

Digital disruptors and digital connectors in project management

Project management research

Karen Thompson

In this presentation

- A puzzle
 - project management
 - social media
- Practitioner research
- Findings
 - and a retrospective
- Conclusions
 - and recommendations for practice



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presentation

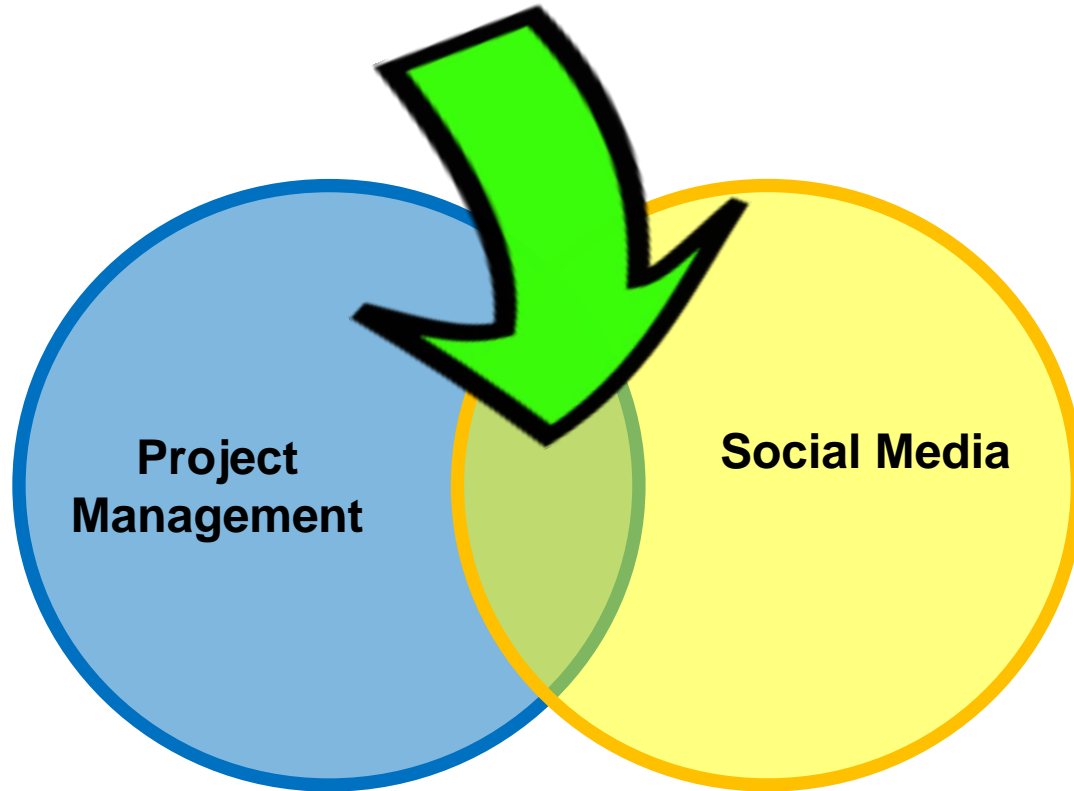
————— A puzzle

————— Practitioner
research

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Research at the intersection of project management and social media



In this presentation



A puzzle

Practitioner research

Findings

Conclusions

Social media are disrupting business and society, so
what about project management?
A match made in heaven, or a waste of time?



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Project management (traditional view)



Social media

The socio-technical systems that employ mobile and web-based technologies to provide space for social interaction, communication and collaboration

Adapted from Zhao et al (2013)

Social network
Shared workspace
Wiki
Instant messenger

Blog
Micro blog
Video & image sharing
Online meetings

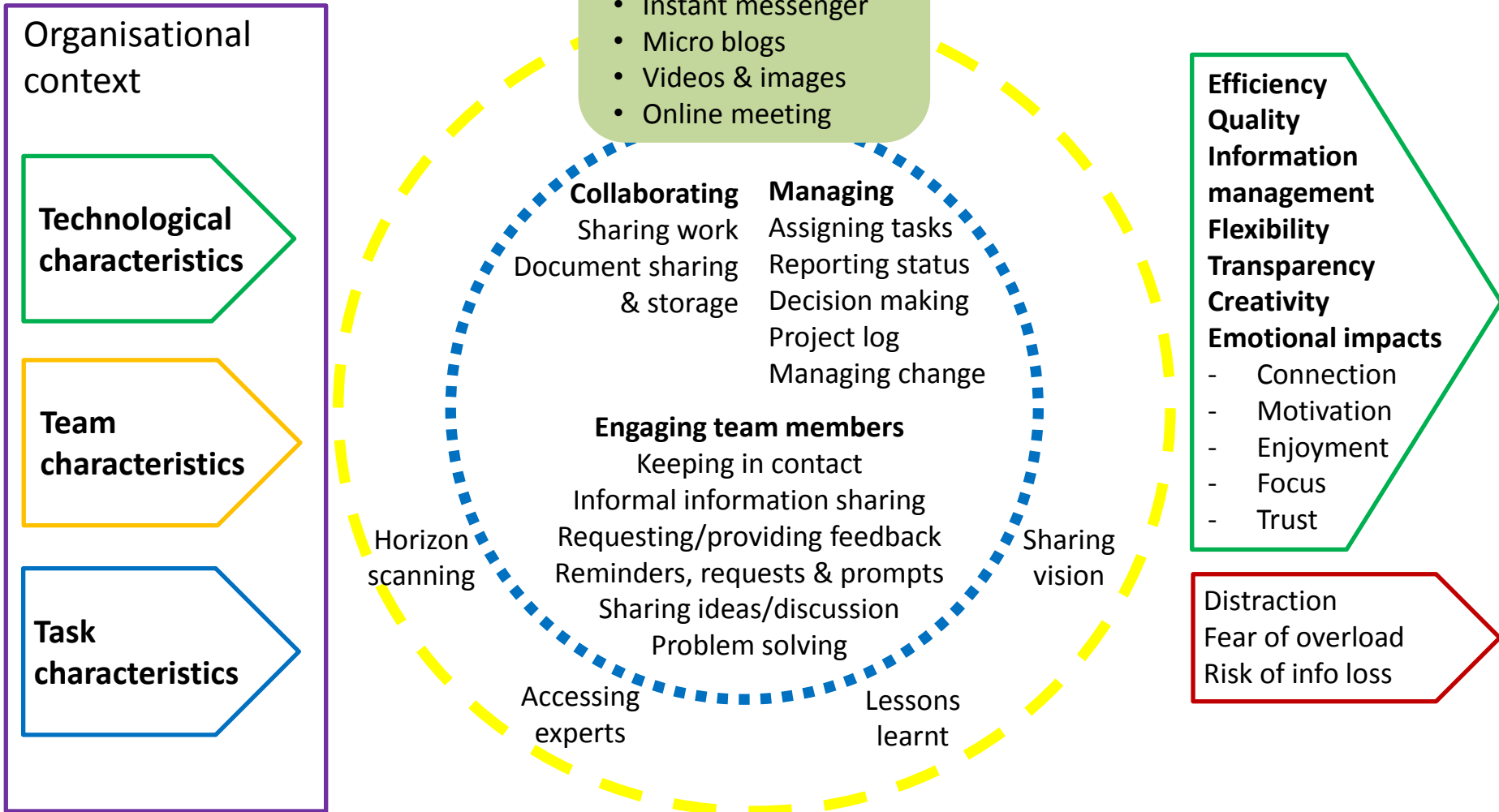


The research

- Practitioner based, bottom-up
- Focus on next generation of project managers
 - minimal organisational constraints
 - disposed to use social media
- Series of interviews with teams & individuals
 - business consultancy projects
 - range of disciplines
 - alumni 2-3 years
- Validated with professional PMs
- 36 participants



Overview



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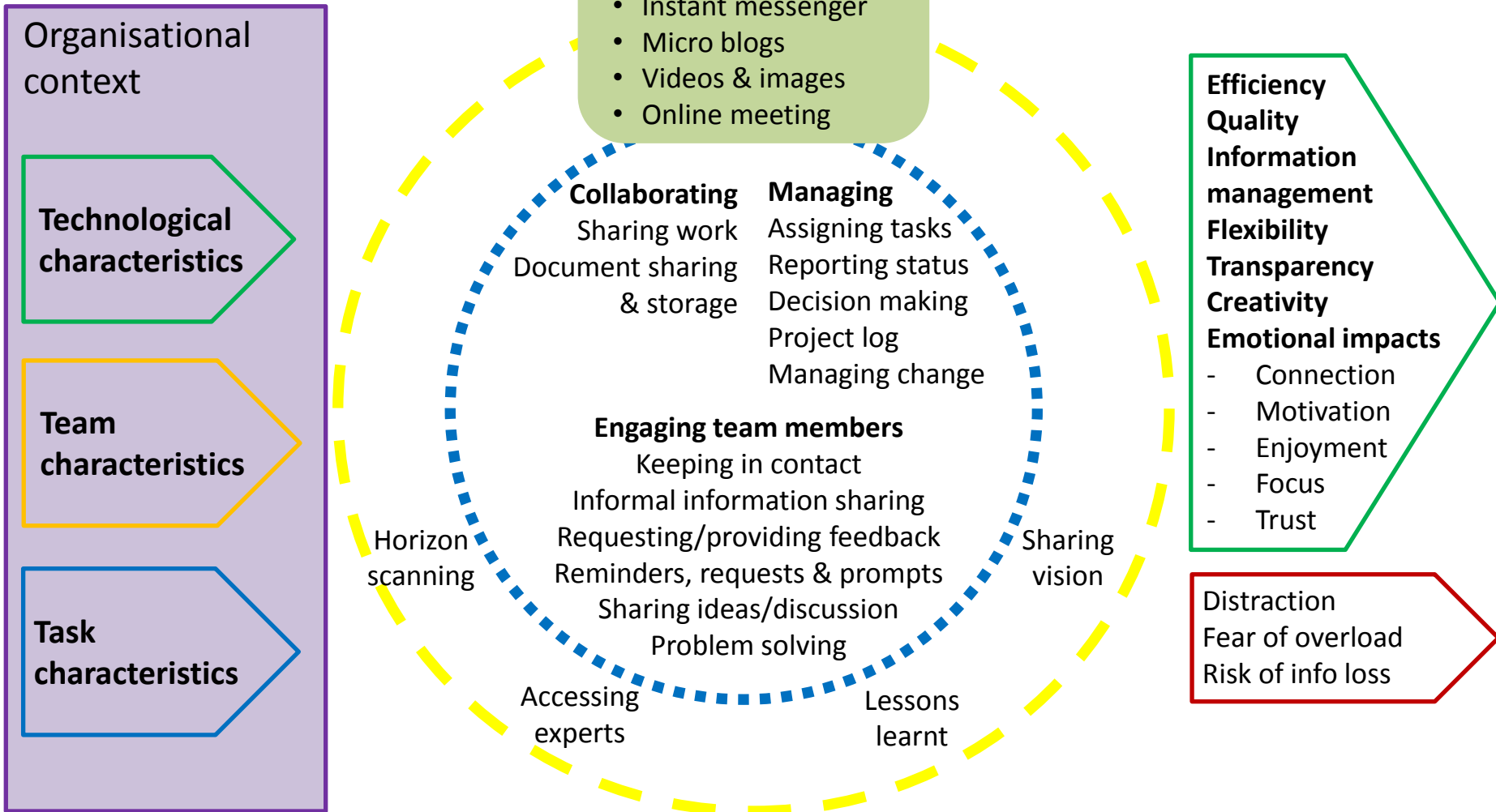
A puzzle



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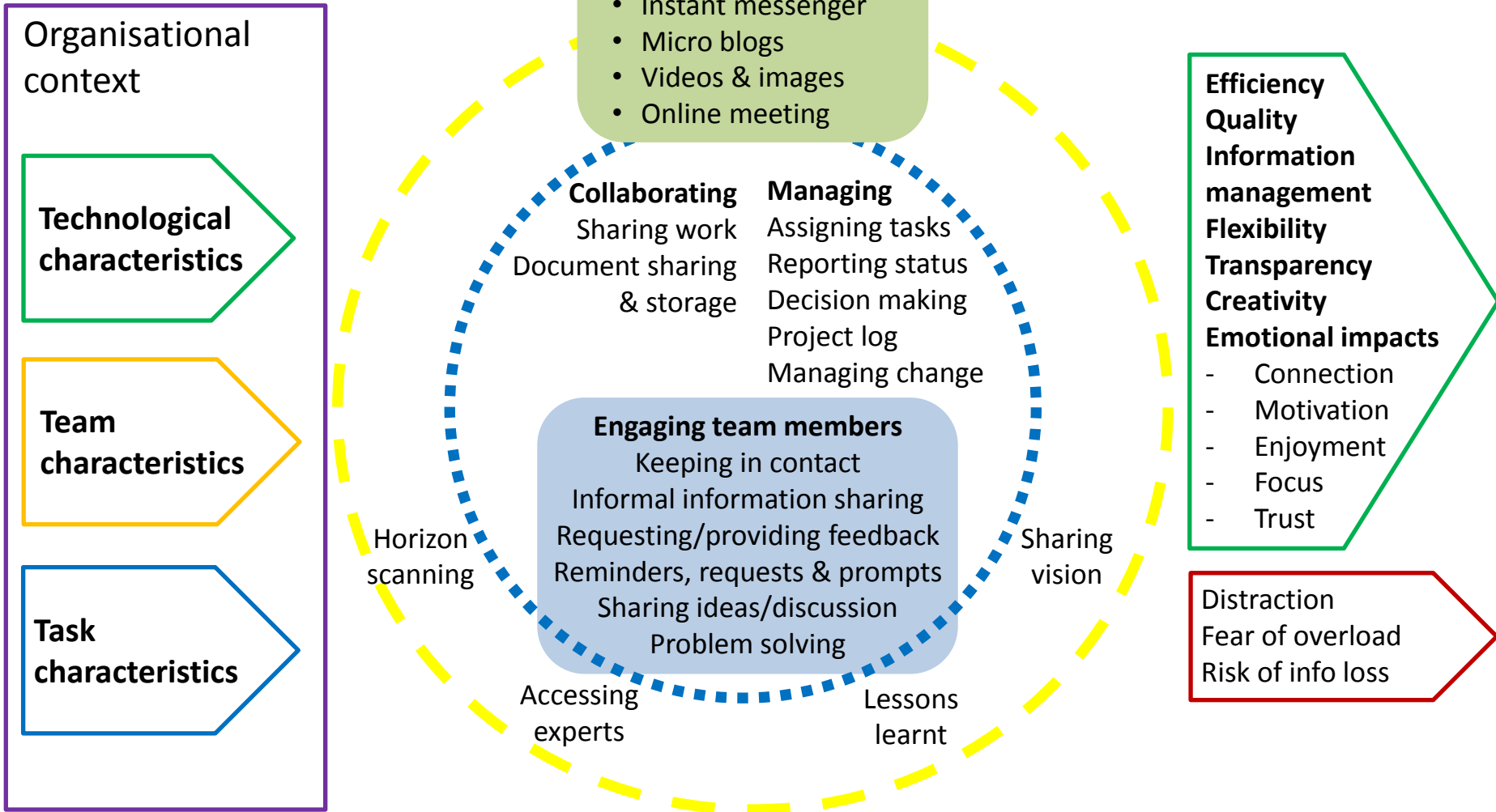
A puzzle



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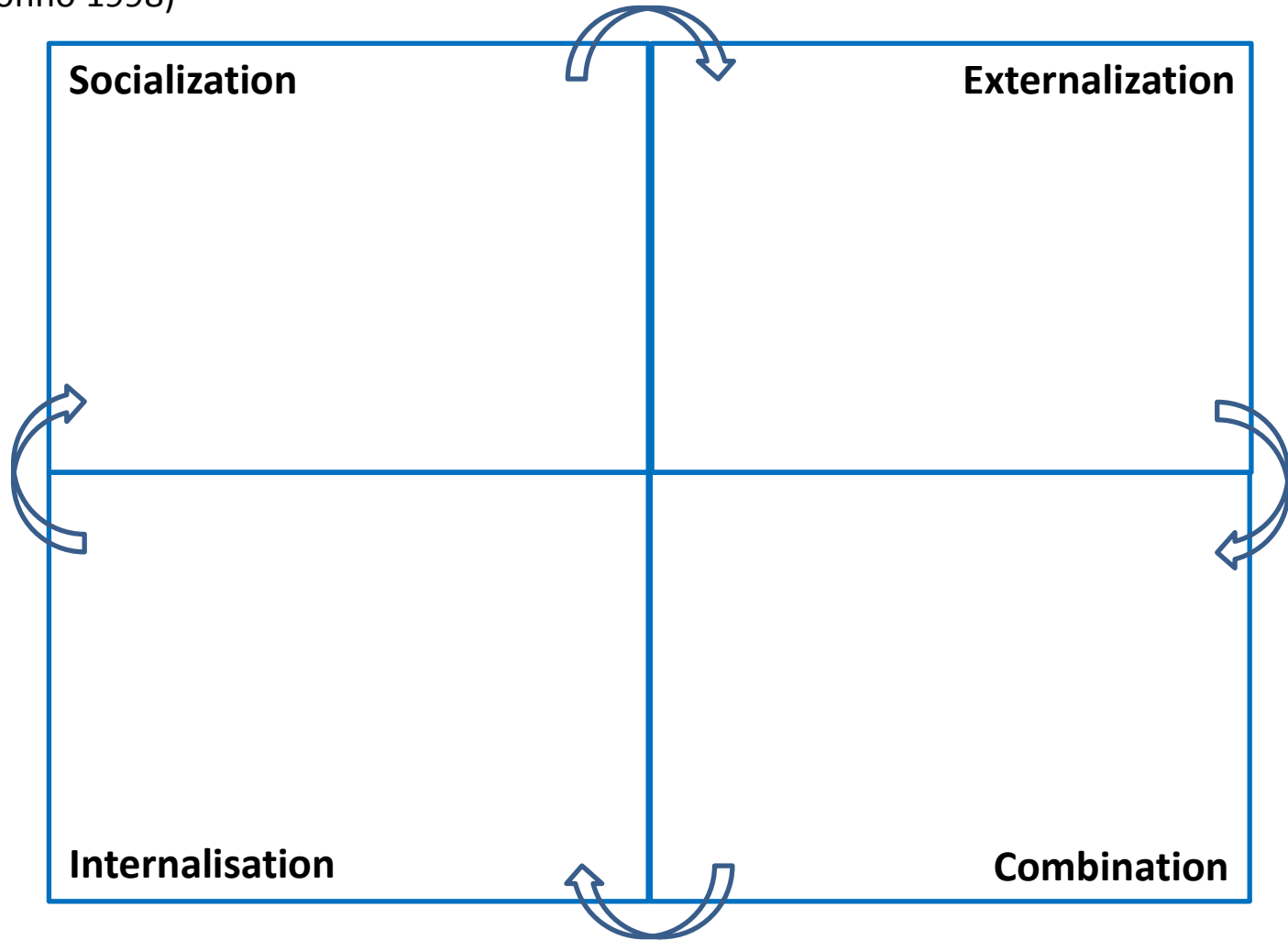


Findings

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SECI model of knowledge transformation

(Nonaka & Konno 1998)



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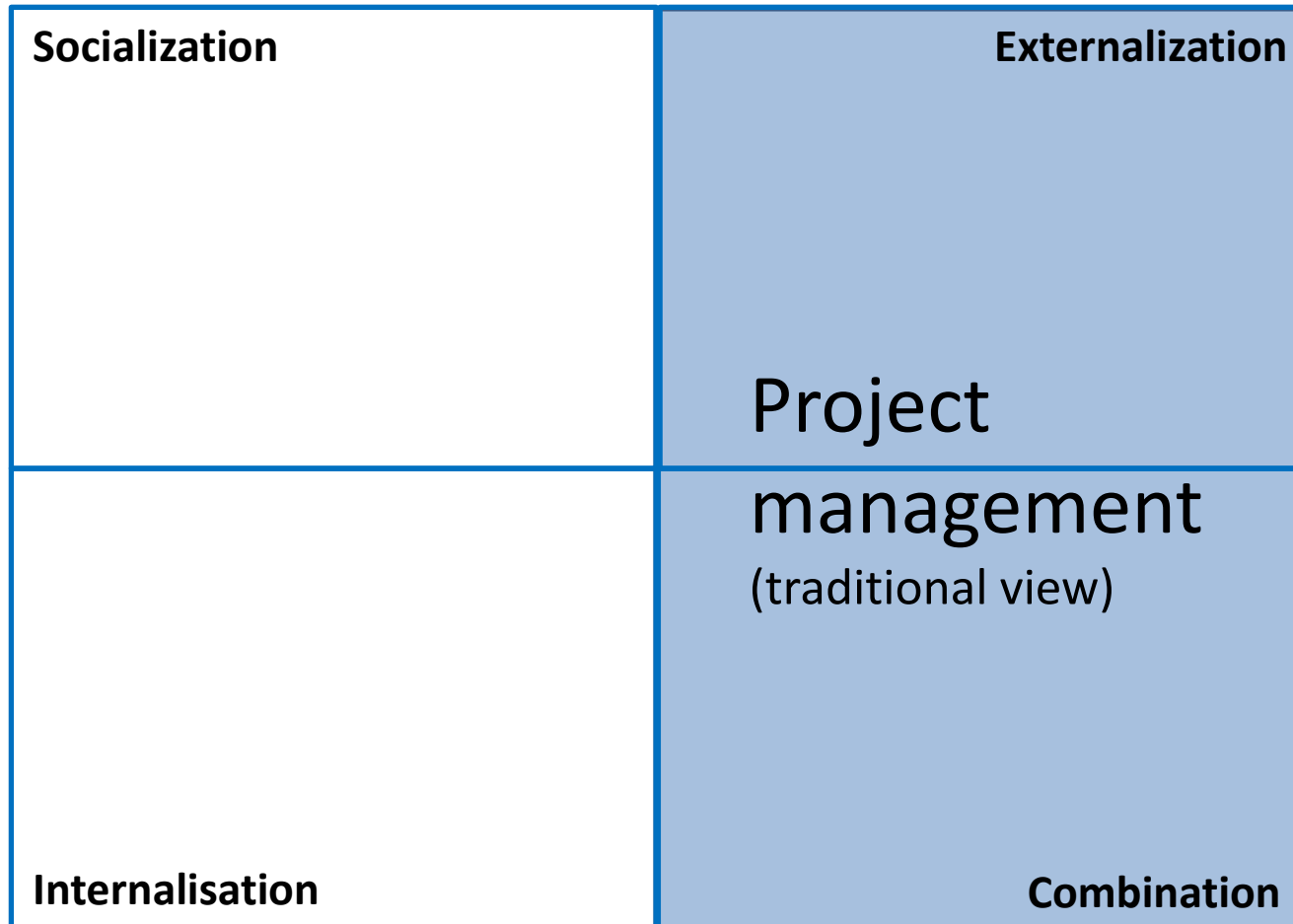


————— Findings —————

————— Conclusions

Knowledge in project management

(Reich & Wee 2007)



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————— A puzzle —————



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Project knowledge with social media

<p>Socialization</p> <ul style="list-style-type: none"> Support for & conducting meetings Informal information sharing Requesting & providing feedback Reminders, requests & prompts Keeping in contact Discussions Solving problems Brainstorming 	<p>Externalization</p> <ul style="list-style-type: none"> Assigning tasks Checking/reporting work progress Decision making Project log Managing changes Solving problems Brainstorming Capturing lessons learnt
<ul style="list-style-type: none"> Horizon scanning Gathering external information Accessing external experts Checking/reporting work progress Solving problems Brainstorming Capturing lessons learnt <p>Internalisation</p>	<ul style="list-style-type: none"> Recording task allocation Organising meetings Storing & sharing files Sharing work Distributing project information externally <p>Combination</p>

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A puzzle

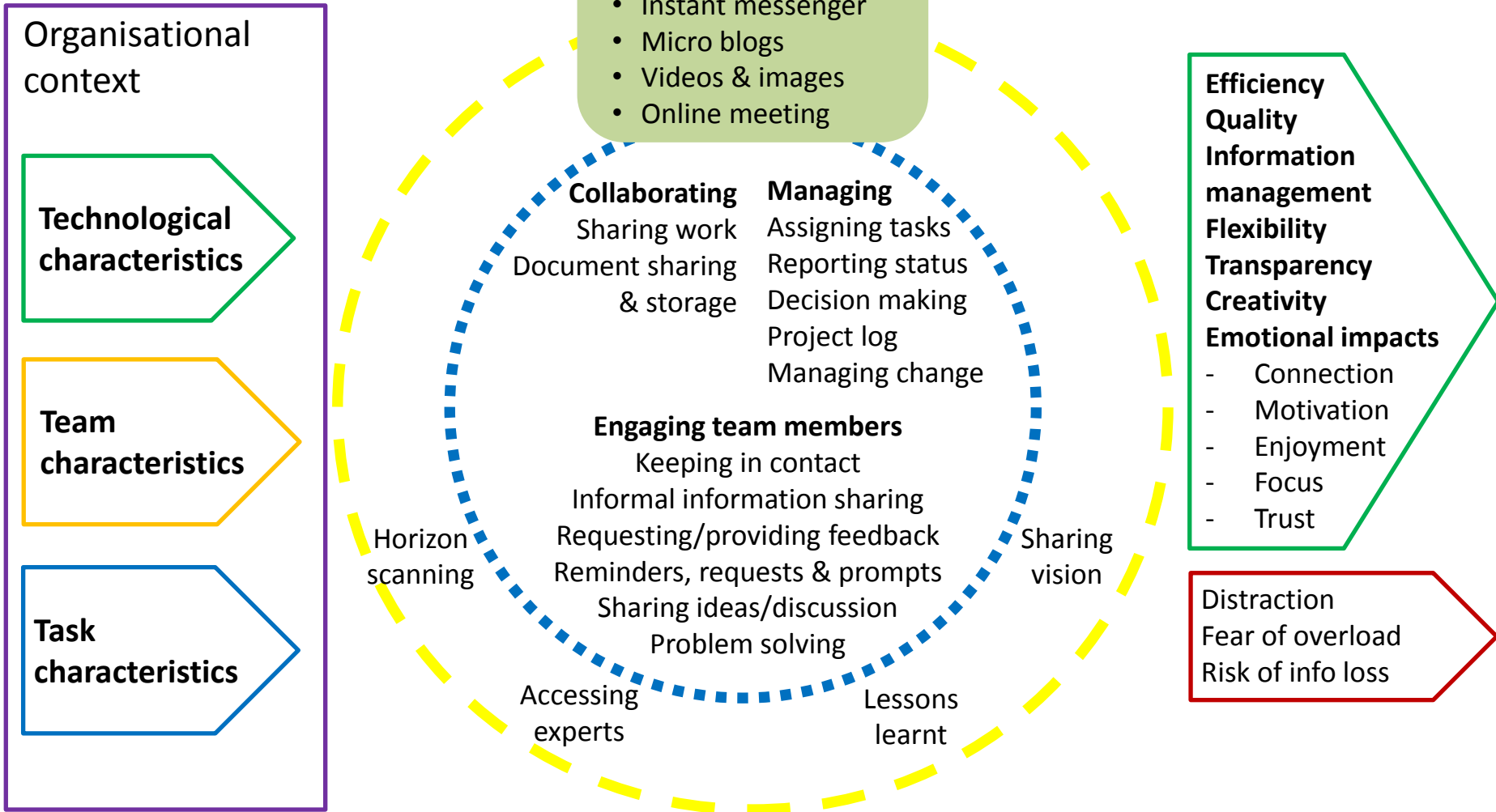


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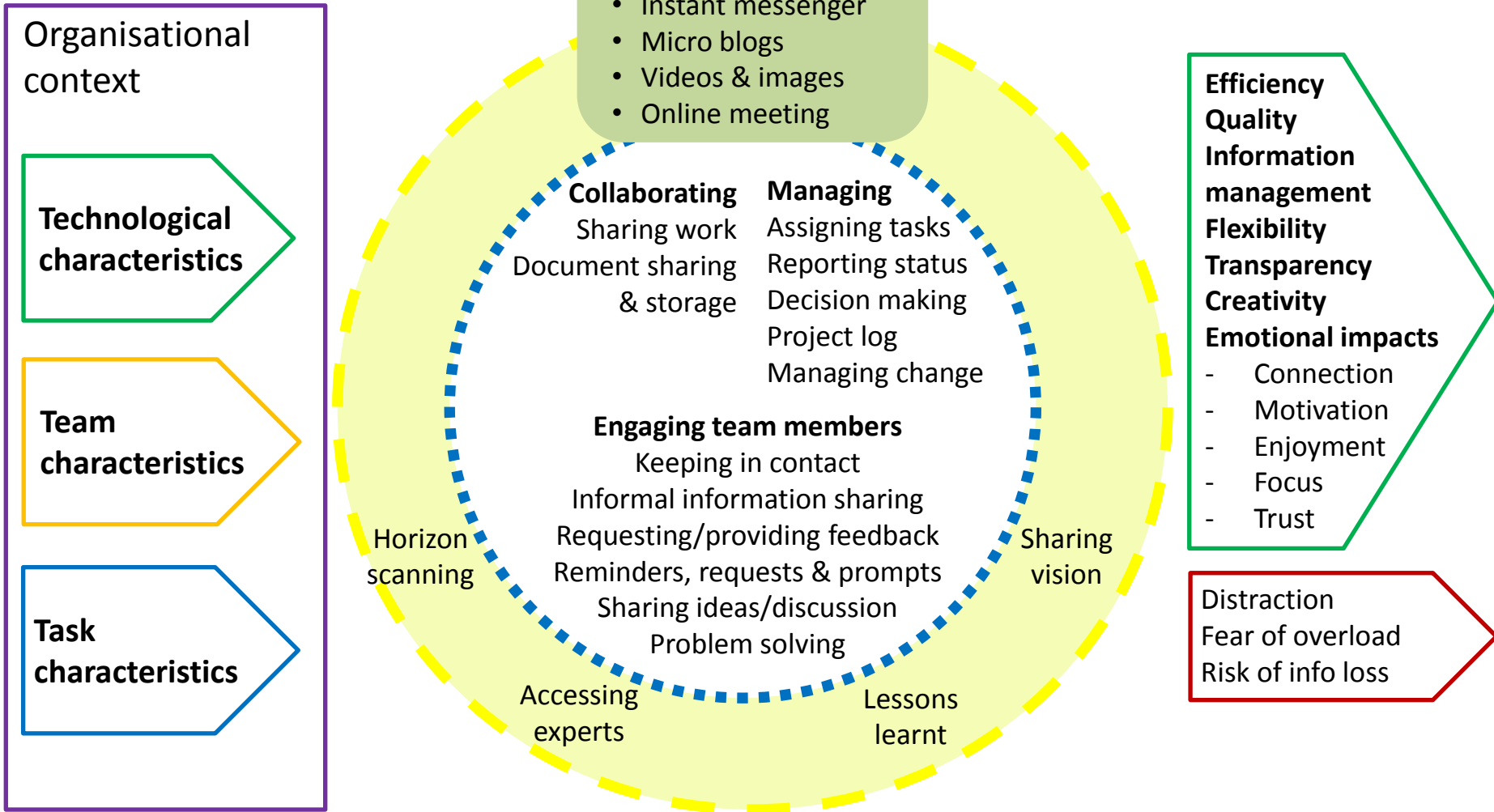
Practitioner research



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Project as an action process



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A puzzle



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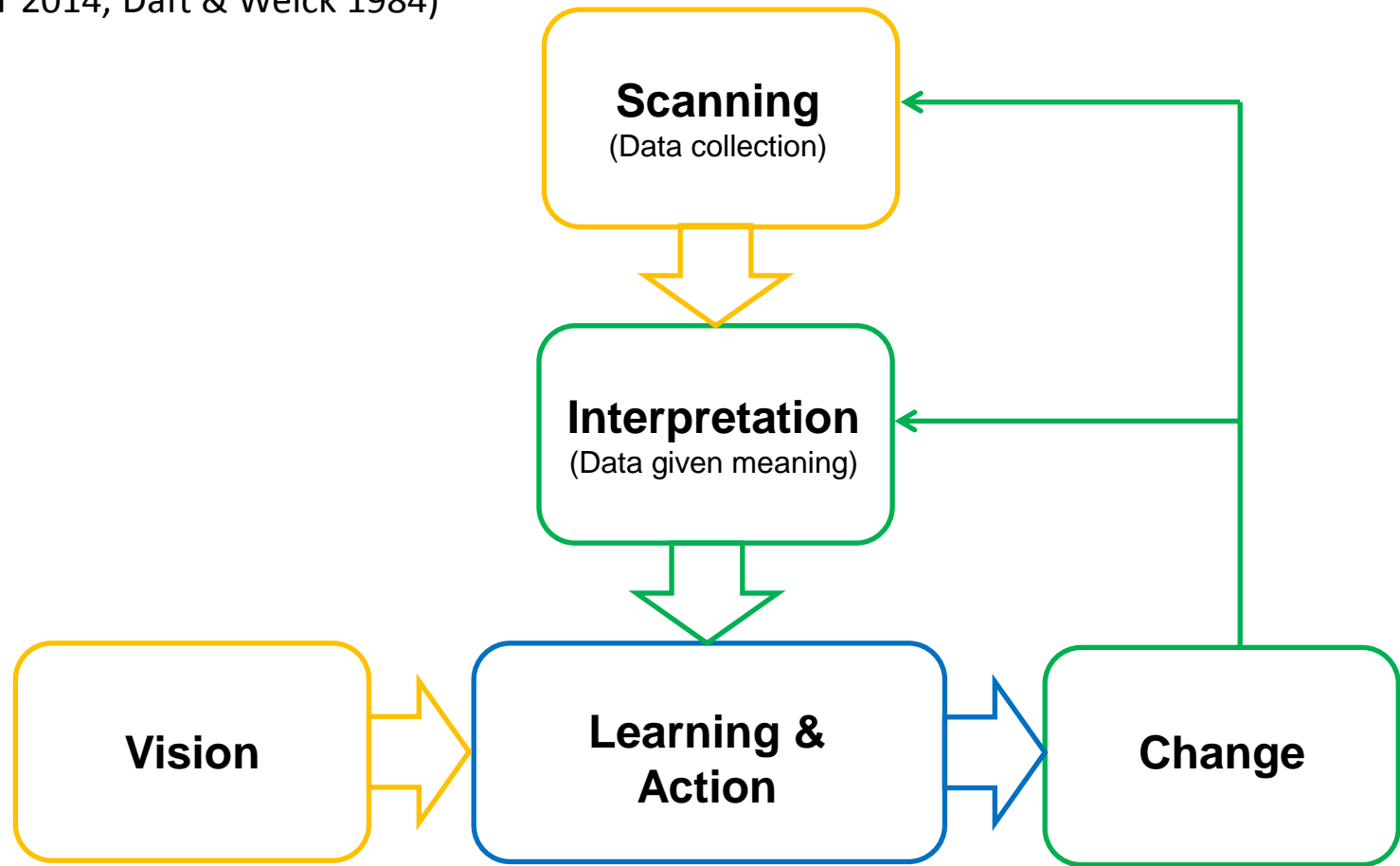
Findings



Conclusions

Project as a learning process

(Turner 2014, Daft & Weick 1984)



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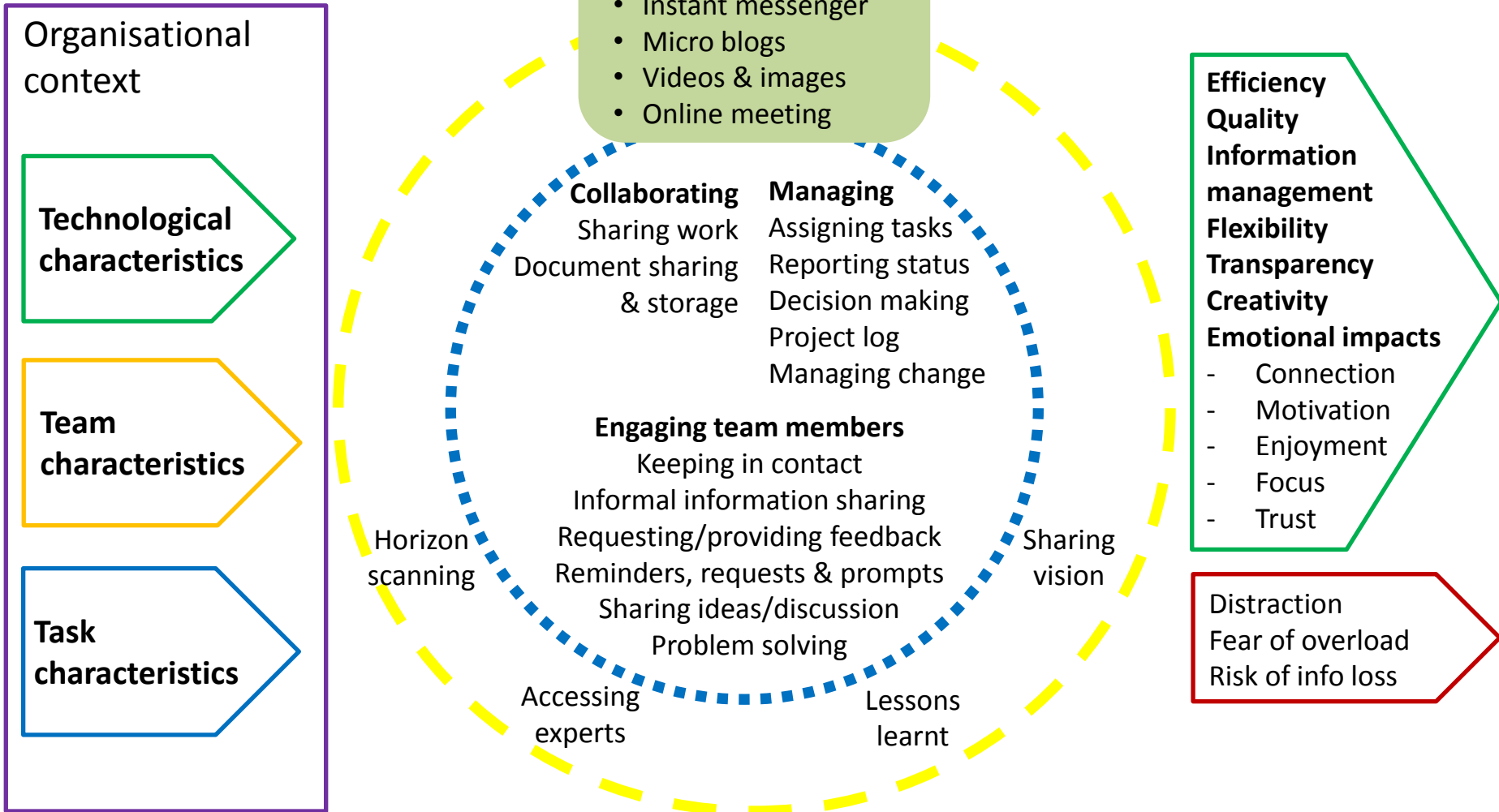
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Conclusions

Social media in project management

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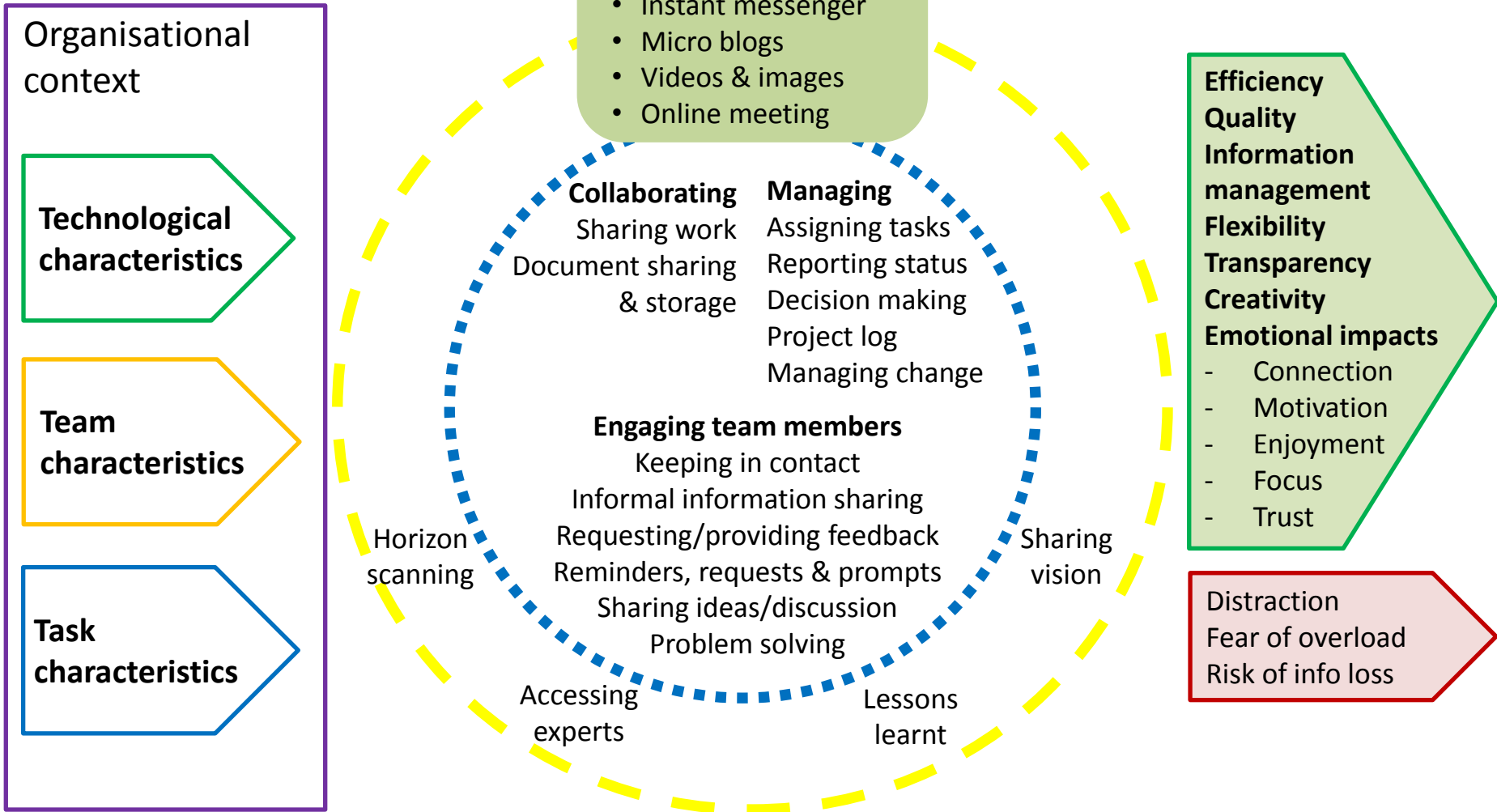


Findings



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Recommendations for practice

Use social media in project management to ...

Support disruption

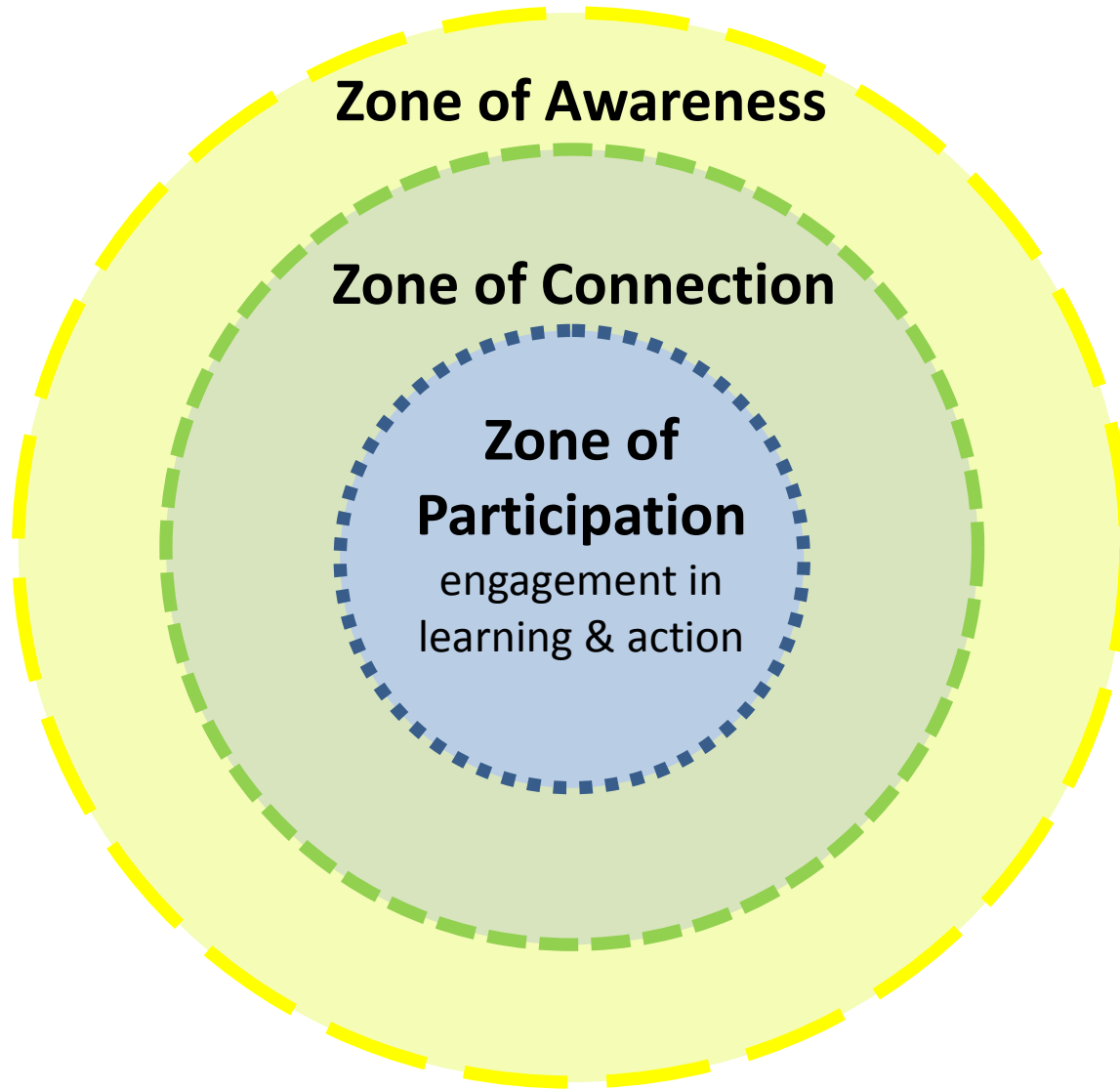
- Share ideas and new knowledge
- Request and provide feedback
- Capture learning
- Surface concerns and solve problems
- Communicate across project boundary

Make connections

- Connect team members to project
- Connect problems to solutions
- Project to external environment



Project communication



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————— A puzzle

————— Practitioner
research

————— Findings



References and further reading

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