

Discussion 2: Working With Globally Diverse Groups

Discussion Topic:

Project Managers often need to work with a globally diverse group of people when forming, monitoring, and controlling the project, along with stakeholder management.

How would you, as a project manager, develop a process to work with a globally diverse group of workers, managers, and stakeholders in an international company?

My Post:

Hello Class,

Working with a diverse group of global people is challenging due to cultural, language, time zone, regulatory, and legal differences. Nevertheless, it is also an opportunity to integrate diverse perspectives that can boost creativity, analysis, and decision-making.

As Project Manager (PM), I will focus my Project Management Plan (PMP) on the integration challenge of working with global teams by implementing a series of sub-plans optimized for communication, coordination, and various cultures, time zones, countries, and regions.

Below, these sub-plans are listed based on the importance of their optimization from most to least:

1. A strong Communications Management Plan (CMP) that addresses time zone and language differences with tools such as email, Teams, Slack, and an AI language translator with time-zone-friendly meeting and expectations for response times.
2. A Stakeholder Engagement Plan (SEP) that addresses culture, location, and power/interest differences by promoting engagement, motivation, and collaboration with stakeholders, by using tools such as the stakeholder grid, salience model, and engagement assessment matrix.
3. A structured Resource Management Plan (RMP) that addresses the distributed nature of an international company and the time zones and legal differences of each country or region, by defining how to acquire, organize, and manage human resources as well as physical resources from different regions/countries.
4. An aggressive Risk Management Plan (RMP) that addresses the various risks created by political, regulatory, legal, infrastructure, and cultural differences, by analyzing and identifying those risks and planning solutions that mitigate/remove risks.
5. Change Management Plan (CMP) that will coordinate and approve global changes, and Configuration Management Plan (CMP) that will ensure all the global teams use the latest version of documents (e.g., code, last changes, updated data) to avoid destructive or uncoordinated changes, using tools such as version control for codebases

Note that developing the PMP plan and its sub-plan is just the first step; implementing it requires soft skills/people skills and monitoring the progress of the project. Finally, when managing a globally diverse group of people, I will adopt an approach of strong communication, stakeholder

engagement, structured resource management, aggressive risk management, and sturdy change management.

-Alex