas into reality. It is where **organizations deliver value** to stakeholders through successful completion of **projects**, delivery of products, and alignment to value streams..”

© PMI - PROJECT MANAGEMENT INSTITUTE



# WELCOME TO THE PROJECT ECONOMY (some excerpts)

<https://www.linkedin.com/pulse/welcome-project-economy-cindy-anderson-cae>

[https://www.newstatesman.com/sites/default/files/ns\\_pmi\\_supp\\_sept\\_2019.pdf](https://www.newstatesman.com/sites/default/files/ns_pmi_supp_sept_2019.pdf)

.... Projects in nowadays organizations, are being led by people with a variety of titles, solving a variety of problems in industries big and small, and across all regions around the globe. The Project Economy has room for all of them. **Arrive the Generalists.**

Several years ago, the term “**gig economy**” began to make its way into the business environment (1). It described the prevalence of a new sort of freelance and contract work, in which companies were supported by task-based, goal-focused workers whose careers were increasingly defined by the variety of their activities. **The “gig economy” is just a small part of The Project Economy**

We're coming to realize

- that the disruptive impact of new technologies has rendered formerly best-in-class practices too slow and static;
- that the downside of traditional hierarchies, once tolerable, can now be fatal to an operation;
- that next-generation knowledge workers, increasingly, are less interested in lifetime employment than in fulfilling, engaging assignments that allow them to build skills and experiences they can take anywhere.

More and more, workers will be hired, grouped and regrouped according to the knowledge, experience, and capabilities they bring to the specific projects that deliver the most value to an organization's stakeholders. **Those people could operate from anywhere in the world.**

Once executives start structuring their entire organization around the portfolio of projects that deliver the most value to their stakeholders, they have much more **flexibility in terms of how they hire, train, assign, engage, and retain a capable, high-performing workforce.** ... **And what about Team Building?**

*(1) Gig workers are independent contractors, online platform workers, contract firm workers, on-call workers and temporary workers. Gig workers enter into formal agreements with on-demand companies to provide services to the company's clients.*

# Teambuilding

# Team Building Activities

A **team** is composed of **members** who are **dependent** on each other, work towards **interchangeable** achievements, and share **common successes**.

What are Virtual Teams ?

- **aligning** individuals around goals
- **building** effective working relationships (\*)
- **reducing** team members' role ambiguity
- **finding** solutions to team problems (\*)
- ....

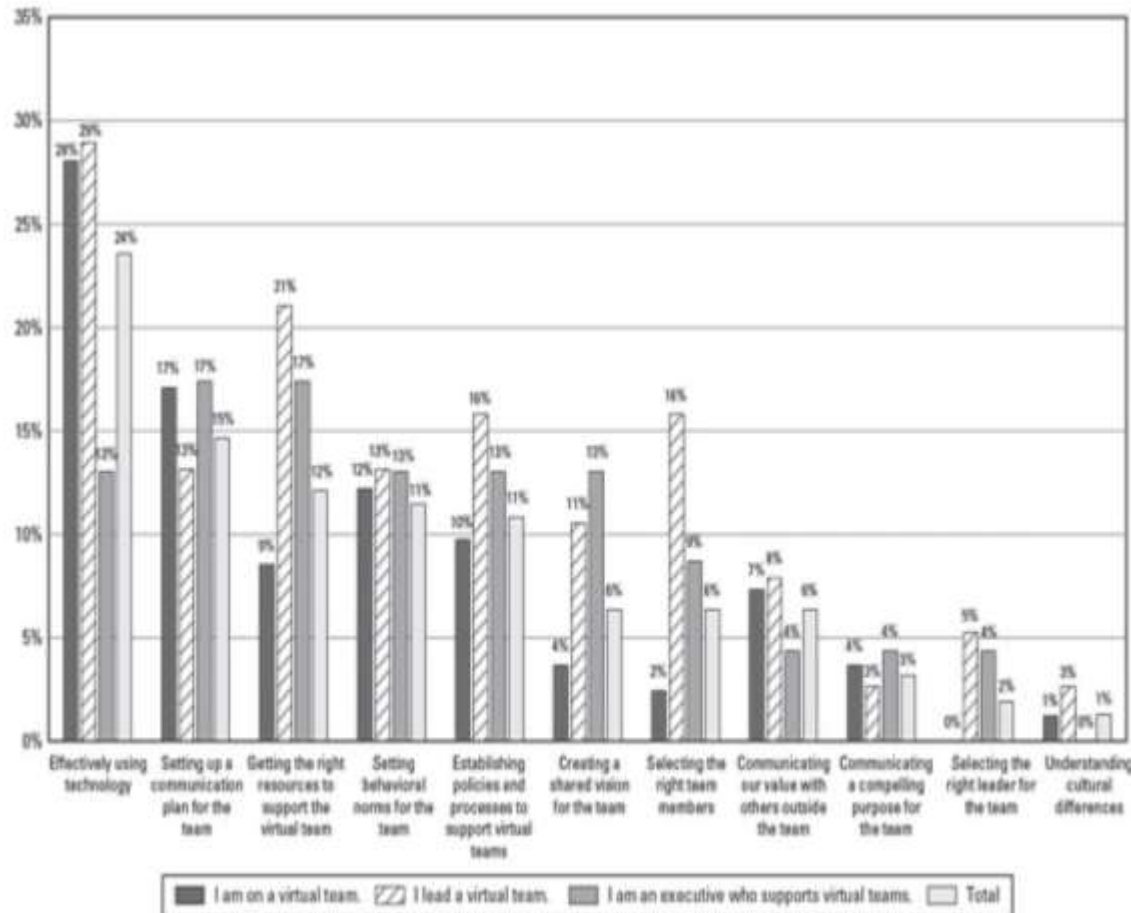
(\*) might be impacted by telework



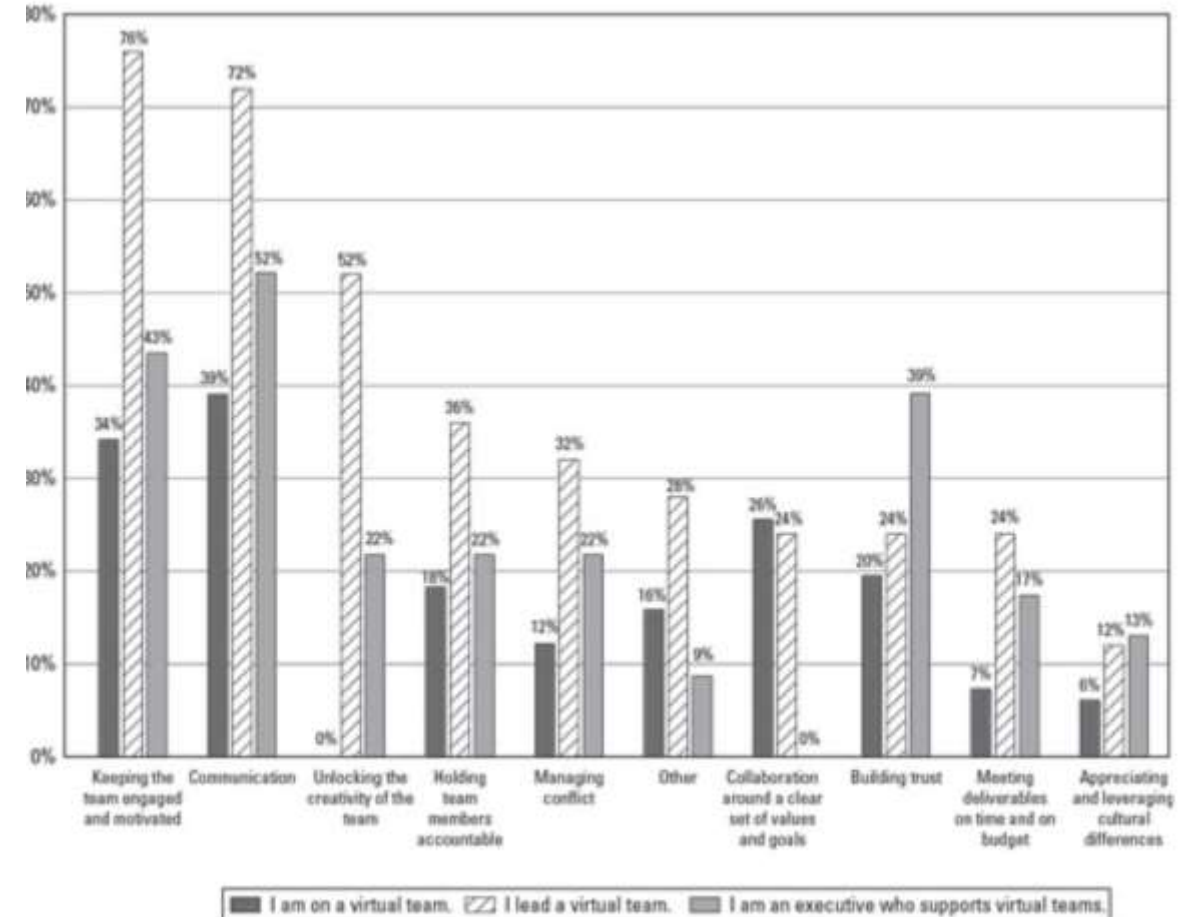
# Challenges for Virtual Teams

Groups of geographically, organizationally and/or time dispersed workers brought together by information and telecommunication technologies to accomplish one or more organizational tasks

© Virtual Teams for Dummies, Tara Powers



Challenges for newly formed virtual teams.



Challenges for established virtual teams.

# Top Challenges for Virtual Teams

## For a Team Member

- Effectively using technology
- A good communication plan for the team  
(conferences, meetings, reporting,...)
- Have good Behavioral Norms for the Team

## For a Team Leader

- Effectively using technology
- Getting the right resources to support the team
- Establishing policies and processes to support the team
- Keeping the team engaged and motivated

## For a Functional Manager

- A good communication plan for the team  
(conferences, meetings, reporting, ..)
- Getting the right resources to support the team
- Creating a shared vision for the team
- Building Trust

# Telework

# Advantages and Disadvantages for the Employer (current perspectives)



- *Reduced office overheads:* office space, parking, ...
- Teleworkers might be *more effective* as they have *more control about their interruptions*
- *Reduced levels of burn-outs and absence*, due to illness
- Greater *ability to retain employees* that might be irritated or obstructed by transportation or by personal problems
- *Decreases employee recruitment and training costs.* A flexible work condition raises morale and lowers employee turnover.
- Expands your human *resource pool* 'gig economy'
- .....



- *Increased office overheads:* computer and telecommunication equipment, support staff for virtual teams
- Has probably *not the experience / competence / confidence* to manage teleworkers, to monitor and control their work and to measure performance.
- *Increased security and safety issues to be taken care of*
- Not all types of work are suitable for teleworking and this might create some *jealousy*
- .....



# Advantages and Disadvantages for the Employee (current perspectives)



- Should enable *a better balance* between work and private life. Take possession of your time.
- With a better description of roles and responsibilities, its easier to get organized. Better communication and identification of tasks to be performed.
- *Saves transportation costs and time* home/work
- .....
- **For all mankind:** Benefits for the environment



- A teleworker might feel alone in his environment and might *miss social contact* with fellow employees
- There might be a lot of *concentration loss* in his home environment: children, outside noise, distractions,....
- The teleworker might not have an *appropriate place* in his home to do the work and/or have a lack of self-discipline.
- Anxiety that the employer doesn't value his/her work or the time that he/she works
- There might be some fear that it might damage his/her career: *too far from 'the sun'*
- ....

# The way forward

a lot of changes

# What needs to be created, adapted or changed?

## Organization:

- Digital Agenda defined and implemented
- Business and Production processes defined and implemented, eg. Project Management
- Company Culture revisited and steered in a new direction

## Management:

- Leadership Styles adapted to the changed organisation
- Social Relationships and gatherings revisited and adapted
- Resources and Capacity Management (Functions/Roles) implemented
- Activity Based Costing principles (cost vs value generation)
- Estimating Principles and Time Sheets introduced

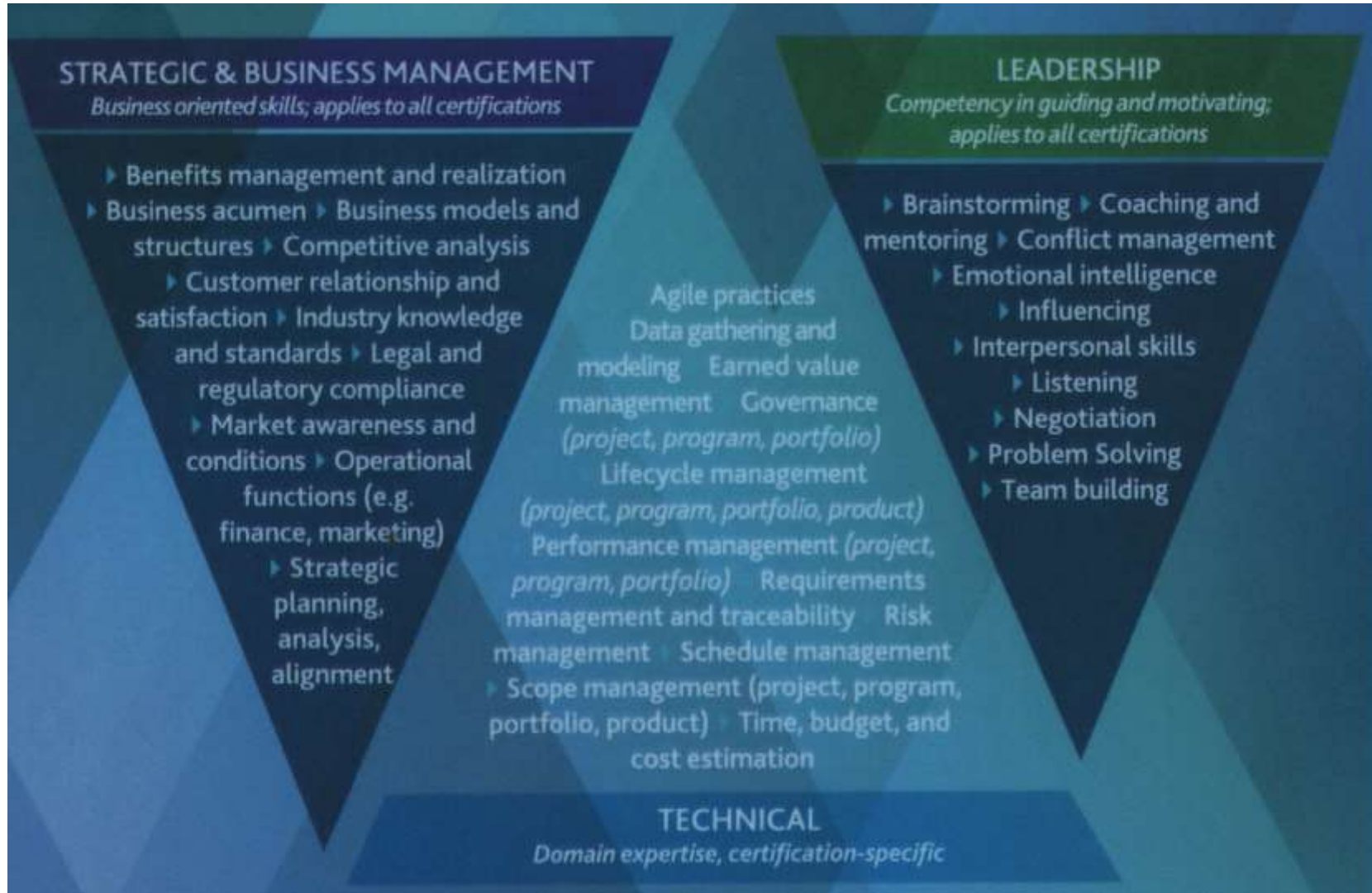
## Staff:

- Working together and conflict handling, at a distance
- Effective Communications defined and implemented
  - (there is no coffee corner anymore)
- Time Management concepts introduced (work vs private time)
- Need for social relationships identified and developed
- 'Living Apart Together' and (social) media behaviour defined and accepted



**Change  
ahead**

# The PMI Talent Triangle



## Training

# Conclusion

## Is Telework only 'doing the office work at home'?

- It is **not 'one size fits all'** or **'business as usual'**
- It's not so simple. It's a sizeable **organisational challenge and change**.
  - Organisation, management and staff will have to adapt a lot their acquired ways of working, habits and competences, using new tools and techniques
  - Lifelong learning principles

## Is Telework here to stay?

- For a lot of organisations, which don't know how to cope with the issues and which don't see additional opportunities, with management concepts and techniques from the eighties/nineties: **probably NOT ...**

**But anyhow, those companies might disappear in the not so far future.  
Dinosaurs die anyhow.**

- For those that **see the Pros and Cons**  
and are **willing to take the challenge and change**  
and **take action to reduce the Cons and to augment the Pros,**  
**as well on the employer side as on the employee side,**  
**they will go on with it and take advantage of it,**  
**but change should take place rather now than later, as newly setup**  
**companies start immediately from here.**



# Management and Organisational Principles for Project Economy

- **Stop assuming** that 'business as usual will come back'.  
*The traditional functional organisation was dying for a long time and is now dead.*
- (Re)Visit and (Re) Imagine:
  - The **Value Chain and Business Processes** for operations and projects.
  - Investments: Create an efficient **Project Portfolio Management** system (CPO).
  - Performant Intra Company and Person-to-Person **Communication systems**
  - Appropriate **Risk Management systems** for operations and projects (CRM)
- Define best practices for **collaboration, flexibility, inclusion and accountability**
- **Networks and Teams** are key.
- Become **Agile**, in a STRUCTURED way.
- Define a **digitization and automation strategy** for your organisation.

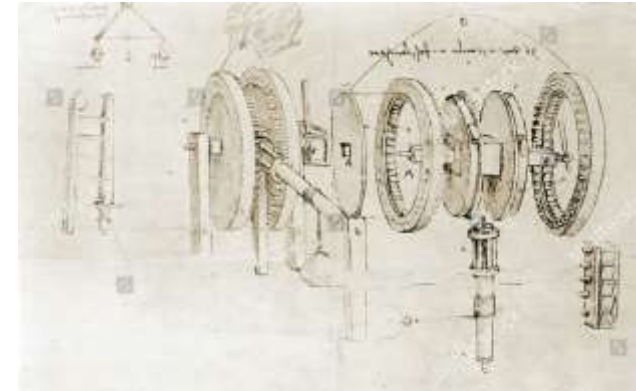


<https://www.linkedin.com/pulse/project-economy-everything-around-us-becoming-nieto-rodriguez/>

# The emergence of a new type of Generalist (1) ... The Project Manager

*Intellectually curious individuals can become generalists. Intellectually lazy individuals settle for being specialists.*  
*UNKNOWN source*

- Project Managers capabilities:
  - They are **masters in connecting the dots** between knowledge and ideas, between the big picture and the elements that need to fit together
  - They are **in a constant state of learning** and building up experience in a wide range of knowledge areas (see *PMBok Knowledge areas*)
  - They are **able to adapt** to most situations and adaptability is more valuable than ever.
  - They are masters in **connecting with people from various backgrounds** and of working with them
  - They are the ultimate experimenters. Willing to try new things and take calculated risks with a curious drive and optimistic outlook.



1) *Polymath*: A **polymath** is an individual whose knowledge spans a significant number of subjects, known to draw on complex bodies of knowledge to solve specific problems.



# Q&A

# Chapter updates

- Next event:



## Virtual Meet-Up

# Chapter updates

- This recording of this event will be made available on the [www.pmi-Belgium.be](http://www.pmi-Belgium.be) website soon.

**Virtual Meet-Up**



THANK YOU

