

COMMUNICATION DYNAMICS AND GENERAL MANAGEMENT APPROACH FOR THE V2V PROJECT (ANALYTICAL REPORT)

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1. Introduction

This report shows the result of the analysis conducted to determine the communication dynamics and general management approach for the V2V project¹. V2V project partners received the first feedback survey in May 2022 to assess the communication dynamics and general management approach for the V2V project. The results will be used to help Association HVC² and the project leader identify any potential or current issues so the latter may take actions for resolution.

In the process of data collection, a survey was sent to 30 participants. All project partners were requested to complete the survey by 31st May 2022. 13 participants filled out the survey, which presents the 43% response rate³.

In the following chapter, we present frequency distributions as well as descriptive statistics of respondents' answers.

Descriptive statistics were used to describe the basic features of the data in this survey such as Mean, and Standard Deviation. The descriptive statistics used in this report is to simply describe what the data indicates in a more general sense and in a more manageable form. The Mean is used to describe the central tendency of the collected data in this research. As the questionnaire scale ranged from 1 (Completely dissatisfied) to 5 (Completely satisfied), a higher mean score reflects responses that indicate higher satisfaction of respondents. The Standard Deviation used to show the relation that set of responses has to the mean of the sample and serves as a statistical measure of variation in this data distribution.

¹ VET to VET Capacity Building in Western Balkans (V2V).

² Association of Slovene Higher Vocational Colleges – Association HVC (Skupnost višjih strokovnih šol Republike Slovenije).

³ Response rate, also known as completion rate or return rate, is the number of people who answered the survey divided by the number of people in the sample.

2. Satisfaction or dissatisfaction with items

Table 1 compares the ratings of the responses received from the targeted sample of this research. The results clearly show that the majority of respondents were satisfied or completely satisfied with the project. Moreover, on average the respondents were most satisfied with the project **management process** (4.8), followed by the **amount of information they received during the project regarding status, problems, and progress** (4.7) and **deliverable dates which were/will be met according to the project plan** (4.6). On the other hand, the only thing which could be improved is the level of **involvement of the other partners** (3.8), which has some room for improvement.

Table 1: Descriptive statistics for the items measured in the following question: "Please indicate your satisfaction or dissatisfaction with the following statements?" Sorted by column "Average".

Note: The question was measured on a five-point Likert scale from 1 - Completely dissatisfied, to 5 - Completely satisfied.

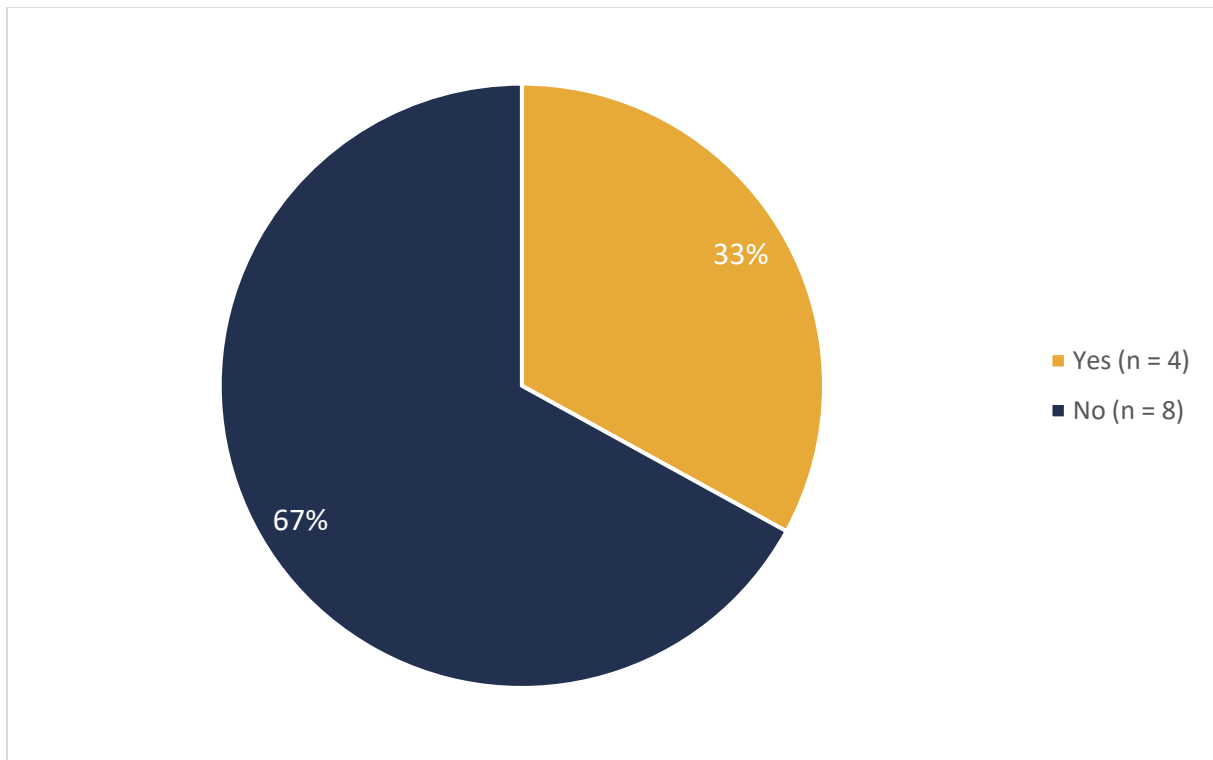
Items	Completely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Completely satisfied	Total	Average	Standard deviation
Project management process.	0 0%	0 0%	0 0%	3 25%	9 75%	12 100%	4,8	0,45
The amount of information you received during the project regarding status, problems, and progress.	0 0%	0 0%	0 0%	4 33%	8 67%	12 100%	4,7	0,49
Deliverable dates are met/will be met according to the project plan.	0 0%	0 0%	0 0%	5 42%	7 58%	12 100%	4,6	0,51
Level of involvement of your organisation.	0 0%	0 0%	0 0%	6 50%	6 50%	12 100%	4,5	0,52
	0	0	0	6	6	12	4,5	0,52

Items	Completely dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Completely satisfied	Total	Average	Standard deviation
Quality process used during the project.	0%	0%	0%	50%	50%	100%		
Problems have been addressed and resolved in a timely manner.	0 0%	0 0%	0 0%	9 75%	3 25%	12 100%	4,3	0,45
Project's ability to meet the set expectations.	0 0%	0 0%	0 0%	8 67%	4 33%	12 100%	4,3	0,49
Level of involvement of the other partners.	0 0%	0 0%	3 25%	8 67%	1 8%	12 100%	3,8	0,58

3. Communication problems encountered during the project

The next question was related to communication problems respondents may encounter during the project. The results show (Figure 1) that two-thirds (67%) of the respondents reported that they had no communication problems and one-third of the respondents had reported communication problems.

Figure 1: Distribution of respondents' answers to the question "Were there any communication problems encountered during the project?" (in %).



All respondents that had reported that they encountered communication problems, were also presented with the following open-ended question »What communication problems were encountered, and how could the project management have done better in this area?«. Out of four respondents who encountered communication problems, all of them answered these questions. The answers are presented in Table 2 on the next page.

Table 2: Respondent's answers to the following open-ended question »What communication problems were encountered, and how could the project management have done better in this area?«.

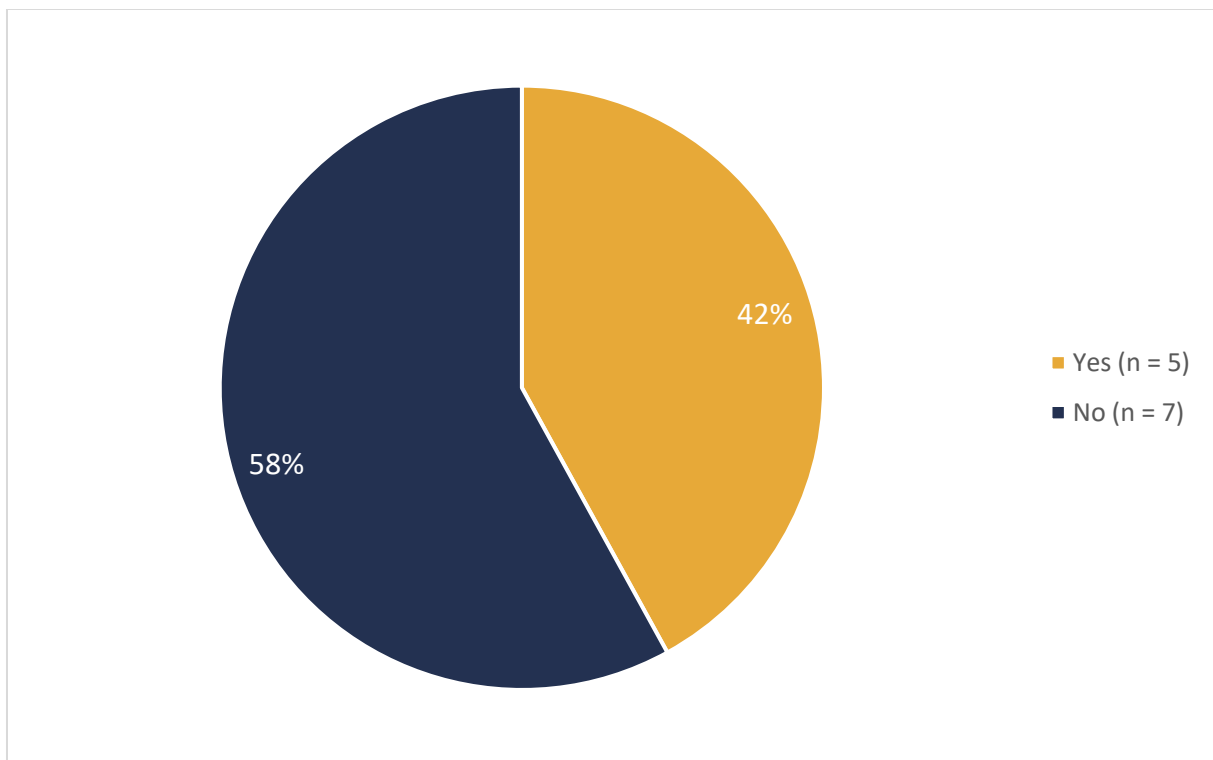
huge problems in communication between us and twin partner. and therefore also in the results. the pm assisted very well but these problems can only be solved if both partners recognise these. i believe we can go along now thanks to extended talks with the partner colleagues who do speak english and are not afraid to share the sorrows within their organisation. huge cultural differences are a challenge and are difficult to see in advance
a few language and translation issues especially at the beginning - not all the partners staff involved is fluent in english. it improved along implementation
there were english communication problems between twin organizations netherlands-bosnia. the wb partner need to involve proficiency english speaking staff in the project to support project management and communication at international level.
some partners have sent participants to the meetings without proper english skills. all the partners should send at least one participant with proper english skills.

From Table 2 we can observe that lack of “proper English skills” of participants and “cultural differences” were the main culprits for the communication problems encountered during the project. In order to avoid this problem, project management should send participants with good English skills. The respondents did not offer a solution for “cultural differences”.

4. Organisation problems encountered during the project

Participants were also asked if they encountered any organisation problems during the project. We can observe (Figure 2) that more than half (58%) participants did not encounter any organisational problems. However, there were still more than two-fifths (42%) of respondents who encountered organisation problems.

Figure 2: Distribution of respondents' answers to the question "Were there any organisation problems encountered during the project?" (in %).



All respondents that had reported that they encountered organisation problems, were also presented with the following open-ended question “What organization problems were encountered, and how could the project management have done better in this area?”. Out of five respondents who encountered organisation problems, all of them answered these questions. The answers are presented in Table 3 on the next page.

Table 3: Respondent's answers to the following open-ended question »What organization problems were encountered, and how could the project management have done better in this area?«.

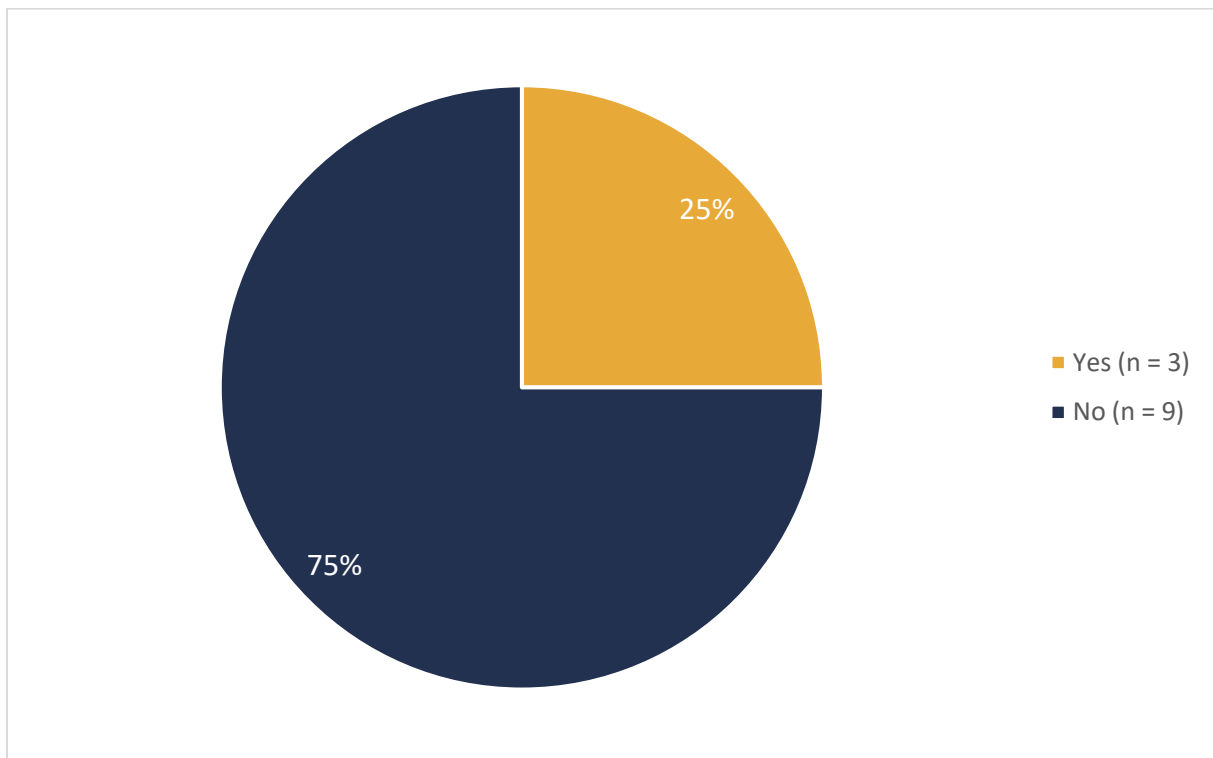
long term illness of one of our own project management colleagues assistance of the pm was excellent
visa requests by wb partners were sometimes delayed, thus causing rush processes or missed mobility - project management addressed the issue promptly whenever needed.
two organizations changed the project staff during project implementation. the transition to the new staff took some time (for a partner more time) but it was managed successfully. now all teams are working effectively with high committment and motivation.
the key personnel changes in partner schools in montenegro and croatia. coordinator handled very well these issues and project has reached its goals so far.
the key pethe main organization problem concerned the visa request, necessary for kosovar partners. hardly ever the request was sent in due time to embassies, and this caused stress, missing participants to some mobilities or the delay of some mobilities. the project management could have been more prompt and could have tackled the issue in a timely way, asking to the interested partners to start the procedure in due time.rsonnel changes in partner schools in montenegro and croatia. coordinator handled very well these issues and project has reached its goals so far.

From Table 3 we can observe that problems with delayed “visa request” and “personnel changes” were the main reasons for organisation problems. Nevertheless, the project management assistance was excellent and problems were addressed promptly and in most cases very well.

5. Structural problems encountered during the project

With the last question, we wanted to know whether participants encountered any structural problems during the project. We can observe that only one quarter (25%) of participants encountered structural problems.

Figure 3: Distribution of respondents' answers to the question "What structural problems were encountered, and how could the project management have done better in this area?" (in %).



As we were interested what structural problems these three participants encountered and how could project management have done better, they were presented with the following question “What structural problems were encountered, and how could the project management have done better in this area?”. The answers obtained are presented in Table 4 on the next page.

Table 4: Respondent's answers to the following open-ended question »What structural problems were encountered, and how could the project management have done better in this area?«.

the huge cultural differences between west balkan and eu lack of language skills on the higher level at wb
with the exception of the postponement of the start of the preparatory activities due to the corona virus pandemic, there were no other problems.
this project is very demanding also for eu-partners. this kind of project stucture, with many activities going on all the time, is very demanding and sometimes confusing for the wb-partners. next time we should make simpler structure.

Based on Table 4, we could say that “cultural differences”, “language skills”, and “complex project structure” were the main reasons for the structural problems of participants.

6. Other questions or comments

At the end of the questionnaire the participants had the opportunity to ask any other question or add a comment regarding the project. Their answers are gathered in Table 5.

Table 5: Respondent's answers to the following open-ended question »Do you have any other questions or comments?«.

think it is a challenging project but esp the pm is doing a great job!
we are grateful for the opportunity to work with such professionals like our partners from apro formazione, with their knowledge, experience and leadership this project is well on track.
everything is going right and well.
project v2v - capacity building in the western balkans is very useful for schools from the western balkans and a new and great experience
although project is demanding, it is very good project and we are happy to be part of it. thank you for excellent project management!
we hope to continue and cooperate in the future :-)
i think so far we\`ve been achieved what was designed in the project. all the partners are quite well involved and committed in project activities.

From the answers in Table 5, we could say, that participants are grateful for the opportunity to work with their partners, happy with project management, and also find projects very useful for schools.

Main findings

- The results show that respondents were **satisfied** or **completely satisfied** with the project as a whole.
- On average the respondents were most satisfied with the project **management process** (4.8), followed by the **amount of information they received during the project regarding status, problems, and progress** (4.7) and **deliverable dates which were/will be met according to the project plan** (4.6). On the other hand, the only thing which could be improved is the level of **involvement of the other partners** (3.8), which has some room for improvement.
- Two-thirds (67%) of the respondents reported that they had no **communication problems** during the project and one-third (33%) of the respondents had reported communication problems. Among those who reported communication problems, the main reasons for this problems were lack of »**proper English skills**« of participants and »**cultural differences**«. In order to avoid this problems, respondents suggest project management staff should send participants with good English skills.
- More than half (58%) of participants did not encounter any **organisational problems** during the project so far. However, there were still more than two-fifths (42%) of respondents who encountered organisation problems. These problems were the problems with delayed “**visa request**” and “**personnel changes**”. Nevertheless, the participants said that project management assistance was **excellent** and problems were addressed **promptly** and in most cases **very well**.
- Only one quarter (25%) of participants encountered structural problems during the project. The problems mentioned were “**cultural differences**”, “**language skills**«, and “**complex project structure**”.
- Overall we could conclude, that *participants are grateful for the opportunity to work with their partners, happy with project management, and also find project very useful for schools.*