



Offshoring Management - Avoid Costly Process Deterioration When Managing Offshore Projects

If you are responsible for managing offshore projects, you should be aware that even when your initial offshore projects work well, problems can enter the picture over time. When your domestic team has a problem, someone from one cubicle can walk a few steps to discuss it with someone in a nearby cubicle. But when continents and time zones separate the teams, processes must be razor sharp and maintained religiously or they will tend to break down.

The companies that use offshore resources most advantageously will tell you that they periodically review all processes to assure that the offshore resources are meeting their goals and that operations are smooth both domestically and offshore. Typically, symptoms of broken processes include time and cost problems, politics between domestic and offshore groups, and breakdowns in teamwork.

Offshoring management should include periodic audits to identify and correct such problems. While this is a good business practice, it is particularly applicable in the current environment where offshore vendors are experiencing very high rates of growth and turnover of staff is now the norm.

It is vital to address problems before their correction becomes too costly in terms of time, money, and interpersonal relationships. When problems are allowed to persist for too long, correction may no longer even be possible and companies and their offshore resources sever their relationship. This would represent mutual failure. Your offshore resource wants to do a good job and is likely to be at least as frustrated as you are when a lack of direction and flawed processes interfere with its ability to perform.