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Research on project management

Digital disruptors and digital connectors
New Definitions

Project

“a temporary set of roles tied together by channels of communication to achieve change”

Project Management

“the art and science of achieving change by enabling communication, coordination and integration amongst temporary roles to convert vision into reality”
Projects as learning organisations

Vision

Learning & Action

Change

Interpretation
(Data given meaning)

Scanning
(Data collection)

Vision → Action → Reality
(Turner 1993)

Scanning → Interpretation → Learning
(Daft & Weick 1984)

Governing variables → Action strategy → Consequences
(Argyris and Schön 1974, Thompson 2005)
Three zones of project communication:

- Participation
- Engagement
- Connectivity
Solving a Puzzle

Social media - project management

A match made in heaven, or a waste of time?
Types of social media

- Blogs
- Social network
- Shared workspace
- Wikis
- Instant messages
- Online meetings
- Newsfeed/podcasts
- Micro blogs
- Events calendar/task scheduling
Framework

Connectivity

Engagement

Participation

Factors

Impacts

Blogs
Social network
Shared workspace
Wikis
Instant messages
Online meetings
Newsfeed/podcasts
Micro blogs
Events calendar/task scheduling
Findings

Connectivity

Engagement

Participation

Technology types
- Social network
- Shared workspace
- Instant messages & notifications
- Online meetings
- Video & image sharing
- Micro blogs

Benefits
- Efficiency (3)
- Quality (1)
- Information management (4)
- Flexibility (3)
- Transparency (3)
- Creativity (2)
- Emotional
  - Motivation
  - Connection
  - Enjoyment
  - Faster trust
  - Sensitivity

Concerns (5)

Organisational characteristics (2)

Technological Characteristics (8)

Team characteristics (8)

Task characteristics (3)
Knowledge creation

Traditional project management
Reich & Wee (2006)
SECI Model (Nonaka & Konno 1998)
Abductive strategy

Stage 1
- Generate data
- Interrogate data
- Develop constructs

Stages 2 & 3
- Scrutinise constructs
- Make theoretical connections

Validation
- Validate findings
- Modify / create theory

Induction
- Generate data
- Interrogate data
- Develop constructs

Deduction
- Generate data
- Interrogate data
- Develop constructs

Abductive strategy
A match made in heaven, or a waste of time?

* Benefits outweigh concerns
* Emphasis on ‘convene & coordinate’
* Changes the communication paradigm
  - Ideas, images, feelings, and perceptions more important than text
  - Inwards as well as outwards
  - Takes communication to people
Disruption & Connection

... we’ll manage it all on Basecamp and I’ll keep that all up to date for the client” (H)

“We use it as a way to complement the meetings and kind of fill in the gaps” (B)

“You can actually collaborate and kind of give feedback” (B)

“It kind of forces you to think about how you communicate and what you write ... so you don’t actually, kind of upset anyone” (T)

... it opens the door to an expert you might not even know is there” (Z)

“We had an unplanned issue, so one of my colleagues posted that on SSN, and I was able to see it straight away” (Z)

“If something happens late at night, you see the team jump on it [Slack]. And it’s a really nice team feeling, when you see oh someone go, oh let me just test that, and I’ll check that, and everyone pulls together.” (H)

“You do kinda get that connection and, trust, and y’know team spirit” (H)

“... simple text checking up how’s everyone...” (S)

“They expect the information to come to them” (J)
References


Association for Project Management 2014. APM web briefing - Social media in project management, is it a waste of time? Available online


Thank you. Questions?

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