

East Meets West

Project Stakeholder and Conflict Management In Action

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PMI
Global Congress
ASIA PACIFIC 2009

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What is your Country of ORIGIN ?

			American..but living in Japan
Japan	Malaysia	Korea	Pakistani but living in Singapore
Australia	Germany	Nepal	
Nigeria	America		
India	Singapore		



Are you going to SK's Chinese New Year Open House ?

Meaning in your own language..

Yes	May be	May be not	No
	Perhaps	Let's see	
	?	Play by ears	
	Depends	Let me check first ...	
	Can't decide	Don't know	
	?	?	

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Scope

- Targets highly knowledgeable and experienced **project management** and technology professionals in the **Information Technology and Telecommunications** industries. Our members are leaders of technically advanced projects that involve both Information Technology and Telecommunications.
- Serves the needs of project managers in which information technology and telecommunications are central to the business
- Network with those dealing with **advanced technologies and approaches** (SOA, SAAS, outsourcing, VOIP, Web 2.0, etc.),

Services

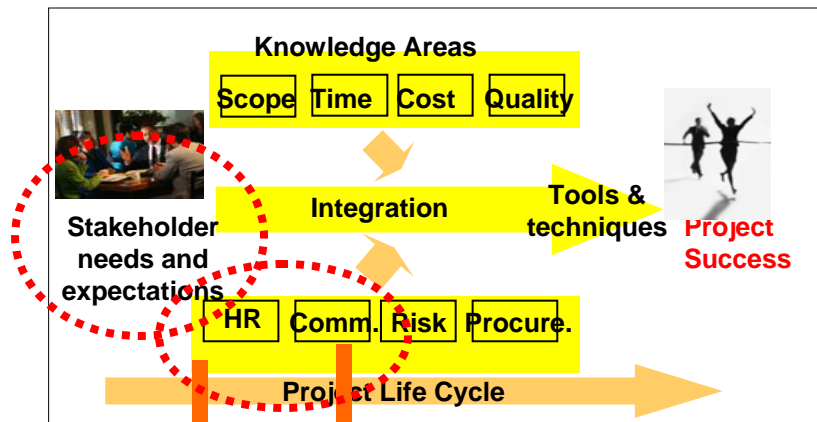
Webinars -- Virtual Forum -- Quarterly Newsletter -- Monthly Communiqué



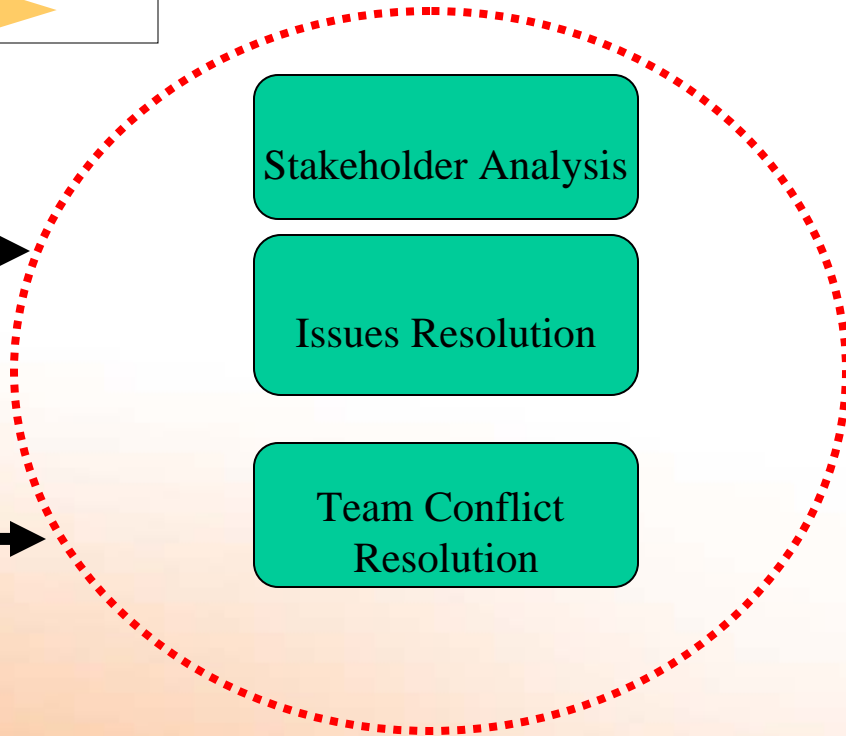
What we'll be covering today...

- **Background**
 - **Project Management Framework**
 - **Complex Programs in Asia**
- East Meets West -Management Thought
 - In Action 1
 - In Action 2
- East Meets West - Communication and Interpersonal Techniques
 - In Action 3
 - In Action 4
 - In Action 5
- Summary

Project Management Framework

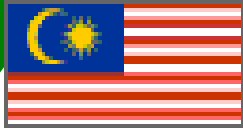


Today's Presentation !!

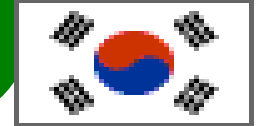


5 High Profile...Multi Billion... Mega Programs... in Asia

1



2



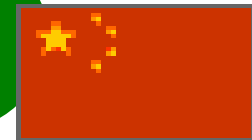
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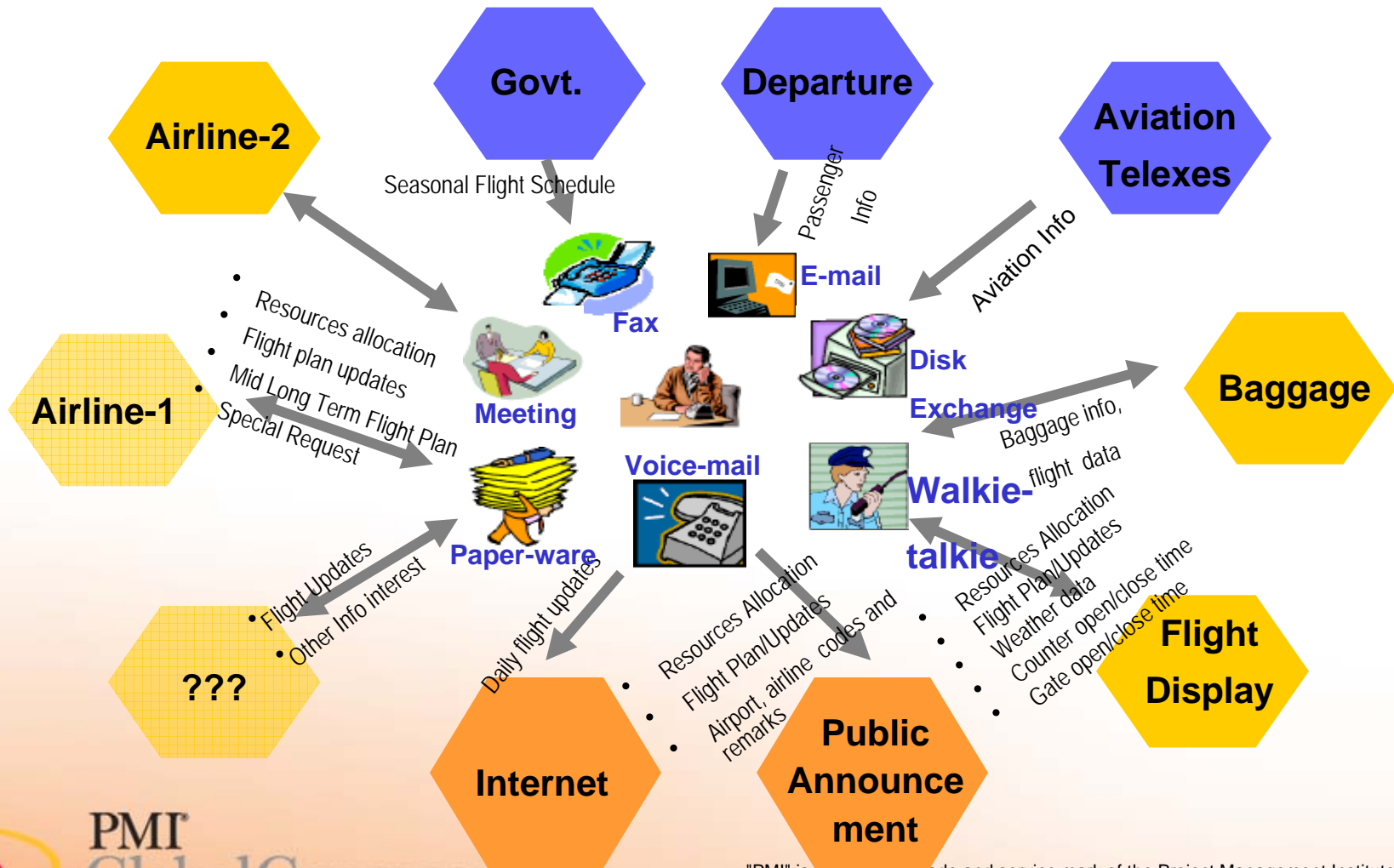
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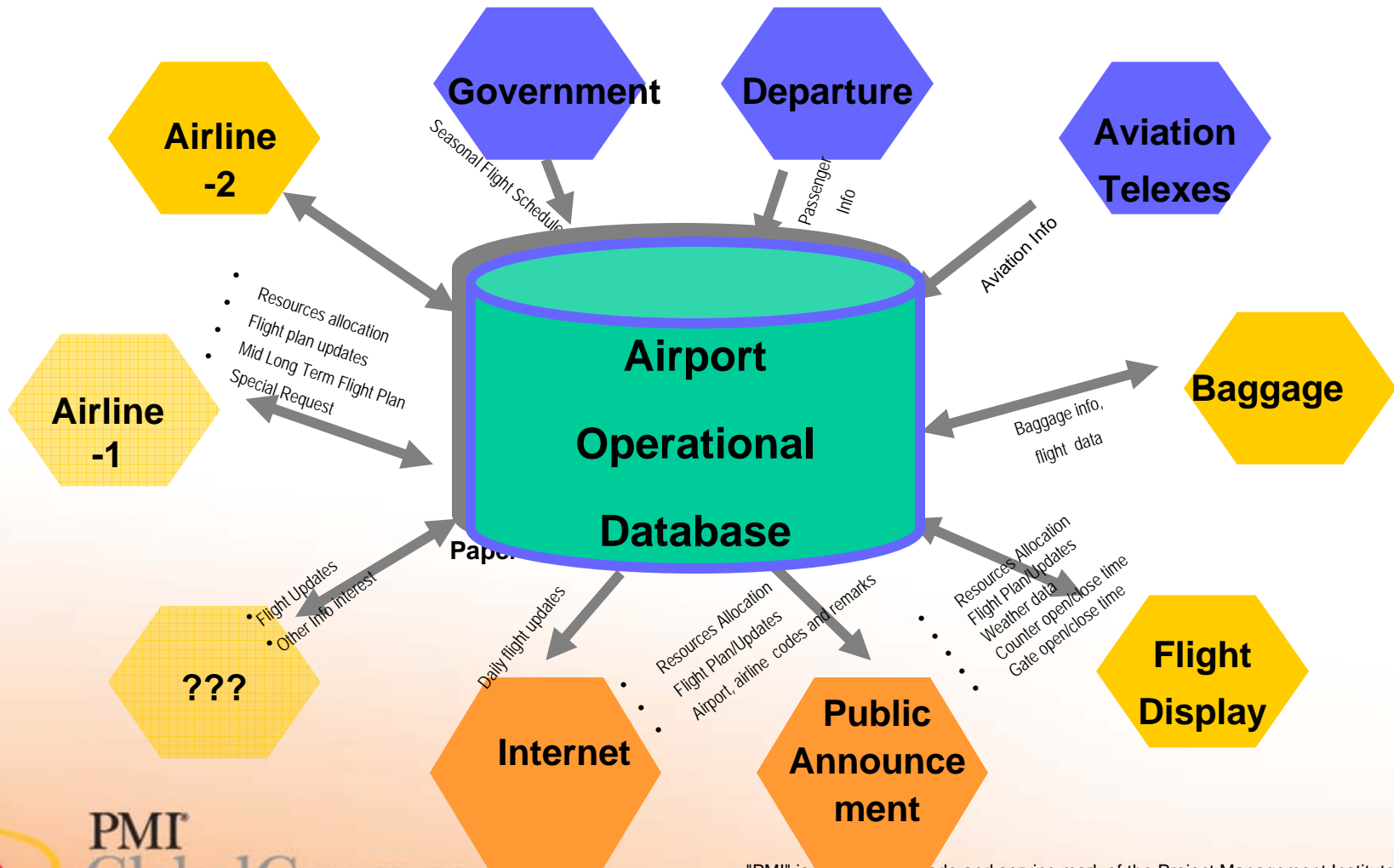
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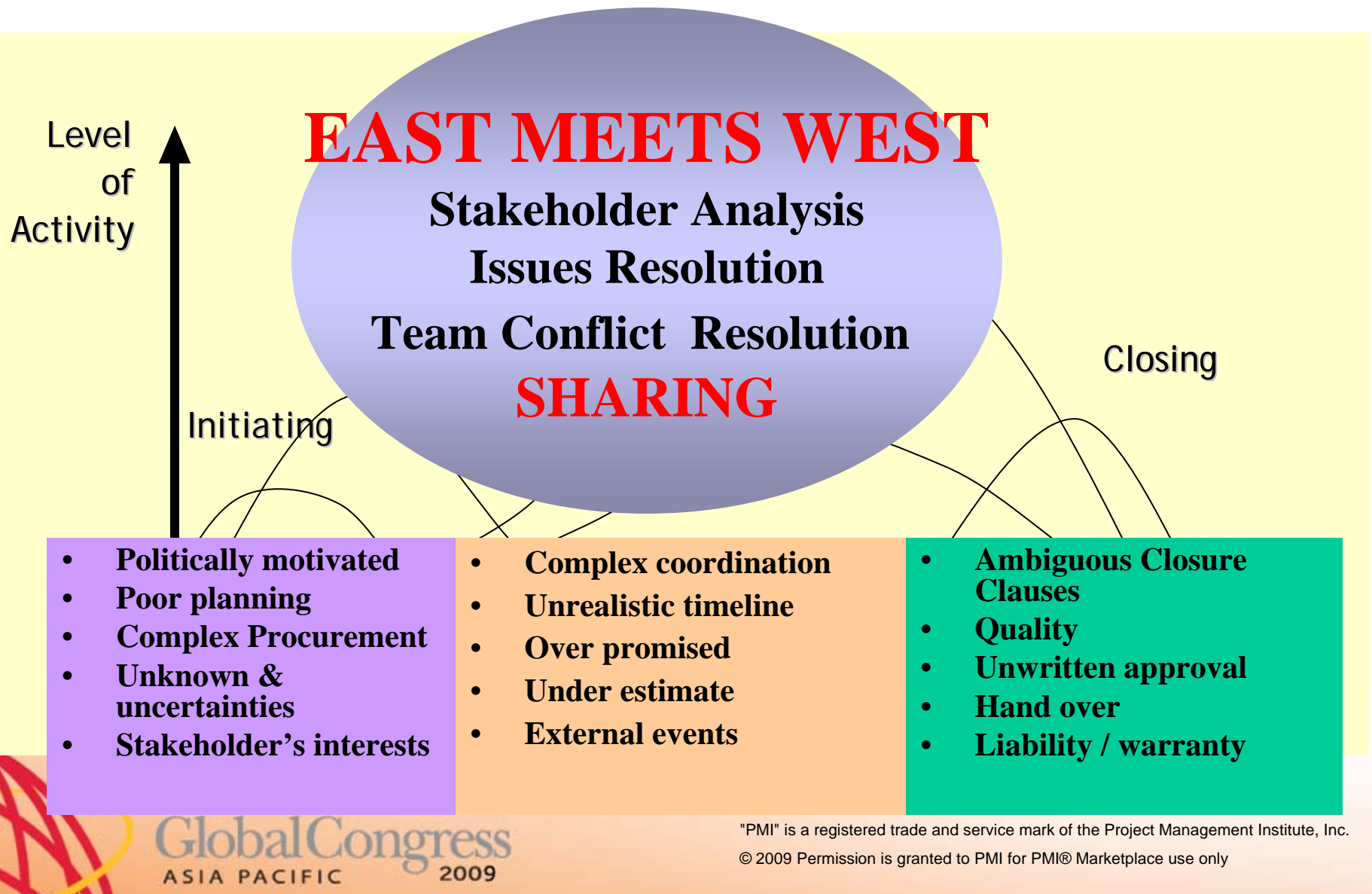
Traditional Airport System Environment



Integrated Airport System Environment



Bringing PMI PMBOK processes to real world



Agenda

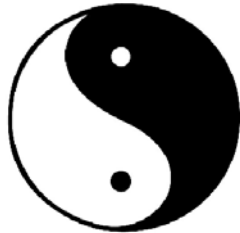
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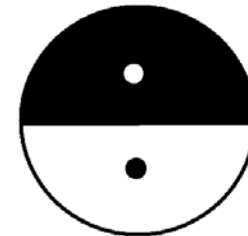
East Meets West -Management Thoughts

Jie Yi Type

甲, 乙



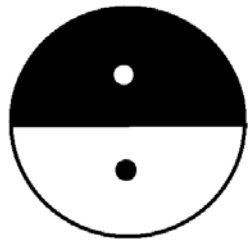
*Source: Principles of
Managerial Thought
(ISBN: 7-5060-2086-6)*



AB Type

- **EASTERN INFLUENCED**
 - 12 years Chinese Education in Malaysia
 - Grown up in Chinese educated family and assisted in family business. (18 years).
 - Live and worked in Singapore (2 years), Korea (1 year), China (5 years)
 - Dealing with Asian governments, customers and project stakeholders.

- **WESTERN INFLUENCED**
 - Secondary Education and University in Ireland
 - Live and work in Ireland, Netherland (1985 – 1992), USA (1993-1994)
 - Worked for USA based Oracle Corporation 1990-1995 in Europe, USA, Asia Pacific & MITRE, Harris Corp, German based SIEMENS & ABB.
 - PMI, PMP Certification

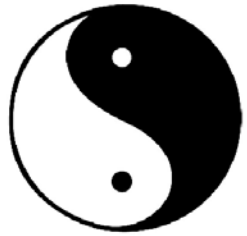


Project Environment in Europe & USA

- Black and White
- Prefer Conflict Resolution Technique
 - Confrontation / Problem Solving
- Clear cut decision. Standard Operating Procedure.
A lot of Processes
- Check and balance system
- Clear authorities, obligations
- Respect professionalism, Formal relationship etc

Less flexibility – may not prepare to deal with ad hoc requests and changes





Project Environment in China

- Ambiguities - “Gray”
- Prefer Conflict Resolution Technique
 - Give and take
- “Saving face” - very important skills
- High level directive subject to interpretation
- Check and balance process not obvious
- People versus process
- Emphasize on individual or team
(responsibility/credits) varies on occasion

Expecting highly flexible system - many
administrative decisions



Ambiguities and Saving face

What do you want to drink ?

- **A:** *“Coffee”*
- **SK:** *“Milk and sugar ?”*
- **A:** *“Milk but no sugar please..”*
- { Few minutes later }
- **SK:** *“Here is your coffee”*
- **A:** *“Let us discuss about the project changes ..”*

1. Which conversation likely to take place in Starbucks in San Francisco and Guangzhou ?

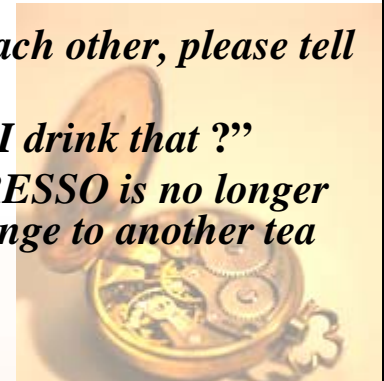
2. Examples of being direct and open ?

3. Examples of “Gray” ?

4. Examples of “Saving face” ?

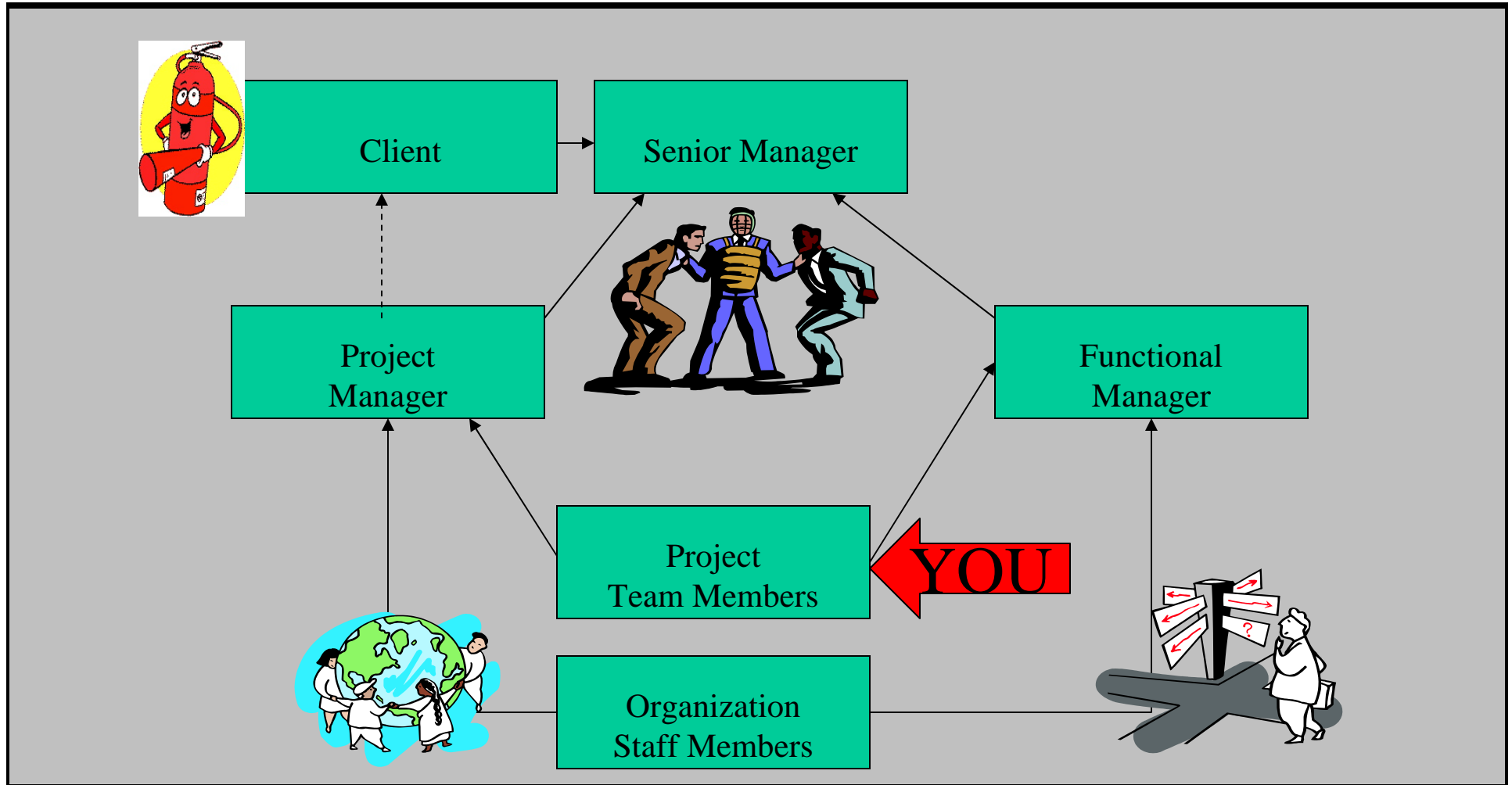


- **C:** *“Anything”*
- **SK:** *“Sorry, I can’t get you ‘anything’. Would you like me to get you a cup of coffee or tea?”*
- **C:** *“Both also can...”*
- **SK:** *“can you be specific, please”*
- **C:** *“if possible, please get me something not too much of hassle to you.. .”*
- { Few minutes later }
- **SK:** *“Here is best EXPRESSO in town, not sure that may suit your taste”.*
- **C:** *“it’s OK”*
- **SK:** *“We already know each other, please tell me honestly..”*
- **C:** *“so bitter, how could I drink that ?”*
- **SK:** *“Me too. The EXPRESSO is no longer good. How about we change to another tea house ? ”*
- **C:**



**10 Minutes
Discussion**

Power Struggle



Never says things too definite

Who do you think is not right ?

- A: “I think Project Manager is *wrong because*”
- D: “*I don't think so, I would say Functional Manager because ... ?*”
- SK:” *Whoever not following the agreed process is wrong because.*”

- C1: “*It is hard to say... ”*”
- C2: “*I wasn't in the picture, but I heard ... ”*”
- SK: “*Both of them must have the reason which I don't know... ? “*”

1. Examples of potential positive / negative consequences if you say things too definite ?
2. Why same question different answer ?

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Communication Scenarios Seen in Eastern Project Environment

- **Speak To Death** 先说先死 *xian shuo xian si*
 - Die because you were the first one to speak out
 - First to speak, First to Go
- **Silence to Death** 不说也死 *bu shuo ye si*
 - Die because everybody has spoken except you
- **Speak Right to Stay Alive** 说到不死 *shuo dao bu si*
 - Speak when invited to speak, with RIGHT tone / speed / words, eye contacts, depth / details etc



Speak to Death

先说先死 *xian shuo xian si*

- **Explanation**

- Speak when you are not invited or wrong timing
OR
- First person who speak will expose himself for the others to have more opportunities to evaluate him. The first who spoke will expose his bottom line and the others will know how to re-position themselves, either for or against him.



Speak to Death

- Program Director from main contractor led the customer's CEO and his team to visit airport system testing and integration laboratory. He was happily explaining the project progress and the integrated system capabilities. He proudly presented the latest Flight Display Panel his team has designed and build.
- However, some one from the customer's team asked: "why the display for that particular panel is blinking?"
- Program Director responded confidence: "According to IATA Standard, the display will start blinking ten minutes before the flight depart. This is world most 'intelligent' way to inform the passenger to be on board immediately". Most people acknowledged his explanation.
- **Suddenly his western trained engineer stood up and said : "Sir, not exactly. The lose cable connection was the root cause having a blinking display !!"**

Silence to Death

不说也死 *bu shuo ye si*

- **Explanation**

- Not exactly Opposite of ‘Speak to Death’. If everybody has voiced their views and opinions except you, you may be perceived as not adding value or the one naturally should bear the negative consequences.
- However, people who failed to understand the theory of ‘Speak to Death’ may have difficult to appreciate ‘Silence to Death’.



Silence to Death

- Program Director usually having lunch meeting with customer's project sponsor without other team members. For this particular meeting, he decided to bring you, the Chief Engineer along. Many project related topics were discussed but he had forgotten a critical request to delay the server installation due to contractor internal problem.
- You have noticed but you have decided to keep SILENCE because you have learnt the theory of 'Speak to Death'.
- Back to the office, the Program Director realized what he has overlooked. He is blaming you for not even to remind him or raise the request directly, as he would expected a Chief Engineer should do.
- One must understand WHY and the Expectation of the Program Director.

DILEMMA ?

First Talk -> First Die

No Talk Also Die



Speak Right To Stay Alive

说到不死 *shuo dao bu si*

- Explanation
 - As soon as you have realized you are caught between “Speak to Death” and ‘Silence to Death’. Whenever the timing is **RIGHT**, in the **RIGHT** environment with the **RIGHT** audience, you have to speak with **RIGHT** words, **RIGHT** tone/speed and **RIGHT** depth in order to protect your BEST INTEREST.
- Comments
 - Not EASY. Different audience different responses
 - ***“SK, I heard you are going to buy a Porsche”***
 - SK to Public :”You must be kidding, where to find so much money?”
 - SK to close friend:”Well, that was true a few months ago before the global financial crisis. By the way, do you have any suggestion of models I should consider?”
 - If SK maintain silent, his close friend may interpreted as lack of trust among the close friend. So SK decided to speak to a level able to demonstrate the trust but still maintain his privacy.

Talk also die, no Talk also die .
No choice, must talk until you won't die.



Speak Right To Stay Alive

- Program Director usually having lunch meeting with customer's project sponsor without other team members. For this particular meeting, he decided to bring you, the Chief Engineer along. Many project related topics were discussed but he had forgotten a critical request to delay the server installation due to contractor internal problem.
- Scenario 1
 - If SK waited until almost end of lunch meeting and said “Let me add on ..the PD has forgotten to mention the request of delay of the installation due to our internal mistake....”
 - PD angrily said, “SK do you think I am that OLD? I have NOT forgotten the unreasonable request you asked me to make. It is our internal mistake and customer should not be the one dealing with the delay. That's why I intentionally not to highlight this to customer.”
- Scenario 2
 - You quietly written a short note and pass to PD's attention, PD immediately highlighted the need to obtain support for the delay.
 - If the PD REALLY forgotten the request and decided to keep silence after reminded by SK (via the note). He has to face the outcome of ‘SILENCE to DEATH’. At least, PD can not BLAME SK because of keeping silence. He may increase his trust on SK to compliments his short coming (privately).
- SK action seen in Malaysia and China
 - He has hinted the project sponsor on the subject of timeline extension, the decision to mention or not during the meeting is on the hand of Program Director, not SK. SK is protecting himself from being blamed.



How to handle time change request with hidden agenda?

Situation in Malaysia

At the middle of the project, the 'supportive' project champion from the customer is exploring with you (Seller PM) whether the project can be completed 2 months earlier. This is the pre-condition imposed by his boss before he could be officially transferred and promoted to another department.

What is your response ?



**10 Minutes
Discussion**

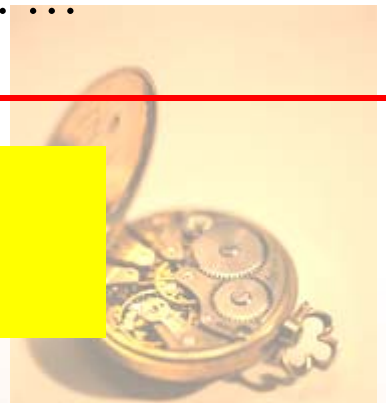


Resolving a personal conflict

Situation in China

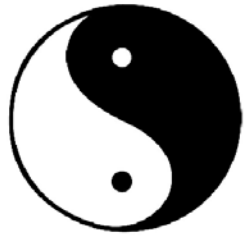
A Seller PM was not very happy how he has been treated by the buyer PM who strongly believe in “customer is always RIGHT”. *In one of the meeting*, one of them BANG his hand on the table to show his disagreement which triggered another BANG from the other. It was not sure who was actually started the “table banging exercise”. SK heard more than 10 BANGS !! Within few hours, steering committee which composing of both buyer and seller heard the news. ...

What is your response ?



**10 Minutes
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Project Environment in China

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EAST MEETS WEST

Learning Challenges

- South East Asian is combining AB type and Jai Yi Type. Some truly AB type, some still don't know.
- Constantly observe the actions, reactions, feeling, sensitivity of all project stakeholders. Ambiguity add complexity to your analysis
- When/how :
 - Speak to death, Silence to death & Speak Right to Stay Alive
- Globalization, Internet, SMS – create new dimension
-

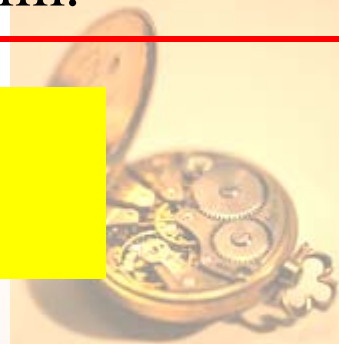


How good is your analytical skills ?

Situation in China

An overseas Chinese Project Manager has observed this in his Shanghai project office. Shanghainese girls are well known by their beauty and fashion sense. After observing that only female workers stayed back after 5pm to continue working, his imagination began to run wild. From thinking that the male staff was not committed to imagining that the female workers were trying to get close to him.

What is your response ?



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