



**MREŽENJE MREŽ**

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# IZZIVI NADGRADNJE PROJEKTHNIH TIMOV V PROJEKTHNE MREŽE

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Tuje dobre prakse, kot spodbuda za razmislek in spremembe!

# Why Project Networks Beat Project Teams

Finding the expertise to handle complex, knowledge-intensive team projects is challenging. That's where a project network comes in.

BY JONATHON CUMMINGS AND CAROL PLETCHER

PROJECTS THAT ARE NONROUTINE, complex and require sophisticated knowledge are a challenge to managers in organizations today. The required expertise to tackle such knowledge-intensive projects is often unexpected, complicated, subjective and distributed across the organization. Managers in organizations often assemble project teams to work on such tasks, since day-to-day work by an individual employee is less likely to achieve the desired results.

To research the factors that affect the success of teams working on knowledge-intensive projects, we studied an established companywide recognition program for project teams at a large multinational food company. As part of that study, we surveyed 1,304 members of project teams in the company to identify key characteristics that promote success in knowledge-intensive work. We then compared responses from the project teams regarding how they went about their work with the company's assessment — through the judging of the team recognition program — on the significance of the projects' outcome. (See "About the Research," p. 76.)

Based on our research, in this paper we introduce one strategy, the *project network*, as an important tool for accomplishing knowledge-intensive work. Typically, project networks consist of a core set of team members who bring in noncore contributors (such as other company employees, suppliers, consultants or customers) from their personal networks who can provide knowledge, information and feedback regarding the team's task. The project network thus takes advantage of both the project team as a whole and the personal networks of the members. Unlike a project team that relies only on the

Through a project network, a team can maintain a stable core of project team members while dynamically tapping into expertise within the personal networks of team members as needed.



## THE LEADING QUESTION

How can organizations help teams successfully tackle complex projects?

## FINDINGS

- ▶ By tapping the personal networks of team members to create a project network, a team can receive valuable information and feedback from "noncore contributors" not part of the official team.
- ▶ The number of noncore contributors who helped a team was a positive and significant predictor of team success.
- ▶ Managers can explicitly encourage the formation of project networks.



# Vsebina predstavitve

- **Primer dobre prakse iz tujine**
- **Ključni izzivi nadgradnje projektnih timov v projektne mreže**
  - Timsko delo
  - Primerna organiziranost projektov
  - Računalniško podprto sodelovanje

# Primer dobre prakse iz tujine

- **Štiriletna raziskava**
- **177 projektnih timov**
- **1304 sodelujoči člani projektnih timov**
- **Sporočilo:**

Kakovost prispevka projektnih timov rezultatom projektov je direktno odvisna od števila dodatnih zunanjih sodelavcev ožjega projektnega tima.

# Ključni izzivi nadgradnje projektnih timov v projektne mreže

- Ali lahko prinesemo v naše okolje empirično dokazano tujo dobro prakso?
- Ali je splošna kultura sodelovanja na dovolj visoki ravni?
- Ali dosegamo ustrezno raven poznavanja in uporabe relevantnih metod in tehnik dela?

# Uveljavitev dobrih praks timskega dela

- Ustvariti time iz skupin
- Primerna ureditev lokacije za sodelovanje
- Timski duh
- Odprtost za sodelovanje
- Konfrontacija idej in ne oseb
- Umetnost vodenja
- Razpoložljiv čas kot kritični dejavnik

# Primerna organiziranost projektov

- Splošna uveljavitev vloge projektne sveta, kot vrhnjega organa upravljanja projekta
- Vzpostavitev bolj direktne linije odgovornosti in bolj pregledna opredelitev osebne odgovornosti zlasti v primeru kompleksnih projektov
- Pravočasno vključevanje zunanjih partnerjev in predstavnikov ključnih deležnikov

# Računalniško podprto sodelovanje

- Uporaba WEB 2.0 orodij
- Zmanjšati obseg uporabe elektronske pošte
- Krepitev vloge virtualnih timov
- Bolj prisoten problem razumevanja kot potrebnih vlaganj



# Zaključek

- Jedro uspešnega projekta bo vedno dober projektni tim
- Mreženje mora biti sestavni del pristopa k organiziranju projektov
- Odgovornost je vsekakor na strani menedžmenta, vendar morajo svojo vlogo pri tem odigrati tudi strokovna združenja kot je ZPM.