



Offshoring Management - Avoid Out Of Sight, Out Of Mind Syndrome

Management has plenty to focus on these days. Nothing goes smoothly all the time. When the problem du jour consumes a U.S. management team, offshore activities can too often be left to operate in a vacuum. This situation is particularly true when the U.S. management and technical personnel have "other" responsibilities in addition to overseeing or helping the offshore organization.

When the offshore team senses that you are too busy with other issues, generally they will not push hard and aggressively get your attention to get a solution. They will try their best to develop a work around and try to solve it on their own - which they may not be able to do. Depending on the nature and severity of the problems that distract management, the situation offshore can become very severe before it hits your radar screen.

But by then, significant damage may have occurred. "I didn't hear anything about it and assumed that everything was OK," your U.S. team members offer in their defense. But how could they hear about it? They were too swamped to listen. Explanations and excuses always exist, but not only don't they solve problems, they don't prevent them.

You need to have escalation and other management processes in place and create an environment where your offshore team feels comfortable to bring forward issues, regardless of how busy you are. In addition, a regular program to review offshore projects from a process and procedure viewpoint can prevent this situation and assure that U.S. and offshore teams remain aligned and in sync.