



項目管理 Project Management-
Embracing China Opportunity

中國機遇

PMI(中国) 2016项目管理大会 | PMI (China) Congress 2016

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The World is Changing - China's Challenge in Meeting Project Demand and Delivery Capability

全球变化下的中国挑战和机遇——满足项目需求和交付能力

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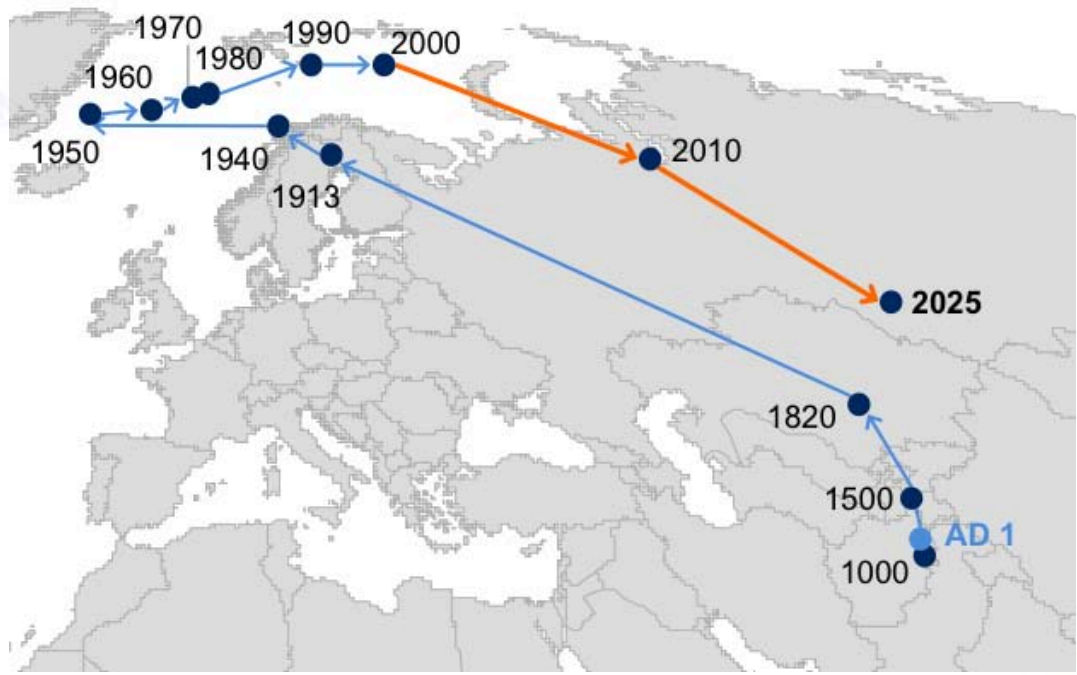
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The World is Changing 日新月异



Evolution of the Earth's Economic Center of Gravity

全球经济重心变迁



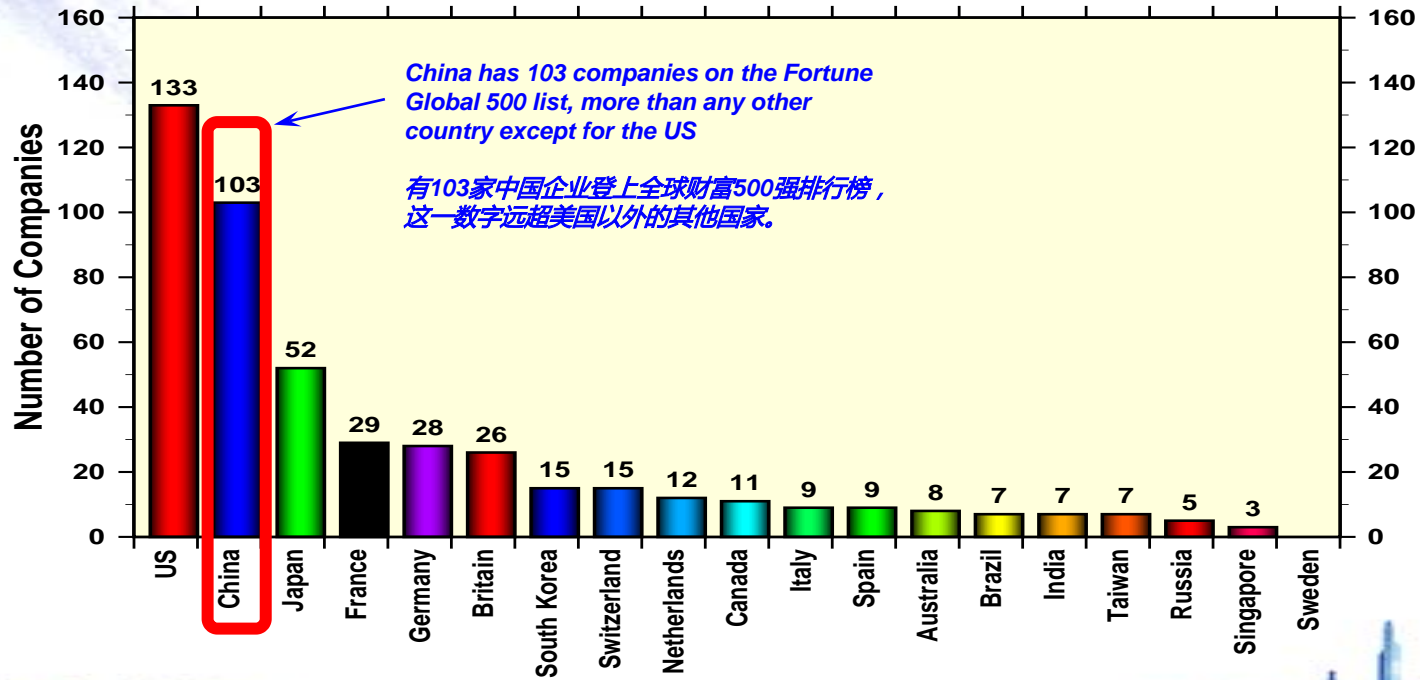
Source: McKinsey



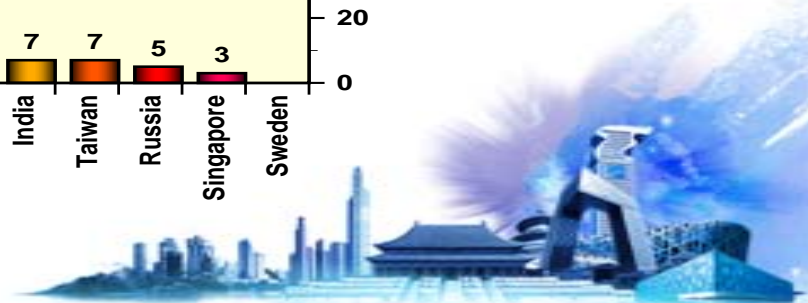
Competition is Increasingly Global

全球化竞争加速

Fortune Global 500 Companies by Country in 2016



2005
 USA: 176
 Japan: 81
 China: 16



The Power is Shifting

商业力量角逐

Top 10 Companies Global 500

2005

1. Wal-Mart 
2. BP 
3. Exxon Mobil 
4. Royal Dutch Shell 
5. General Motors 
6. Daimler Chrysler 
7. Toyota 
8. Ford Motor 
9. General Electric 
10. Total SA 

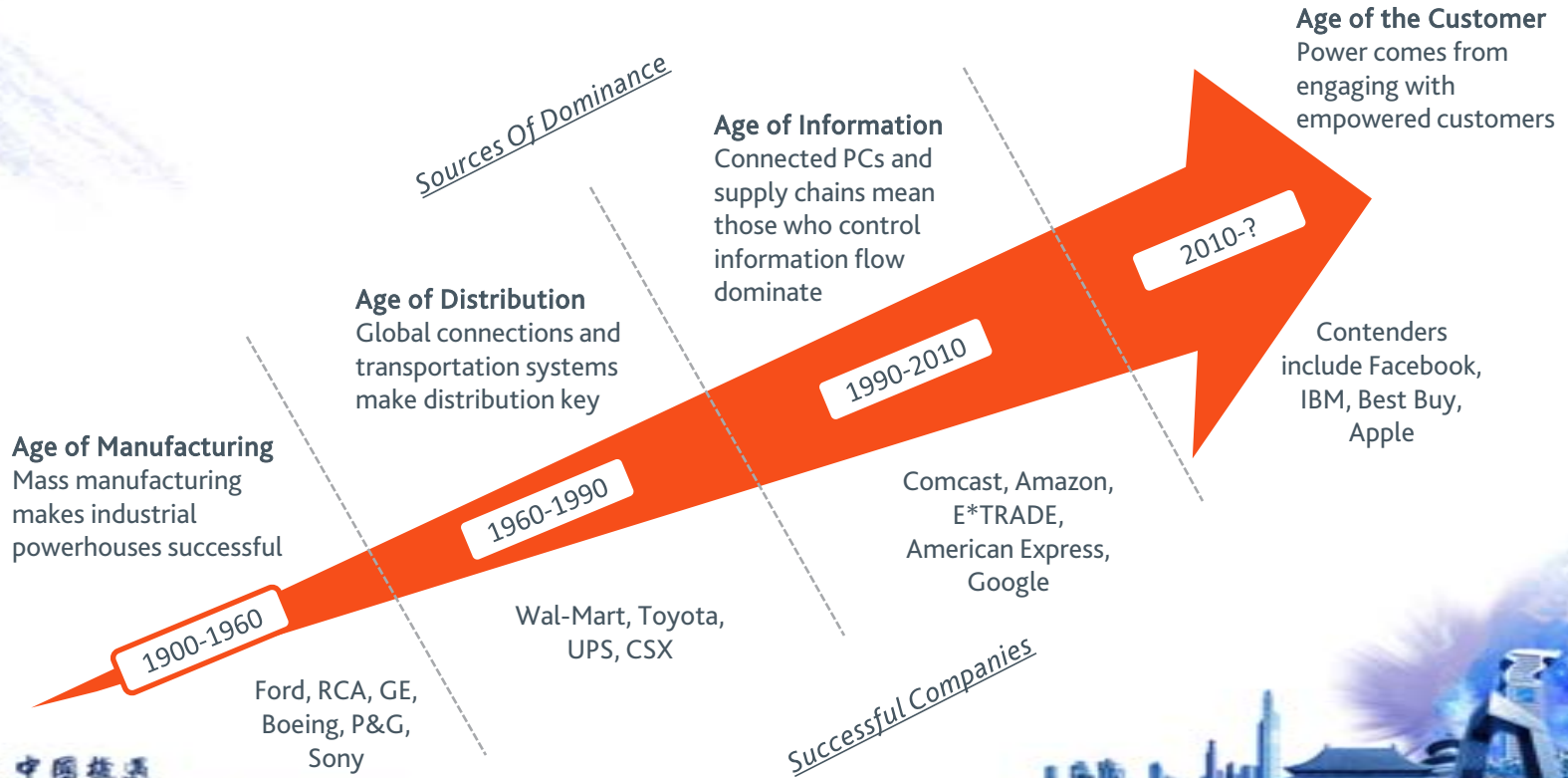
2016

1. Walmart 
2. State Grid 
3. China National Petroleum 
4. Sinopec 
5. Royal Dutch Shell 
6. Exxon Mobil 
7. Volkswagen 
8. Toyota Motor 
9. Apple 
10. BP 



The Customer is Increasingly Hard to Please

满足客户愈加困难



Knowing the Customer 了解您的客户

Winning (Success) \propto (Customer Intimacy)²



Technologies Being Adopted at Record Speed 科技应用正以前所未有的速度发展



The Challenge

挑战

- Little to no change in key points 核心跟踪数据基本没有变化
- Fewer projects meeting goals, more projects failing, more budget lost when failed
仅有少数项目达成目标，更多的项目失败并造成更多预算损失
- More money wasted due to poor performance
因低绩效而造成的经济损失增加

Focus on driving results

专注结果导向

- Look beyond technical project management skills
跳出项目管理专业技能的视野局限
- Recognize the strategic role of an EPMO and ensure it is aligned to the organization's strategy
认可EPMO的战略角色并确保其与组织战略保持一致
- Get executive sponsors on projects 获得高管发起人的支持

Make the difference together

携手共创辉煌

- Gaps in perception between executive leaders and PMO directors 弥合高管和PMO总监之间的认知差距
- A bright future with a shift in thinking
转变思维模式，迎接光明未来

Drive Better Results with Project Management

利用项目管理提高绩效

“Until leaders throughout organization hierarchies trust that projects deliver strategy, I fear we will continue to see stagnant progress. And that means organizations will be less successful than they should be.”

“除非组织各级领导都相信项目能够帮助战略落地，否则恐怕这种停滞的状态将会持续下去。这也就意味着，组织将很难取得本应胜券在握的成功。”



– Mark A. Langley

President and CEO

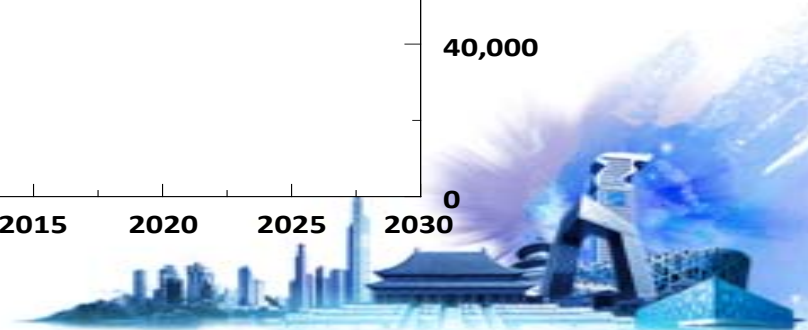
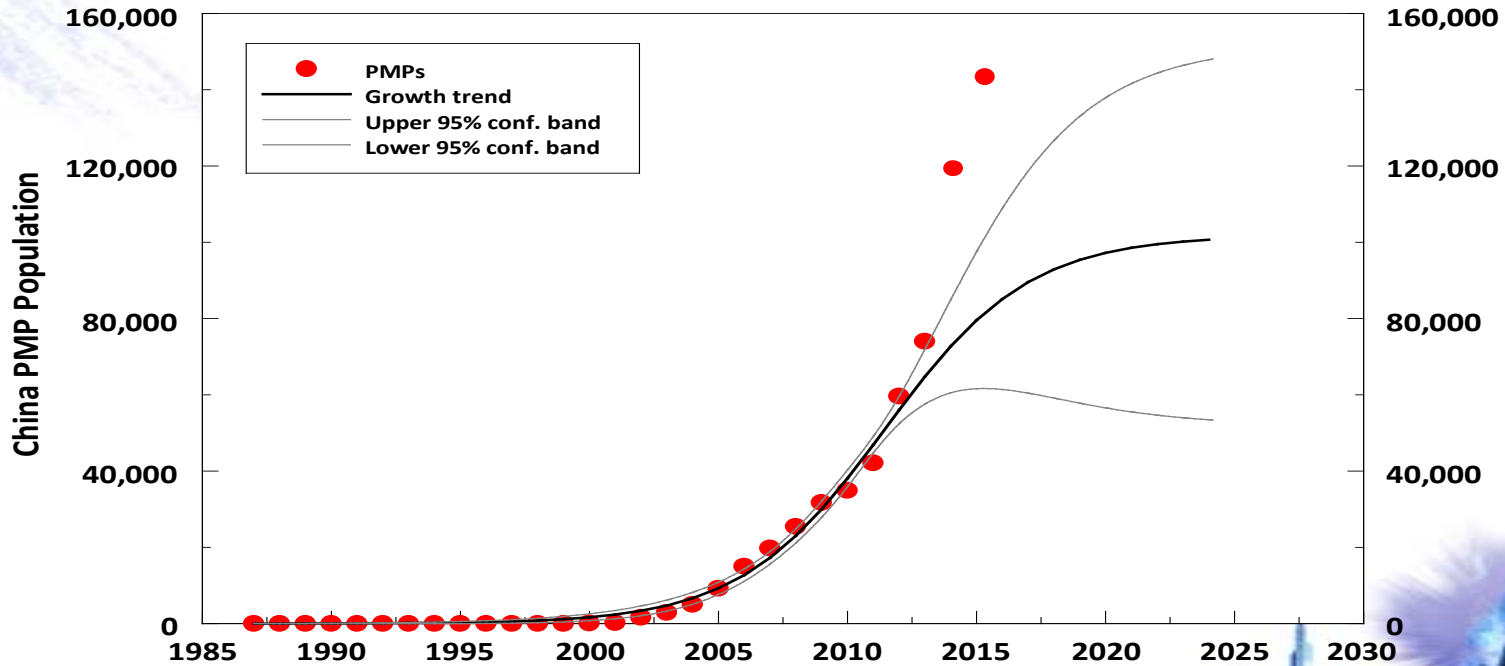
PMI

郎马克，PMI总裁兼CEO



China PMP Population Growth Projection Uncertainty

中国PMP数量增长展望



Look Beyond Technical Skills

跳出专业技能的视野局限

Organizations want project, program, and portfolio managers with a broad range of skills to support long-range strategic objectives.

组织希望项目，项目集，项目组合经理具备多种技能，从而支持组织长期战略目标的实现。

The ideal skill set is depicted in the PMI Talent Triangle™—a combination of technical, leadership, and strategic and business management expertise.

理想的技能组合在PMI人才三角中得到了体现，即专业技能、领导力与战略和商业管理。

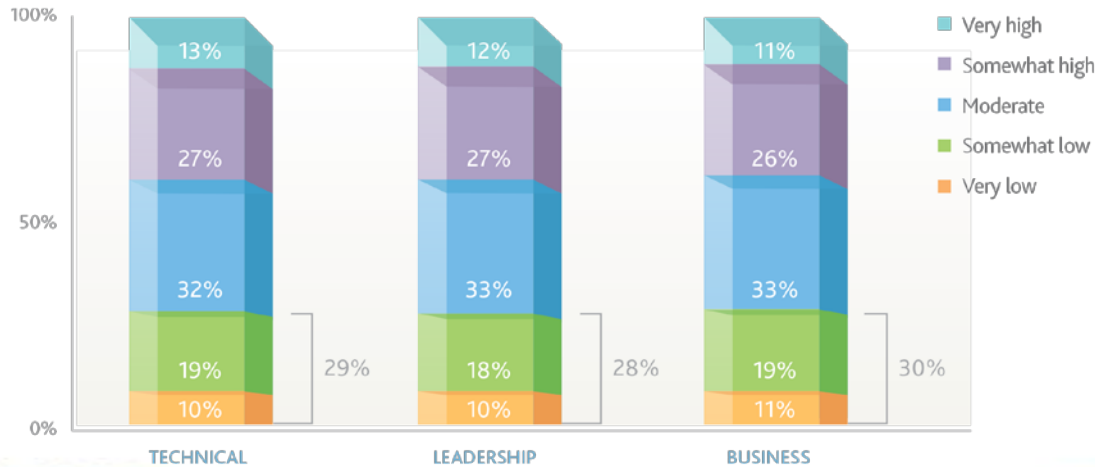


Look Beyond Technical Skills

跳出专业技能的视野局限

Organizations can help develop project and program managers who are versatile, experienced, and skilled. Yet less than one in three currently prioritize the development of technical, leadership, or business skills; only 25 percent consider all three skills a priority.

组织能够帮助经验丰富、业务精干的全能型人才成为项目和项目集经理。但目前重视专业技能、领导力和商业技能的组织比例不到三分之一，仅有25%的组织重视这三方面能力的全面发展。



Key Takeaways | 重要结论



SHIFT THE THINKING 转变思维模式

Embrace project and program management as a strategic competency that reduces risks, cuts costs, and improves success rates; and recognize that effective project and program management is vital to surviving the continuing economic uncertainty.
高度重视项目和项目集管理，将其视为一项有助于降低风险，削减成本，提高项目成功率战略能力；并认识到在当今经济充满不确定性的
大环境下，有效的项目和项目集管理是组织立足生存之根本。



STRENGTHEN THE CONVERSATION 加强对话

Advance the thinking internally, including with the C-suite, around three issues essential to Improving both project and business results: 在包括高管层在内的组织内部推动思维模式的转变，围绕以下三个问题来提升项目和商业绩效。

INVEST in leadership and strategic and business management skills for project managers, in addition to technical skills.
在专业技能基础上，培养项目经理的领导力、战略和商业管理技能。

ENGAGE executive sponsors and ensure they can commit to meaningful support of project teams.
让执行发起人参与项目，并确保其对项目团队提供切实帮助。

ALIGN the EPMO to organizational strategy and recognize that all strategic initiatives are projects and programs.
确保EPMO与组织战略协调统一，认识到所有战略计划都以项目和项目集的形式落地。



WORK TOGETHER TO MAKE A DIFFERENCE 携手共创辉煌

Close the gaps between how executive leaders, PMO directors, and project managers perceive organizational investment in project, program, and portfolio management—and the business value they deliver. 努力让高管、PMO总监和项目经理们在组织的项目、项目集和项目组合投资及其所创造的价值方面减少分歧，达成共识。



Benefits are About Value Creation

项目管理创造价值

A great project is not the right project if it has no value to the organization. It is even less of the right project if it does not deliver the outcomes creating the value identified by the organization strategy.

成功的项目肩负着向组织传递价值的使命。如果项目成果所创造的价值未能和组织战略相一致，那这个项目的有效性值得商榷。

