



# 2014亚太项目管理大会

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## 通过项目实现价值

DRIVING BUSINESS VALUE THROUGH DELIVERING PROJECT SUCCESS

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## 国际项目管理与跨文化项目管理论坛 International Projects and Cross Culture



### 演讲主题: 全球性项目管理的挑战 Description: The Challenges of Global Project Management

莎伦·穆兰女士, 项目管理办公室学院 (PMO Academy) 常务董事  
Ms. Sharon Mullan, Managing Director of the PMO Academy

莎伦·穆兰女士 (中国香港) 是项目管理办公室学院 (PMO Academy) 的常务董事。项目管理办公室是一个旨在帮助企业应对复杂变革的咨询机构。最近她由于全球项目的跨文化协调被 (美国) 项目管理协会 (PMI) 的 *Network* 杂志所推介, 同时她也是一个发展项目管理能力的积极倡导者。她在完成各种国际重大变革项目的工作上有超过25年的经验, 并且在各国国际金融机构如巴克莱银行和保诚集团都负责开展过“领导角色变革”。她也曾任英国金融服务监管机构 (FSA) 的变革负责人。2010年, Sharon被亚洲变革管理中的文化多样性所带来的挑战所鼓舞, 从而把项目管理办公室学院搬迁到了中国香港。她现在的专注点是通过提供各种客户服务和学院设立的项目管理培训课程来培养本土及区域项目管理的能力。

Ms. Sharon Mullan (Hong Kong) is the Managing Director of the PMO Academy, a consulting practice dedicated to help organizations to deliver complex change. Recently featured in Project Management International (PMI)'s *Network* magazine on cross cultural harmony in global projects, Sharon is a recognized international project management expert, as well as a passionate advocate of developing project management capability. She has over 25 years experience in delivering major international change programs, and has held several change leadership roles for international financial organizations including Barclays Bank and the Prudential Corporation. She was also Head of Change for the UK Financial Services regulatory body, the FSA. In 2010, excited by the challenge and cultural diversity of managing change in Asia, Sharon relocated the PMO Academy to Hong Kong and now focuses on building local & regional project management capability, through client services and the PMO Academy's own PM apprenticeship.

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全球一体化的驱动力不断增长, 这种驱动力给企业在各个市场的增长带来了极大的机会。新兴市场的开辟得益于消费者群体的迅速变化和区域一体化所带来的贸易壁垒的破除, 也得益于追求科技的创新和应用的永不停歇的脚步。然而即便是拥有这样好的机会, 要实施起来也会有越来越大的挑战。是在新地点设立业务抑或通过全球整合来借力于规模经济效益, 这些都是更加复杂的项目并且会对投资赞助机构带来大量风险。项目管理专业人士在管理大规模的国际项目时的一个关键挑战是管理具有多元文化背景的项目团队。

- 如何调整你的领导风格去适应各种不同的社会文化?
- 在管理多个身处在世界不同时区的各方相关人员时所遇到的挑战有哪些?
- 你如何处理公司总部和区域总部还有地方运营机构之间的关系?
- 为何可靠的风险管理对于国际项目如此重要?

我们会探讨国际项目管理中的这些挑战, 也会和你分享我们对如何在多元文化的环境中完成项目的深入见解和各种真实案例, 同时探讨从这些经验而来的丰厚的个人回报。

The increasing drive for globalisation promises significant opportunities for corporate growth across diverse market sectors. Access to new markets is being created by rapidly changing customer demographics, the removal of trade barriers through regional integration, deregulation and the relentless pace of technology innovation and adoption. With these opportunities, however, come increased implementation challenges. Whether setting up operations in new locations, or leveraging economies of scale through global integration, these projects are more complex and introduce substantial risk to the sponsoring organisation. One of the key challenges for project professionals managing large scale international projects is the ability to manage multicultural project teams.

- How should you adapt your leadership style to succeed in different cultural scenarios?
- What are the challenges of managing multiple and remote stakeholders across different time zones?
- How do you manage the relationship between the corporate centre, the regional centre and local operations?
- Why is sound risk management so important in international projects?

In this session, we will discuss these challenges of global project management and share with you insights and real world examples of how to successfully deliver in multicultural environments, and the immense personal rewards to be gained by the experience.