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Project Management in Team Extension

by

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Project Management in Team Extension

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Abstract:

Introduction:

An attempt has been made in this paper to explain project management challenges in Team Extension outsourcing model.

In a Team Extension model, vendor organization becomes an extended arm of the customer organization. Usually Team Extension model will have geographically distributed teams. This model works on the principle of enabling the distributed teams and experts to work in tandem, from multiple locations worldwide, to achieve a common goal.

This paper talks about Project Management challenges which come up in Team Extension, and recommended solutions. All the explanations and examples provided in this paper are taken from an IT (Information Technology) outsourcing experience.

The problems presented in the sections below are picked from the author's experience in managing team extension engagements; with a major financial institution in the US and a Market Research firm in the US. The author has played the role of handling management of an extended team as well as played the role of a manager of an extended team.

Audience:

This paper is intended to project managers who want to take up management of extended teams, managers who are part of the extended team, customers and service providers who want to move towards team extension.

Area of Application:

Impact on 3 project management knowledge areas is analyzed in this article - Communication Management, People Management and Quality Management. Scope and Time management are subtly touched upon while talking about Quality Management.

Benefits:

Reading this paper will give an insight into:

- project management nuances in the light of team extension and how these issues can be addressed
- how to recover projects (executed in team extension model) which are going through rough times
- what are the steps to take, while setting up team extension engagements, for achieving guaranteed success

Some of the solutions presented here are tried out during the course of executing the projects and have resulted in project success. Understanding the issues and solutions presented here will alleviate some of the issues faced in outsourcing engagements adopting team extension, will help a great deal in minimizing the teething problems while setting up extended teams and will enable moving towards more successful project executions.

Issues and Challenges:

Some of the questions addressed in this paper are listed below. These are but a limited number of issues and challenges faced during execution of projects in team extension.

1. How communication management can be overcome when communication barriers come up among different members of the same team?
2. How cultural differences between the two teams can be addressed?
3. How to establish quantitative metrics capture and analysis between customer and service provider?
4. Someone is managing and someone else is accountable for metrics? How is this possible?
5. Whose fault is it for task slippage and who has to bear the cost of bringing the project back on track?
6. What are the challenges in conducting root cause analysis of problems?
7. What is the role of a PM in selecting the right set of people?
8. Why should the PM worry about the aspirations of the team members belonging to service provider organization?
9. How is the PM aware of the career paths provided at the vendor organization?
10. Attrition control is responsibility of customer PM or the service provider? What role does the PM have in controlling attrition?

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1.0 Introduction:

Team Extension is a type of outsourcing engagement model. This paper talks about some of the Project Management challenges which come up in team extension and recommended solutions. All the explanations and examples provided in this paper are taken from an IT (Information Technology) outsourcing experience.

In a Team Extension model, vendor organization becomes an extended arm of the customer organization. Usually team-extension model will have geographically distributed teams. This model works on the principle of enabling the distributed teams and experts to work in tandem, from multiple locations worldwide, to achieve a common goal.

The problems and solutions presented here are looked from a project management stand point. In most cases, project manager will be from the customer team. But there are also instances where the development team belongs to the customer and project management is outsourced to a service provider. For ease of understanding, this paper considers the most common case, of the customer handling project management. Vendor and Service Provider are used interchangeably in this paper.

This paper is intended to project managers who want to take up management of extended teams, managers who are part of the extended team, customers and service providers who want to move towards team extension. Reading this paper will give an insight into project management nuances looked in the light of team extension, how to recover projects (executed in team extension model) which are going through rough times, steps to take for achieving guaranteed success, while setting up team extension engagements. Understanding the issues and solutions presented here will alleviate some of the issues faced in outsourcing engagements adopting team extension, will help a great deal in minimizing the teething problems while setting up extended teams and will enable moving towards more successful project executions.

The reader should not try to distinguish if the problems and challenges are presented from a service provider view point or customer view point. The intent is to see project planning, execution and project monitoring aspects in the context of an extended team working for a project, understand why and what project management nuances arise in team extension and how to solve the issues, together as a team.

Impact on 3 Project management knowledge areas is analyzed in this article - Communication Management, People Management and Quality Management. Scope and Time management are subtly touched upon while talking about Quality Management.

Some of the solutions presented here are tried out during the course of executing the projects and have resulted in project success. There is more focus given on those solutions. Where ever specific project instances are quoted, the font is changed, to give the reader the distinction. Also to give completion to the paper, other possible solutions are also presented.

2.0 What is Team Extension?

In terms of project team: As mentioned above, in a TE project, members belonging to the vendor organization will become an extended team of the customer organization. Project Managers (PM), subject matter experts, analysts, designers, architects etc., will be from the customer firm. Developers will be from the vendor organization. Basically project members will be distributed across the vendor and customer organizations. Project delivery becomes a combined accountability. The customer owns the management and support related activities whereas vendor augments with Onsite/Offshore resources.

Contractually: PM (Project Manager) and the associated team members belong to separate organizations tied by a contract.

Communication: Each of the developer will have a one to one contact with the customer PM. Vendor and customer organizations will be in different physical locations and most likely in different time zones.

PM Roles and responsibilities: Customer project manager will be responsible for project scope, schedule and time management. At the vendor organization there will be one Operational Manager. Role of whom will be mostly operational in nature - ensuring smooth functioning of the project contractual obligations, staffing, logistics management, infrastructure management etc., Delivery success becomes a not so strongly stated but required expectation.

Work planning and tracking: In normal outsourcing models, the unit of work exchanged between a vendor and customer, will be at a milestone level or in a production support scenario, it will be at an application SLA level. The WBS level of planning and tracking will be completely owned by the vendor organization.

However in case of team extension, work transfer between the customer and vendor happens at this lowest WBS level.

In case of a maintenance project, incident/ticket management will be handled by the customer PM. This would involve, monitoring the queue, prioritizing requests and assigning the tickets to different team members, tracking progress, reprioritization and closure of tickets. Vendor team will be involved in providing the technical support to resolve the tickets.

If it is a development activity, the project life cycle phases get tightly coupled and distributed between two different organizations. Work assignment and tracking happen at the lowest levels of the WBS. Example illustrated in Figure 1 explains this concept better. This example shows how work distribution happens in the system testing phase of a project. Planning the test phase, assigning test activities will be done by customer PM. Actual testing and reporting of test results will be done by service provider team. Validating the results and giving a go ahead for release will be controlled by the customer. We can see here how the tasks are interwoven between the customer and the service provider firms.

Example:

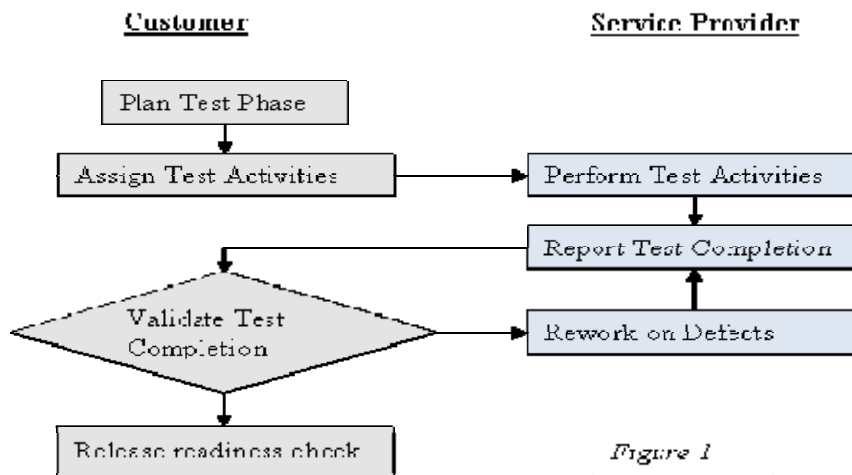


Figure 1

3.0 Why Customers go for Team Extension?

Some of the reasons why customers go for Team Extension over other models like total outsourcing, partnership etc:

1. In team extension, customer manages the team 100% which can prevent lot of outsourcing failures.
2. Team extension enables quick ramp-up of the team with less turn around time for transition.
3. Vendor mainly provides resource augmentation services, providing the client the ability to rapidly ramp-up/down.
4. Team extension facilitates the utilization of expertise available across global locations for the benefit of the project. It also facilitates involvement of specialist groups like Architects, User Experience Experts, Business Analysts, Quality Catalysts and such from different organizations who can together form a Virtual Team and deliver a better product.
5. The Extended Team Model results in cost optimization by leveraging lower cost locations.

From a risk profile point of view, customer organization feels very secure that the project management, subject matter expertise, technical analysis/design have not changed hands. By not shifting any of these roles they feel that project execution risks are minimized.

4.0 Project Management Challenges along with Solutions

Integrated project management gets difficult to do in team extension model. Following sections focus on communication, quality and people management aspects of project management.

The problems presented in the sections below are picked from the author's experience managing team extension engagements with a major financial institution in the US and a Market Research firm in the US. For the benefit of the reader, the issues and solutions are presented as a bulleted list of points. Every one of these challenges may not be faced in every team extension engagement. Similarly the solutions will have to be tailored to the specific engagement. Where ever specific project instances are quoted, the font is changed, to give the reader the distinction that these solutions are tested in real projects.

.1. Communication Management

Off-shoring can deliver work round the clock, along with significant financial savings. One of the most important challenges in making off-shoring work is to have an effective communication protocol. How is this more challenging in team extension?

In a team extension model, the communication hurdles come between different members of one project team. For any successful project, team member's proximity (or) collocation is very important. Close to 90% of project manager's time gets spent on communication.

Challenges out here:

- a) PM is monitoring and controlling the work remotely.
- b) There is little scope for quick, adhoc status checks. Meetings are usually virtual.
- c) Normally there will be geographically distributed teams. Different members of the team come from different cultural backgrounds. Accent, expression of communication will have differences, leading to misinterpretations.
- d) Team members will be working in different time zones. If we are talking about EST and IST time zone, the PM, technical and business analysts will be lagging behind a business day (approx. 10 hrs) in relation to the project team members. A PM should be thinking/acting ahead of the team. And here we will be left in a situation where the PM is lagging behind a day or two at any given point in time.

Scenario: It was a production support project for an application supported in US time zone. The team always used to have free time on Monday's as India Monday time is still Sunday in the US. If the PM had

not planned for work on Monday and if the ticket queue was empty, then the team was at loss about what to work on.

- e) There will be about an hour or two overlap. Overall communication within project teams reduces to 12-15%, considering email communication as well.
- f) There will be many one-one interactions between the vendor teams and customer teams. Ex: Each developer has to update status to the PM. In a normal project scenario, each and every individual in a project team will not interact directly with the customer.

Does it mean that there are no ways of working around communication issues in this model?

Not really. Following solutions are recommended, which yield good results in terms of overcoming communication challenges:

1. Establish a **good communication protocol**. Following protocol was tried out in a maintenance support Team Extension model:
 - a. Introduced daily standup meetings between onsite and offshore where the team members will join the call from their workstations. This ensured that time is not wasted in attending the calls from a conference room.
 - b. Chat was used as the medium of informal/quick chat among team members.
 - c. Common work tracking system was maintained, where team members are assigned tasks, they update percentage completed and that will flow back into the project plan.
 - d. Instead of every developer having a one-one communications with the onsite team, a "lead" was introduced in the development team. This ensured a single point of contact for the customer PM. This reduced a lot of communication overheads, eased out communication barriers.
2. Educate the teams on working in a **global development team**. When the teams are coming from different cultural backgrounds, it is better to conduct explicit sessions on cultural differences creating a better understanding between the two teams.
In one of the engagements started with a customer who had never offshored work before, following activities were taken up:
 - a. A session was conducted on Best Practices in Global Development. A representative from the Leadership team presented the global picture, strategic considerations to offshore, learning from successful teams, traps to avoid and why communication is the #1 challenge. Post this session, customers got a very good insight on what they need to be prepared with.

- b. A practice was introduced where the photographs of team members are shared with each other so that there is a face attached to a name.
 - c. Also the teams used to share photographs of the events held at onsite/offshore, to get the feeling of one team.
 3. Train the PM to do the **planning in a more forward looking manner**. Project plan should be maintained at a good detail and shared and understood by all team members. Solutions tried in a Team Extension engagement involving 12 independent tracks:
 - a. Installed MPP on the developer machines and trained the team members how to update the plan.
 - b. Explained the problem of slack time(usually on Monday's), to customer and asked the customer PM to plan for 3 types of activities:
 - i. The tactical day to day work
 - ii. Activities which are of longer term spanning across multiple weeks. These included development activities which the end user would have asked for and categorized as wish list items. These tasks will not have fixed any concrete timelines agreed with end users. At the end of 2-3 weeks the end users will have a pleasant surprise that one of the wish list items have actually been completed.
 - iii. Activities which should be taken up during slack times. Activities included application documentation, creating small utilities ex: code-builder, trouble shooting guide etc., building domain knowledge, taking technical trainings etc., This helped in launching a knowledge management portal, conducting quizzes among team members, conducting trainings which are beneficial for future upgrades of the applications being supported.
- So every Monday, if there were no priority tickets to take up, team had the other set of activities to work on.
- c. Team members should be given multiple tasks and the respective priorities, so that in case they get stuck with one, they have other things to work on. They can get started without having to check with the PM.

.2. Quality Management

Though the heading states quality management, scope and schedule management challenges get subtly covered in this section. The details are covered under 3 headings: Peer Review and Tracking, Metrics Capture and Root Cause Analysis.

Peer Review and Tracking:

Peer Review: Each of the team members in the extended team will be assigned tasks directly by the customer PM. In some instances, the team members may not be fully aware of what other members in the team are working on. Also no member is expected to take up the responsibility of reviewing the other member's work. So peer reviews may not happen for the work done. This will not be conducive to leverage the subject matter expertise of other team members, possibly resulting in poor quality deliverables. This might also be perceived as poor quality of developers in development team.

Tracking: Customer PM will be getting the status update from developers. Usually the PM is expected to probe, discuss and then arrive at the progress update for the task. Sometimes work completion details provided by the developers may not be accurate. PM should be able to validate the % completion updates provided by the team. Since the status update is happening to the customer, there could be a little hesitation to give an update on delays/issues. When the status update is happening, scope management has to be handled well: a check on scope creep by customer, scope adherence by vendor teams should be looked at in an unbiased way. Project timelines have to be modified accordingly. If the PM is only taking the status updates at the face value, then the project progress tracking may not be effective. This will lead to PM not able to take mitigation actions at the right time. This will also lead to escalations post the event.

Solutions:

1. All team members to be on the same page with regards to what everyone in the project is working on.

Daily stand up meetings and common work tracker mentioned earlier will solve this problem.

2. Educate the customer PM to allocate explicit time for doing reviews. Assign review activities to subject matter experts.

As a PM, when handling the customer development team, the issue of poor quality came up. Root cause seemed to be lack of peer reviews happening. When peer review task was explicitly budgeted in the project plan, the deliverable quality significantly improved and team members also started working more cohesively.

3. Do a progress check rather than take the status update at face value. This way, in case of delays/slippages, project manager can do a proactive problem resolution, rather than an after the fact escalation.
4. Come up with a process to tie individual status updates to the overall project update. In a development project scenario, the customer PM had to send the status update on Monday. Team members used to send status reports on Tuesday. The customer status report had issues in not being current/up-to-date. So the reporting was changed to Friday, so that on Monday the status update will be latest. As simple as it sounds, the solution was worked out after an escalation came up and the team started looking into what was the issue.

Metrics capture happens at the unit of work exchanged between the customer and the vendor. In a non-team extension scenario some of the metrics which can be defined are: schedule and effort variances of milestones, SLA compliance of tickets handled for an application. In the case of team extension, since the work exchange happens at a WBS level (or) at a ticket by ticket basis, metrics capture also should be happening at the same level. Some of the challenges:

- a) Unclear goals for metrics capture. Data accuracy gets questionable.
e.g.: In a team extension engagement, there was a mix of development activities as well as production support activities. Schedule variance and effort variance were the metrics defined. Production support was the activity that was carried on in that particular month. Schedule variance came to be zero, but the user community had a lot of escalations on service quality. The cause was, schedule variance used to be calculated from the time a ticket is assigned by the PM to a team member, till the time it is resolved. For the end customer, problem was that the ticket is not being responded as per their expectation.
- b) Since the major structural difference in a Team Extension model is that the project manager and the project team belong to different organizations, PM will not be collecting/analyzing the metrics. Service Provider teams are expected to take up this activity. So someone is managing the project and someone else is accountable for metrics analysis? Showcasing project performance improvement by working on the action items of metrics analysis will become the responsibility of service provider. But project planning itself is controlled by the customer.
- c) It becomes difficult to leverage vendor organization process maturity.

Solutions:

1. Define the goal of collecting metrics and identify responsible persons for metrics capture and analysis.
Quality specialist who will be responsible for auditing the metrics goals and will be instrumental in getting metrics captured on time is identified.
2. TE means NO unit of work exchanged between teams. This exchange is only at individual level - that too a very small unit of work; joint responsibilities, etc., as if all members are in one team. So define very clearly the unit of work to be used for metrics analysis, so that metrics capture can be unambiguous. Otherwise signing up for SLA driven contracts will not be very effective in team extension models.
3. Use tools and well defined processes to enable accurate metrics collection. When metrics collection was becoming an overhead to the teams, following solution was worked out:
Same tool being used by customer and vendor, to
 - a) Create work requests
 - b) Capture estimation
 - c) Plan according to estimates agreed upon
 - d) Assign work
 - e) Capture actuals - in terms of dates and effortSharePoint tracker was used to manage work requests and everyone in the team had the same view of work being done in the team. Team which was involved in doing the development (or) team which was working on production tickets used to provide the estimates on work completion. This data used to flow into the activity scheduling done by the PM. SMC (Simple-Medium-Complex) Estimation methodology was followed so that estimates provided have data to back up.
Weekly Status Report was changed to the same format used in metrics capture. This reduced duplication of work to the team members, familiarity of data for the project manager,
4. Educate the customer PM and the vendor team on the importance of metrics collection, what to collect and how to collect, how to validate the data collected. Make metrics analysis a combined activity and not just a vendor responsibility and the customer only getting an update of the analysis. Some of the solutions tried out:
 - a. Every week weekly status report used to capture the same detail which was used for monthly metrics roll up. Having weekly meetings used to ensure that there are no surprises on the metrics collected at the month end.

- b. Introduction of the practice of doing metrics analysis, together as a team proved very beneficial. This ensured that there is mutual consensus on what the issue is and how to plan for the resolution.
 - c. Sessions organized doing role play of what to derive out of good metrics and how bad metrics will mislead the project execution used to throw light on the importance of metrics analysis.
5. Identify Process consultants to leverage vendor organization process maturity. When starting a new Team Extension engagement, a quality process convergence summit was held:
 - a. Convergence summit captured the best practices from both organizations and defined the life cycle process to follow, taking the best of both worlds. Process experts on customer and vendor side came up with a single, unified process manual which combines the best of both customer and vendor's processes. Everyone in TE team adhered to that.

Root Cause Analysis (RCA):

Project delivery becomes a combined accountability in Team Extension. If the work is successful, everyone gets a share of the success. If not, then it gets difficult to identify the root cause.

In one of the production releases, the release failed, there were lot of issues and the changes had to be rolled back. That was an important release and since it failed, it was decided to conduct a root cause analysis. Principle of 5 Why's was applied and the following possibilities for failure identified:

1. Why the deployment failed?
 - i. Because the release readiness was not effectively done by the **customer** team.
2. Why?
 - ii. Because the test report sent by the **vendor** team was not accurate.
3. Why?
 - iii. **Customer** PM did not plan for enough time for testing.
4. Why?
 - iv. Because the **vendor** team did not complete development on time, resulting in crunched testing timelines.
5. Why?
 - v. Because the **customer** requirements kept changing.

Point to be observed here is, every time the reason given is questioned, the cause of failure toggles between customer and vendor teams. In the scenario mentioned above, the RCA was done by the vendor firm and the analysis stopped at point #5 and was presented to the customer PM. Customer PM did not agree with the analysis presented because of the following reasons: She was not involved in doing this analysis. Her point was that she should be part of this discussion and not just get the outcome of the discussion. Second point she argued on was data. How many times requirements kept changing? Since the development team was not managing the project plan or the change request tracker, all of this was captured in emails/phone conversations. That made the justification for too many change requests, weak.

The point to note here is, depending on where the questioning ends and who has the most power to defend, the root cause will be finalized. So the root cause may not always result in identifying the real cause of the failure.

Solutions:

1. Make it clear to both the teams that the RCA is done to improve project performance and not to pinpoint someone for the cause of failure.
2. Educate both groups on the spirit and process of doing RCA.
3. Have an unbiased arbitrator moderating the RCA discussions.
4. Award teams who have been able to take corrective actions. So the fear of getting blamed will reduce and the focus will be on getting incentives on showcasing improvement.
5. Do not tie RCA to an individual's performance. Make it as team activity.

When the above solutions were tried RCA started turning into healthy discussions, where neither the team members nor the PM had any inhibitions in accepting their mistakes.

.3. People Management

People in the project team belong to both customer and vendor. However, since the project management is happening at the customer site, some of the challenges involved in managing people at the vendor organization are looked at. Some of the aspects of people management that can be considered:

- a) Staffing the project with the right set of the people
- b) Leaves and time-offs

- c) Performance appraisals of team members
- d) Aspirations and career opportunities
- e) Training and organizational activities

Some of the questions which will give an idea of what are the challenges involved in people management:

1. What is the role of the PM in selecting the right set of people for the project? This question is relevant because procuring people and staffing are handled by the vendor organization. Whereas the client PM is more knowledgeable of the work to be done, he/she will have a good idea of what kind of profiles to look for. Once a person is staffed, can the customer PM re-assess and confirm whether person fits the role or not?

Scenario: When managing the customer team, the service provider PM was assigned people from the customer organization as part of the team. PM had no say in choosing the people of the right profile.

This led to a lot of issues in meeting the timelines and testing quality of the product. Similarly while managing an extended team, the customer PM at times would have issues with the profile of the person identified. PM would insist on interviewing the person identified. Cycle time to source the right profile used to be 1.5 times more than the usual time taken.

2. What are the sensitive aspects involved in asking/granting/rejecting vacations and time-offs of people. If the leaves get rejected, who will be the point of escalation? If too many leaves are being asked for, again who will be the point of escalation, how to quantify the impact of the same on the project.

3. It is the PM who approves the leaves of team members. In this case as the PM is at the client place sitting in a remote location, turn around time for getting leave approval will be more, especially for short/unplanned leaves.

Scenario: Managing a Service Provider team posed an interesting issue of who should approve the leave and what should be the approval workflow. Should the service provider manager first approve and then the customer PM will approve or vice-versa. On what basis can the service provider manager approve/reject leaves? This person is not handling the day to day activities of the project? And for short unplanned half a day leaves, how many approvals to seek?

4. Why should the customer PM worry about the aspirations of a team member? What are the limitations of the PM in fulfilling these aspirations?

Scenario: Team member wanted to go for 5 day training on a technology which is not relevant to the application being supported, but is required for his career growth.

5. What kind of time customer PM should budget to assess and provide feedback to the team members? Who at the vendor side will be able to validate this feedback? To elaborate further, who is involved at the vendor organization to monitor the day to day tasks and subsequently validate/assess how the team member is performing? Does it mean that most of the times, feedback will get biased towards customer perceptions - appreciations or frustrations?
6. How is the PM aware of the career paths provided at the vendor firm?
Scenario: Should the customer PM release someone from the project in order for them to pursue a better opportunity?
7. How will the customer PM know of all the trainings being conducted in vendor organization? At whose cost should people be sent for these trainings?

As difficult and pessimistic as the above questions sound, people management is the most difficult aspects in a Team Extension model. But all the above are very practical issues, which come up as the engagement completes 4-6 months. If not addressed adequately, these will result in a lot of escalations, dissatisfaction among team members, subsequent increase in attrition, which again leads to escalations. This vicious cycle continues.

Well, as always there are some solutions which can be looked into:

1. Define the job profile of the people in a pre-defined format, with as less subjectivity as possible, while providing the details of the kind of person required for this task. This will avoid to a lot of back and forth transactions between the two firms.
2. Share Leave policy with the customer. Share holiday calendar in advance and sensitize on certain times of the year when more people tend to take leave.
It was informed to customer that during Diwali (Indian festival) time, people would be planning to go to their native places. So leave plans were finalized before hand and adequate backups were identified.
3. Define leave duration for which PM approval is required.
Upto 2 days leave could be taken without seeking customer PM approval.
4. Define one of the responsibilities of customer PM to provide timely feedback of team members. Feedback to be justified with data and to be based on mutual consensus.
5. Plan for people managers at vendor organization, handling manageable size. E.g.: Do not plan for 1 person handling 70 people. This person will collaborate with the customer PM on people management aspects and will be responsible for ensuring people satisfaction in vendor organization.

6. Induction to team members: Planned for induction sessions to the people getting into this type of engagement so that they are aware of some of the protocols.

5.0 Conclusion

Customer firms will have IT (Information Technology) department as an enabling function. However for the software consulting firms IT is their core competency. Care should be taken to ensure smooth landing for both firms, without which the chances of projects getting into more fire fighting mode, lack of clarity on roles and responsibilities resulting in blame games, increased people dissatisfaction levels etc., will surface. Leadership teams at customer and vendor organizations have to think through the right set of processes, tools and people practices to be in place before starting the engagement. This will ensure the best practices from both firms are leveraged. Also adequate trainings and timely checkpoints have to be planned for long term success of the team extension engagements.

The key for TE model success is:

- To have a common goal and bring in the spirit of one team.
- Imbibe mutual trust and ownership among the team members.
- Focus on communication aspects and people management aspects.
- Provide enough education on project practices. Achieve cohesive planning and tracking between the two teams involved in project execution.
- Define strong processes and achieve 100% process compliance.
- Plan for the right kind of investments from both firms, in terms of processes, tools and relevant roles, trainings etc., The investment may be more in the beginning of the engagement, but will result in long term relationships.
- Try to win over problems by creating more reward-recognition schemes.
- Plan for operational management at the vendor organization.
- Define customer satisfaction measures with both the teams and plan for a 2 way feedback.

6.0 Definitions, Abbreviation and Acronyms

Acronym	Description
TE	Team Extension
PM	Project Manager
RCA	Root Cause Analysis
IT	Information Technology

5.0 References

Item	Description
Project experience	Experience in handling an offshore development center
Project experience	Experience in managing project to develop a market research engine.

6.0 Acknowledgements

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Biography of the authors

Author of this paper is Ramadevi Lanka, working as a Principal Consultant at MindTree Limited. Have 12+ years IT experience. Played the roles of project manager, program manager, project management consultant, offshore development centre manager. Rama has experience in maintenance projects, development projects, migration projects and consulting assignments. Among the projects managed at MindTree she has been instrumental in defining the program office charter, process definition, conducting project reviews to enhance the customer satisfaction and deliverable quality, creating an eco system for knowledge sharing, technology management. Her core area of expertise is in managing delivery of offshore based projects with an excellent customer focus, in the area of internet technologies.

Rama is Project Management Professional (PMP) certified and APICS Basics of Supply Chain Management certified, completed Insurance 101 training. Rama holds a Bachelor's degree in Computer Science and Engineering from S.J.C.E, Mysore University, Karnataka-India.