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建设工程管理中英文双语丛书

Martin Loosemore
马丁·罗斯茂

Crisis Management in Construction Projects

危机管理 建筑工程

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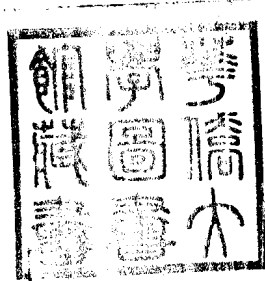
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Martin Loosemore, PH. D.

尚 梅 译



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CRISIS MANAGEMENT IN CONSTRUCTION PROJECTS

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建筑工程危机管理 旨在阐明如何防止建筑工程中的危机,以及对于无法避免的危机,如何利用它。基于数十年的危机管理研究工作以及在施工建筑业的咨询工作经验,马丁·罗斯茂为我们提供了大量的来自高风险企业的经验教训。在这本书中,以反应和预防为中心,把危机看成是一种发展的机遇——这对把危机看成是管理上的失败,应该不计一切代价来避免和压制的观点来说是一个挑战。

危机管理 要求读者用当代危机管理,风险管理,心理学及行为科学等研究成果,用一种新的思路来看待工程。案例研究给读者提供了绝好的工具来吸取他人的经验,洞察在实际的危机过程中人们的行为方式。

讨论的主题包括:

- * 危机计划
- * 危机管理的动态性
- * 建筑工程中的应急计划
- * 危机管理者作为社会建筑师
- * 危机管理者的教训
- * 创建乐观性的组织

马丁·罗斯茂: 哲学博士,澳大利亚·悉尼·新南威尔士大学建筑环境系副教授。他曾在多种杂志上发表过文章,是建筑工程人力资源的作者之一。马丁·罗斯茂博士同时也作为顾问和学术研究者。

“数百万盎司投资的预防措施不足以医治工程的所有隐患。尽管我们有设计精良的计划,但有时潜在的带有极大破坏性的危机会突然降临。罗斯茂博士为您的组织对危机做出准备以及有效的处理危机提供了一个很好的工作框架……”

布莱恩 A. 戴利, P.E.

副会长

HARRIS & ASSOCIATES

致 谢

赫斯，谢谢你无尽的耐心和支持。也谢谢我的三个孩子，如果没有他们，这本书会容易得多，但就没有这么大的价值了。

我还要对其他许多人表示感谢，比如教给我许多东西的我的父母、约翰和安妮塔；帮助我形成我的观点的同事们。特别要感谢彼得·希伯德、威尔·休斯、特福·弗兰斯、丹尼·麦克乔治、高兰·罗逊、麦里萨·托以及德瑞克·沃克等给我的友谊、批评和支持。

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前 言

政治、经济和社会的不稳定性；自然资源的耗竭；日益激烈的全球性竞争以及技术的突飞猛进使得商业活动日益的难以预测。无法预料的问题已经成为正常现象而不再是例外了，诸如 1981 年堪萨斯城·海特·雷金斯宾馆人行道坍塌事故这样影响力较大的工程灾难也只不过是冰山一角了。风险理论认为，对应每一个报道过的危机，都有不计其数的没有报道的事故。例如，斯密斯(1996)指出航空公司的每一起死亡事故中，就有 10 起重伤，30 起轻伤和 600 起准事故一起发生。本书中严格地区分了常伴管理者身边的日常问题和偶然性的危机。危机管理工作需要给予特别的重视，因为它过度扩展了组织系统和人员间的关系，强加给管理者大量的复杂问题，而且这些问题若不迅速处理很快就会演变成全方位的危机。本书旨在阐述如何防止这种现象的发生。

本书的特点之一就是注意力集中在预防和反应上。这一点和传统的建筑管理书籍形成明显的对比。传统的建筑管理只注重预防措施而不重视危机发生以后的应对策略，虽然说“防优于治”，但管理者能够创造一个没有危机的环境的可能性已经越来越小了。这就要求组织要具有对不可预料的事件做出反应的能力。

本书的另一个独特之处在于它很注重人。这一点也和传统的建筑管理书籍形成明显的对比。传统的建筑管理书籍解决问题的方法在本质上是科学的，其特点是采用大量的条线图、网络图、现金流量图等。传统的建筑管理书籍强调措施、控制和通用的降低不确定性的方法，而本书却强调周全的考虑，灵活性和对不确定性的适应。从这个角度去研究建筑管理是难能可贵的，因为在这方面，对人力方面的研究几乎还是没有的。正如巴特费德(1975)认为的那样，“对一个只会拿着直尺做计量工作的人，你就别指望他能做什么思想安排得井井有序了”(第一页)。

本书为什么人而写：危机并没有职业的界限，这使得这本书适合所有的工程管理者。虽然它偏向于建筑方面，但所举的例子来自各行各业，所以应该能够引起广泛读者的兴趣。

虽然这本书面对实践者，对传统的认为理论和实践不能兼容的观点来说是个挑战。沃森(1994)向我们展示了管理实践者是如何凭直觉，在日常生活中发展、更新和利用复杂的理论思想的。虽然它们可能不是正规的管理理论，管理者们从本质上说却是“实践-理论家”，他们大多数人都认识到了把这些理论作为他们行动指南的价值。因为这个原因，本书把应用、战略及基础研究结合在一起。

本书的与众不同之处：经验在处理危机时非常重要，但取得这样的经验是困难的，也是痛苦的。最好的方法是通过对过去危机管理案例的研究重温别人的经验。但是，在建筑施工环境中能够详细记录危机管理过程的资料是很有限的。为了补偿这个不足，本书分析了四个实际的工程危机。这些案例的研究能为读者提供良好的重温他人经验的工具，它所提出的深刻见解几乎是无边无际的。特别是，它能帮助我们理解在危机过程中，人们的行为是怎样的，又为什么是那样的，从而对一定的行为对危机管理的结果造成的影响做出

判断。

从教育的意义上来说，所研究的案例为我们提供了能作为分析和讨论资料的有趣的教学题材。管理的内容包括问题的解决，决策的制定，领导，沟通，风险管理，灾难管理，健康和安​​全，冲突和变更管理，组织设计和协作。

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Abstract: This book focuses on preventing crises and, if that's not possible, turning them to advantage. It draws lessons from a range of industries, concluding that the secret of effective crisis management is balancing prevention with control. Unfortunately, crises have built-in defense mechanisms that cause people to act in ways that makes this difficult. The book also gives advice as to how to overcome the built-in defense mechanics that cause people to act in way that may impede effective crisis management.

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To Tristan, Bryony, and Elliot

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PREFACE

Political, economic, and social instability; depleted natural resources; increasing global competition; and rapid technological advances are making business increasingly unpredictable. Unexpected problems are the norm rather than the exception and high-profile engineering disasters such as the Hyatt Regency Hotel Walkway collapse in Kansas City in 1981 are merely the tip of the iceberg. Risk theory suggests that for every reported crisis, the multipliers in terms of unreported incidents are enormous. For example, Smith (1996) indicates that for every fatality in the airline industry there are 10 major accidents, 30 minor accidents, and 600 near misses. This book draws an important distinction between the day-to-day problems that constantly punctuate the lives of managers and the occasional crises. The challenges of managing crises demand special attention because they hyper-extend organizational systems and personnel, posing managers with an extraordinary array of complex problems that can rapidly escalate into full-blown disasters. This book is about preventing this from happening.

One of the unique aspects of this book is its *preventative* and *reactive* focus. This contrasts with traditional construction management texts that have been dominated by prevention strategies rather than strategies for dealing with crises when they occur. While prevention is better than cure, it is increasingly unlikely that managers can create a crisis-free environment. This requires that organizations have reactive capabilities to deal with the unexpected.

Another unique feature of this book is its focus on *people*. This, too, is in contrast to traditional construction management texts, which are essentially scientific in their approach, being characterized by a plethora of bar charts, networks, and cash-flow graphs. While these texts emphasize measurement, control, and universal prescription as a means of reducing uncertainty, this book emphasizes thoughtfulness, flexibility, and the accommodation of uncertainty. This alternative approach to construction project management is important because there has been precious little research into the human aspects of construction project management. As Butterfield (1975) argues, "no field of thought can be properly laid out by men who are merely measuring with a ruler" (page 1).

Who is this book written for?

Crises have no respect for professional boundaries, which makes this book relevant to *all* who manage construction projects. While it has a construction flavor, it draws lessons from a wide range of industries and therefore, should also be of wider interest.

Although this book is primarily designed for practitioners, it challenges the traditional assumption that theory and practice are incompatible. Watson (1994) has shown how practicing managers intuitively develop, update, and draw on complex theoretical

ideas in their day-to-day lives. Although they may not be formal management theories, managers are essentially “practical-theorists” and the most effective of them recognize the value of theories as conceptual frameworks to guide their actions. For this reason, this book marries an applied orientation with elements of strategic and basic research.

Distinctive text features

Experience is important when dealing with crises, but getting that experience is difficult and painful. The best substitute is to relay the experiences of others through case studies of past crisis management efforts. But, there are very few detailed accounts of crisis management in a construction context. To redress this deficiency, this book analyzes four actual construction crises. These case studies provide an excellent vehicle for readers to relive other peoples’ experiences and the insights they provide are almost boundless. In particular, they help to develop an understanding of *how* and *why* people behaved as they did during a real-life crisis, thereby enabling judgments to be made about the influence of certain behaviors on crisis management outcomes.

In an educational sense, the case studies also provide interesting and amusing teaching material for analysis and discussion. The managerial issues covered include problem solving, decision making, leadership, communication, risk management, disaster management, health and safety, conflict and change management, organizational design, and teamwork.

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Sydney, Australia

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致谢

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