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成功的项目管理



# what is success?

When a major project is perceived as a failure, someone will take up the challenge the organisation faces to avoid a repeat. This evaluation may be prompted by a new product or service being late to market, customer needs not being satisfied or even a realization that a large sum of money has been expended with little or no chance of any return on the investment made. The result could be a question of organizational survival in a highly competitive market environment if there are a succession of failures. The initial focus of the evaluation in such situations is nearly always the degree to which project management skills were understood and employed during the project time span. Then it is often seen that the project manager and the team have done all the right things at the right time within the project.

Yet something clearly went wrong somewhere and a wider view is taken to identify cause. Then it becomes more obvious that project management competencies and skills alone are no guarantee of success. Many parts of any organization have a strong influence on every project initiated and an understanding of project management and the processes used must be part of everyone's learning today in all departments, not just the project team.

## 第 1 章 何谓成功？

当一个重要项目被认为失败的时候，某些人将接受组织面临的挑战以避免重蹈覆辙。这种评估可能来自一项新产品或服务的推迟面世，客户的需求未得到满足等，也可能由于意识到大量的财政投资将得不到任何回报。结果人们将会怀疑在连续失败的情况下，处于激烈的市场竞争中的组织的生存能力。在此种情况下，前期对评估的重视程度几乎代表了在执行项目中对项目管理技巧的理解和运用的程度<sup>①</sup>。最终常会发现，项目经理和项目小组的做法与时机的选择都是无可挑剔的。

然而，某些环节明显出了错，于是大家从更广泛的角度寻求问题的根源。这样一来，问题更显而易见了一——项目管理的能力和技巧并不能确保成功。任何组织的许多部门对每一个初始项目都有影响。如今，所有部门中的每一个人都应理解项目管理与管理的步骤。

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<sup>①</sup> span n. 跨度

## **what happens to the project?**

Someone identifies an opportunity for some new business, somewhere in the organisation. A project team is assembled and a project manager assigned. The team may be assembled with individuals from all or just one or two of these departments. The Management Information System is designed to help run the business, not projects, yet this opportunity may be perceived by a few people as a vital element of future survival for the business. The project is conducted in a virtual envelope and when it looks as if it might have a 'successful outcome', the Manufacturing department is informed. Then it is discovered that the project team made some wrong assumptions and capital expenditure is required. Perhaps forward manufacturing plans to meet the order book have no capacity to run tests and pilot samples for at least six months. Sales department get wind of what is happening and start shouting for the new product and major conflicts arise as every department highlights its own needs, to avoid making changes now and accommodate the project team. The consequence is demotivation of the project team, as no one appears to have clear responsibility for getting decisions made to promote the outputs from the project team.

How often does this type of situation develop with projects? This is a constant risk associated with project work if the projects in an organisation are treated as something separate and disconnected with the normal day - to - day operations of the business.

How can this be corrected in the real world? The climate in which the projects are conducted has to be created with the active involvement of all the departments, some of which may initially think they have no part to play in the project. There are few projects in any organisation today that do not involve, influence or affect many or all departments. Managers of these departments

## ◎ 项目是如何进展的？

某人察觉到在组织内部有新的商机，于是组织起一个项目小组，并任命了项目经理。项目小组的成员可能只是从一两个部门抽调来的。一套管理信息系统也被设计出来，以帮助公司而非项目的运行。此外，这个商业机会会被一些人视为公司在今后竞争中得以生存的至关重要的因素。项目在一个虚拟的封套中进行，当它看上去会得到一个“成功的结果”时，就通知了生产制造部门。接下去去发现项目小组做了错误的假定，此时又会要求资金消耗。也许先前为了满足订单而制订的生产计划在至少6个月里没有能力提供试验样品<sup>①</sup>并进行测试。销售部门得到风声后便开始宣传新产品。每个部门都强调自己的需要，为了避免做出改变并考虑到项目小组，主要的冲突就产生了。最终会涣散项目小组成员的意志，因为没有人对作出决策以促进项目小组的产出负有明确的责任。

这种项目发展情形的出现频率是多少？如果在一个组织里，项目被视为一项独立的工程，而不与公司的日常运行相结合，这种风险就会时常发生。

在现实世界中如何纠正这一错误？项目的执行应处于所有部门协同合作的良好环境中，尽管一些部门会认为他们与此项目无关。如今，几乎没有一个项目不涉及或影响到一个公司的许多甚至所有部门。各部门的经理和组织的高级管理者都不能对自己所认为无关的项目置之不理，否则这其中涉及的风险，是他们所不

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<sup>①</sup> pilot sample 试验样品

and the senior management of the organisation cannot afford to risk ignoring the project activities that they consider do not affect them. They may not initially see any linkage between their activities and the project, or consider the project is a waste of valuable money and resource effort. Or the project may become the pawn in a political game as managers individually express open support, cynicism or opposition to the project to fit their own personal agendas.

## **defining success**

Success is one of those words that conjure up a picture we paint in our minds. What sort of picture do you see for success? Is it huge financial gain, public recognition, promotion to senior management or just a great personal internalised feeling of achieving something you had initially determined was something to attain? Some of us find it easier and are more naturally able to paint that picture than others, and we respect and admire the 'true visionary' who can turn that picture into words like Martin Luther King or Nelson Mandela.

## **your view of success**

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### **exercise**

Think about the projects you have either led as a project manager, in which you have been a team member or even those where you have been merely an uninvolved observer. Now try to put into words how you would describe a successful project: 'My idea of a successful project is characterised by...'

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能承担的。一开始他们也许看不到自己的行动与项目的关连<sup>①</sup>，并会认为项目是对财力和人力的浪费。当经理们对项目公开表示个人的支持、讥讽或反对以迎合自己的晋升议程时，项目可能变成一场政治游戏的砝码<sup>②</sup>。

## ◎ 定义成功

成功属于可以在脑中描绘图画的一类单词。成功在你脑中描绘了何种图画呢？是否是巨大的财政受益、公众的赏识、提升到高级管理阶层、或得到梦寐以求的事物后那种内在的个人情感？我们中的一些人会较其他人更善于构筑成功的画面。我们尊敬这些“真正的幻想家”，如马丁·路德·金和纳尔逊·曼德拉，他们能够把图画变成文字。

## ◎ 你对成功的看法

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### 练习

回想一下你作为项目小组的一员——项目经理——所领导的项目，或者你作为旁观者的项目。现在试图用语言描绘出一个成功的项目：“我理想中的成功项目应具备以下特征……”

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① linkage n. 结合

② pawn n. 典当抵押物

## comments

If we look in the dictionary for a definition of success we find it defined as ‘attainment of object, or of wealth, fame or position’ with synonyms such as victory, accomplishment, achievement, prosperity, attainment, fruition, winning. In a project environment this raises some questions:

- Do any of these words appear in your description of the picture you have painted above?
- For all those projects where you have some direct experience, how many fit your description?
- Does the word ‘customer’ appear in your description of success?
- Does your description include some measurement of benefit?

Now ask some of your colleagues if their view is the same. Explore how their perception of success varies from your view. You will agree on some characteristics and differ on others because perceptions of success are driven by individual beliefs about what was expected as the outcomes from any project. If these expectations are not satisfied then the project is labelled as only a partial success. A partial success often becomes perceived as a failure just because some of these expectations were not satisfied. Ask some senior managers for their views on the same projects and discover if there is any variance with your view.

## success depends on who is measuring

Clearly the perception of success is dependent on who has established some metrics and is then making the measurements. Most projects traditionally have some common elements:

## 注释

字典中对成功的解释为“达到目标，或获得财富、名誉、地位等”。成功的近义词<sup>①</sup>有胜利、成就、功绩、繁荣、造诣、实现、成功等。在一个项目环境中，这会引出一些问题：

- 当你描述头脑中成功的景象时，会使用这些词吗？
- 你所经历过的项目中，有多少符合你的描述？
- 你对成功的描述中，出现过“客户”一词吗？
- 你的描述包括对利润的衡量吗？

问一下你的同事是否他们的想法和你的相同。探究一下为什么他们对成功的理解有别于你。你们会对成功的某些特征看法一致，在另一些上则会不相同。这是因为对成功的理解取决于个人所预计的项目的结果。如果预计没能全部实现，则此项目只成功了一部分。仅因为一些预计没能实现，成功了一部分的项目通常被视为一个失败。询问一些高级管理者对同一项目的看法，比较一下是否与你的看法不同。

## ◎ 成功取决于衡量者

显然，对成功的理解取决于是谁建立了衡量标准并进行衡量。大多数项目传统上都有相同的要素：

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<sup>①</sup> synonym n. 近义词



- The customer** - the 'purchaser' of the project outcomes or results. This individual may be internal or external to the organisation and represent the 'end users' of these outcomes. The customer may be viewed as the individual who demanded the project initially or became engaged or involved after the project was completed. There may be several customers with different needs leading to a range of requirements for the project.
- The sponsor** - the individual inside the organisation who has accountability for the project. The sponsor drives the project in the right direction to benefit the organisation.
- The project manager** - the individual who has the day to day responsibility for the project work and is charged with completing this work on time, to an agreed budgeted cost and quality.
- The project team** - the people who carry out all the tasks planned in the project schedule.
- The resource managers** - the departmental managers who have direct responsibility for the people you seek to engage in your project team to complete the project work. These team members may be part - time on your project, work on other projects concurrently or be dedicated full time to your project for a fixed time period.

Each of these individuals separately or collectively in groups have different reasons for qualifying and defining success. Conversely they can usually very quickly give you an opinion on failure or advise you what will lead to failure. Just how each can contribute to success or failure is key to your management of the project. As we examine each of the key steps to achieving success we will take a look at the actions you can take to avoid failure and enable a successful outcome.