# 04.项目经理

## Who is the Project Manager?

Project management costs generally total somewhere between 7 15% of the project’s Total Installed Cost.

You can think of the PM as the “CEO” of the project The accountable person for the project's success\* success\*. \*Project success = accomplish the specific goal of the project within the time and budget constraints agreed at the beginning.

Why do you need a PM?

### To take accountability

当项目经理担任一个项目的项目经理时，他就默示了同意在这些约束条件下工作，并且仍然达到现在的目标。但是项目经理有选择不能自投罗网，接手一个不可能成功的项目。当项目管理的三重约束被设置时，它们必须是现实的。如果不切合实际，他们必须向提出项目的人说明原因，并就额外的时间、资源或对项目的调整进行协商。对时间、资源或对目标本身进行调整。当然， 如果他们觉得设定的约束条件和现实的期望值之间的差异太大，他们有权拒绝领导一个项目。

这是主要负责人的承诺，即不逃避自己的责任。项目经理需要对项目负责人。负责任是什么意思？正式的定义是 "致力于实现某种结果然后兑现这一承诺"。

项目经理不仅要对自己的任务负责，还要对其他各方必须完成的任务负责。这包括项目组成员、支持职能部门、经理、供应商和其他利益相关者，包括任何对项目进展有重要意义的工作，以实现项目的成功完成。

### To steer people and activities

项目包含了许多不同的个人和组织，但项目经理是项目的代言人也是关于项目的任何问题或关注的联络点，包括所有由其他人执行的任务。

他们要对所有的事情负责，随之而来的是赋予他们做出决定和采取行动的权力。

人际关系或软技能。项目是由人执行的，为人服务的。你已经知道每个项目都是独一无二的，这意味着你必须适应新的同事和合作伙伴。每次都是如此。项目经理将需要从头开始建立信任，因为参与的人和动态将是新的。这就是为什么项目工作如此有趣的主要原因之一。但是，这也使得它具有相当大的挑战性!项目经理需要清楚地说明什么是需要由谁来完成的任务，以及每项任务预计何时完成。他们必须支持团队成员，以防止他们无法完成工作的问题。除此之外，项目经理还必须能够在整个项目生命周期内将团队的积极性保持在一个良好的水平，在整个项目生命周期中保持团队的积极性。

### To handle risks and issues

一个典型的问题是，项目经理是否需要成为他们项目所在行业的专家。答案并不是那么简单的。在具体业务中的经验肯定可以帮助项目经理，细节的了解有助于在减少活动的不确定性的情况下做好计划，预测某些风险，管理风险，准备好预案，保证项目的顺利进行。

## Project Manager Skills

In projects, there are different individuals and organizations that need to work in a coordinated manner for the success of the project. As mentioned, the PM is the “face” of the project, he/she is the single point of contact that has to be able to answer to any questions about his project, including all works streams and tasks performed by other people. PM is accountable for the end result of their collective work.

It might sound easier than it is. So, how to do it? We explained, PMs have the knowledge, skills, attitude and practical experie nce to “manage” not only their work, but also the work of the others. In addition, by being appointed as a PM, you are being empowered by the project Sponsor to take actions and make decisions. These knowledge, skills, attitude but are not limited to:

•Project management and business Knowledge : Ability to lead project work, know how to address classical project situations; Knowledge of theproject lifecycle; Planning quality; management of project critical areas; work with project management tools and documents. Put Controls in place, to be able to track progress. Business analysis skills; Business acumen; Awareness & knowledge of the PM industry standards;

•People and Workflow Management Skills : Efficiently Organize project work, define responsible and due date. Issue resolution skills ; People skills Work with all stakeholders, motivate project team, communicate in a way to create trust among the team members and senior man age ment.

•Strategy and Leadership Skills : Negotiate, influence work and stakeholders in the project/program interest; work towards the objectives of the overall program; Ensure work is aligned with the overall corporate strategy Promote the values and benefits of the project/program to th e broad organization.

这些都是PM角色的核心。然而，对于这一点，我们想强调几个其他特征：项目经理表现的态度、行为和专业性对于项目前景非常重要。态度和行为：积极和目标导向的态度，尤其是在困难时期。项目是复杂的计划，包括各种主题、人员和个性、期望和约束。由于这些限制，经常会出现资源竞争和紧张局势。PM必须能够处理可能出现的压力和压力，同时做出正确的决定和权衡。一个好的项目经理在压力下很好地工作，以使项目保持在成功的道路上。无论面临何种挑战，PM都是业务专业人士。因此，他们需要以身作则，表现出高昂的士气、道德和信誉。