
Managing Complex IT Projects in China: The Cultural Lessons Learned



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Introduction

- ☐ Projects Background
- ☐ I will never forget these stories
- ☐ I wish I have learned that earlier
- ☐ If I am going to do it again
- ☐ Top Lesson Learned



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Projects Background..

上海机场（集团）有限公司
Shanghai Airport Authority

Integrated Information System
Shanghai Pudong International Airport
1998-2001



Terminal Expansion Program
Beijing Capital International Airport
1999-2000



Computer Information Integration Management System
New Guangzhou Baiyun International Airport
2002-now

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..Project Background

Project Scopes

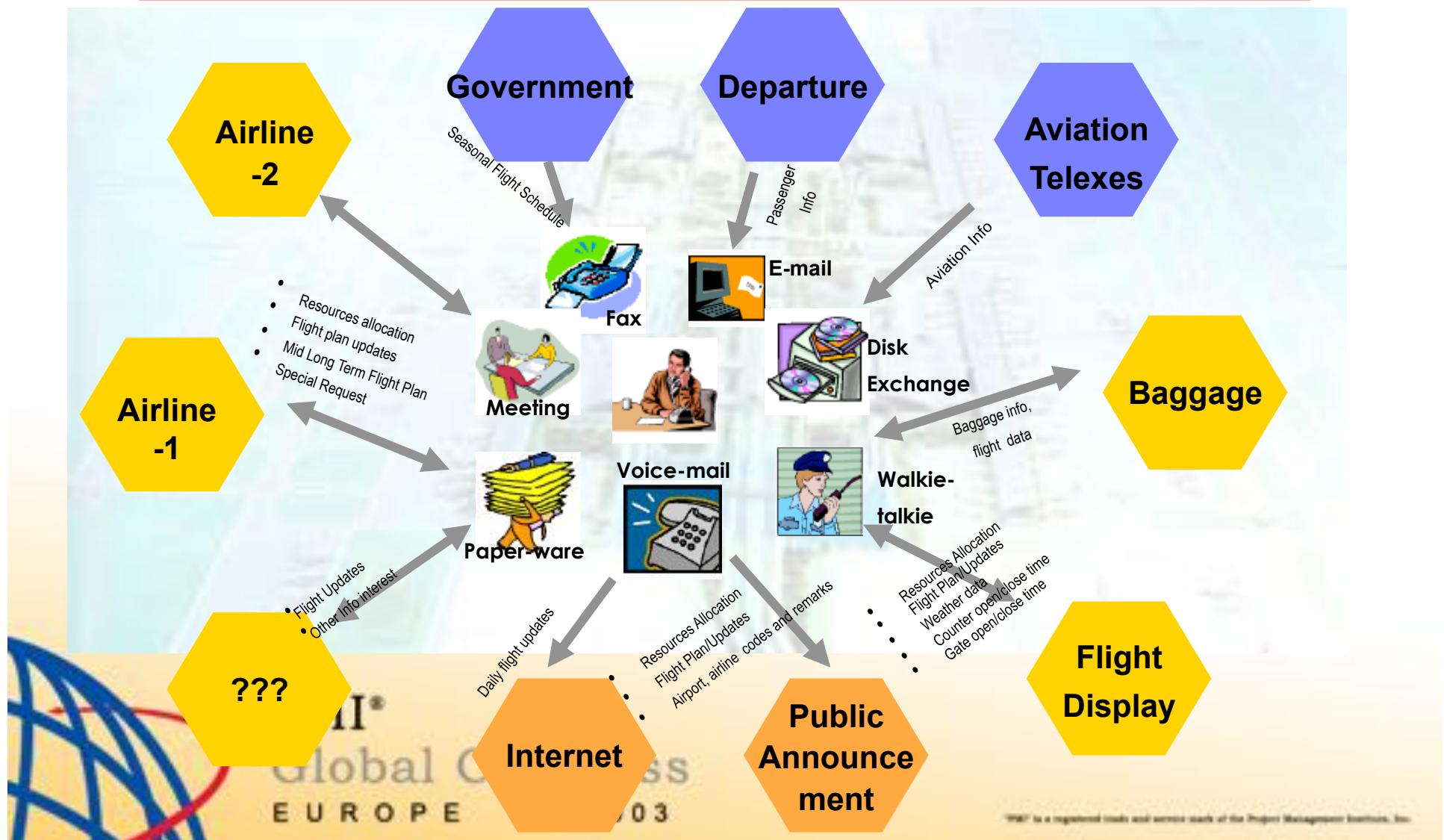
- **Multiple Flights operational related subsystems**
- **Airport Operational Database**
- **Multiple External communication interfaces**
- **Local Area and Wide Area Network**

Roles:

- **Project Manager, Chief Engineer, System Integration Manager of the System Integrator Team responsible for the design, implementation and management of the fully integrated IT subsystems**
- **Project Advisor to Airport Authorities**



A Typical Non-Integrated Airport I.T System Environment



A Typical Integrated Airport I.T System Environment



I will never forget these stories

- ❑ The Interesting Meetings
- ❑ The Tricky Doors
- ❑ Motivating Your Team



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The Interesting Meetings..



- ❑ “..English on the left, Chinese Mandarin on the right, the rest.... FIND your own seats ..”



- ❑ Translator
 - ❑ Longer Meeting
 - ❑ Information Lost or distorted



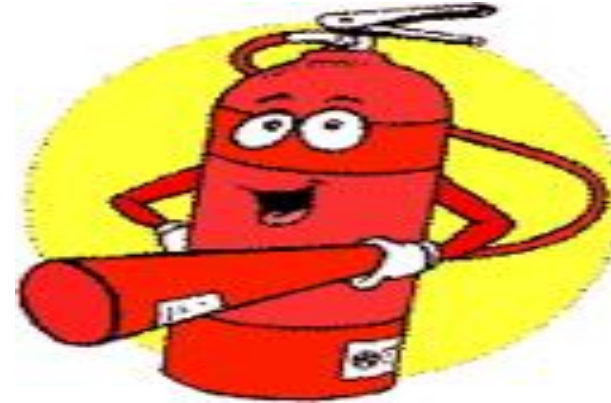
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..The Interesting Meetings



❑ The 20 minutes non-stop talking



❑ Run ... run .. Fire!



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The Tricky Doors..

❑ The 'trouble' door

❑ Enter without 'Tot ..Tot ..can I come in ?'



Top Lesson Learnt:

The
White
and
Black Cats !!



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..The Tricky Doors

□ The 'sincere' door

□ Gaining Trust in a troubled project



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..The Tricky Doors

❑ The 'closed' door

❑ Software development



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Motivating Your Team..



QUAN XI

RELATIONSHIP



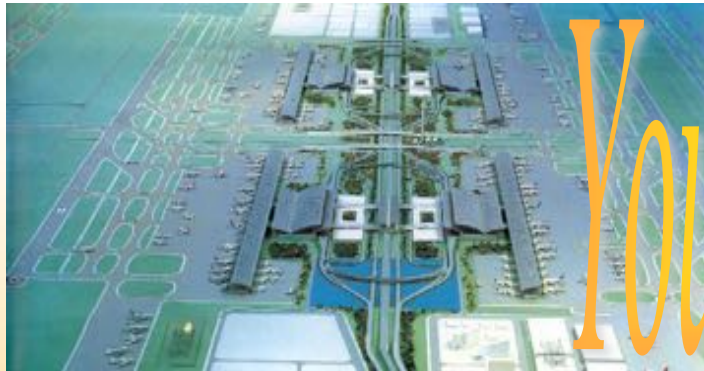
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..Motivating Your Team



The Dream



Your Future



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I wish I have learned that earlier

- ❑ A VCD can Destroy your Career!!!
- ❑ How to 'dismiss' the Contractor PM Effectively !!!



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A VCD can Destroy your Career!

- ❑ Do not take things for granted !
- ❑ Attention to business cultures and protocols
- ❑ Stay low profile will save you from trouble

*“To know China, you must begin by knowing the culture.
To know how to manage a project in China,
you must begin by knowing the
‘Quan Xi’ Management”*



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How to 'dismiss' the Contractor PM Effectively !!!

❑ PM A - The sale guy

❑ PM B - Well trained qualified A.B.C



❑ PM C - Chinese origin returned from Silicon Valley

❑ PM D - On the way out ...

❑ PM E - The Poor Guy

Top Lesson Learnt:
“Crossing the river
by feeling
Each stone”



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If I am going to do it again

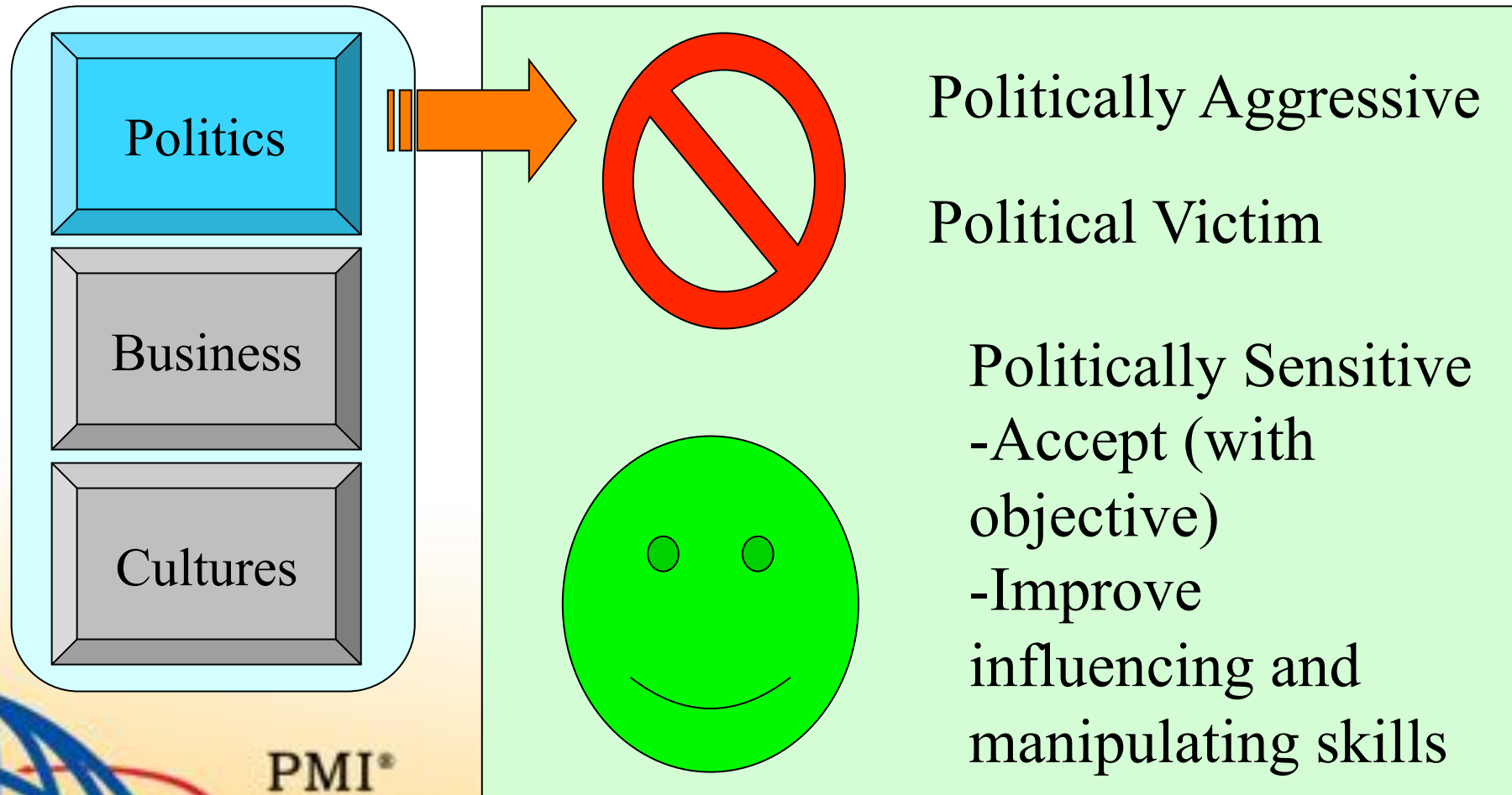
- ❑ Politics, Business & Cultures
- ❑ People-People-People



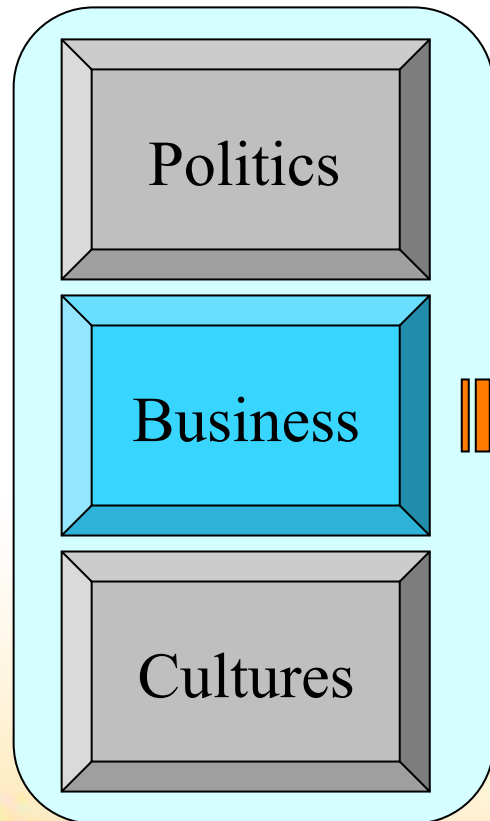
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Politics, Business and Cultures..



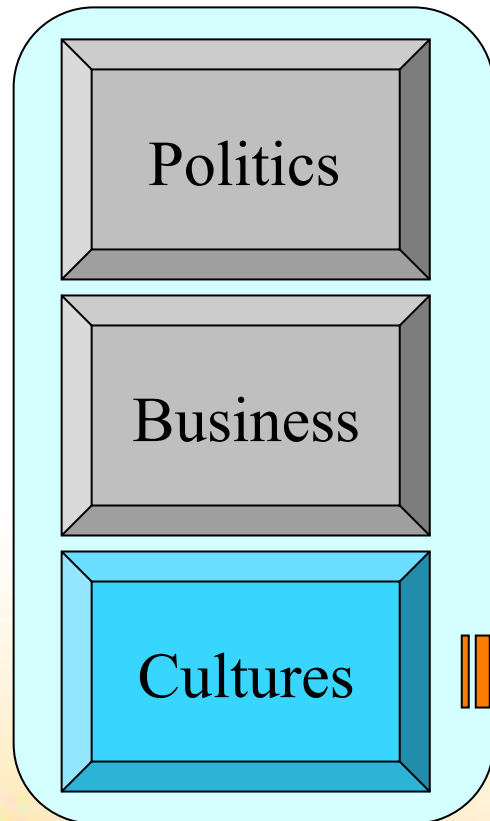
Politics, Business and Cultures..



- ☐ Compulsory Formal and Informal Trainings
 - ☐ Business Practices
 - ☐ Cross-Cultural Exchange Program
- ☐ Learn from others mistakes



Politics, Business and Cultures..



☐ Multi-cultural Project Organization

☐ Project Communication

☐ Project Dictionary

☐ New Communication Techniques



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People-People-People: Thanks To The TEAM

- ☐ Resource requirements
- ☐ Background
- ☐ Expectation / Agenda
- ☐ Leader and Follower
- ☐ Conflict Resolution
- ☐ Relationship
- ☐ Decision Making
- ☐ Productivity
- ☐ Education
- ☐ Team player ,Individual Contributor
- ☐ Constraints
- ☐ Behavior ...
- ☐ ..



‘Quan Xi’ Management



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Top Lesson Learned ..

Ding
Xiao
Ping



Decision

“ White cat, black cat, if it catches the mice, it’s a good cat”



Project
Management

Politics

Conflicts

Relationship

Decision

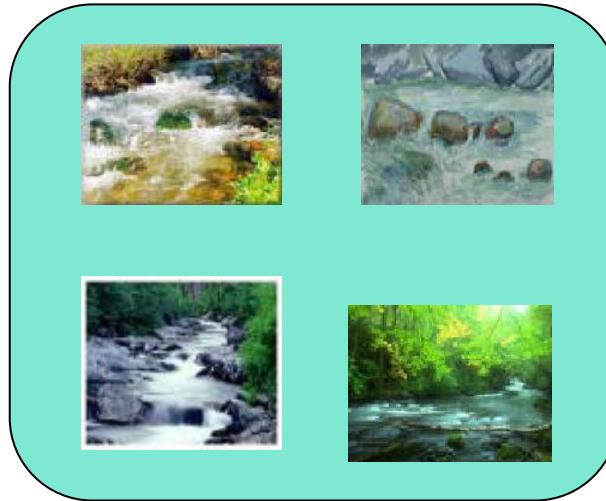
Project
Manager’s
Decision

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..Top Lesson Learned

Ding
Xiao
Ping



Mission

“Crossing the river
by feeling each
stones”



Project
Management

People

Scope* Time*Cost

Quan Xi Mgmt

Mission

Being a
project
manager
is not a
destination,
it is a
journey.

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Summary

- ☐ I will never forget these stories
 - ☐ The Interesting Meetings
 - ☐ The Tricky Doors
 - ☐ Motivating Your Team
- ☐ I wish I have learned that earlier
 - ☐ A VCD can Destroy your Career!!!
 - ☐ How to kill the Contractor PM Effectively !!!
- ☐ If I am going to do it again
 - ☐ Politics, Business & Cultures
 - ☐ People-People-People
- ☐ Top Lesson Learned
 - ☐ Black & White Cats
 - ☐ Cross River by Feeling the stones



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Thank You

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