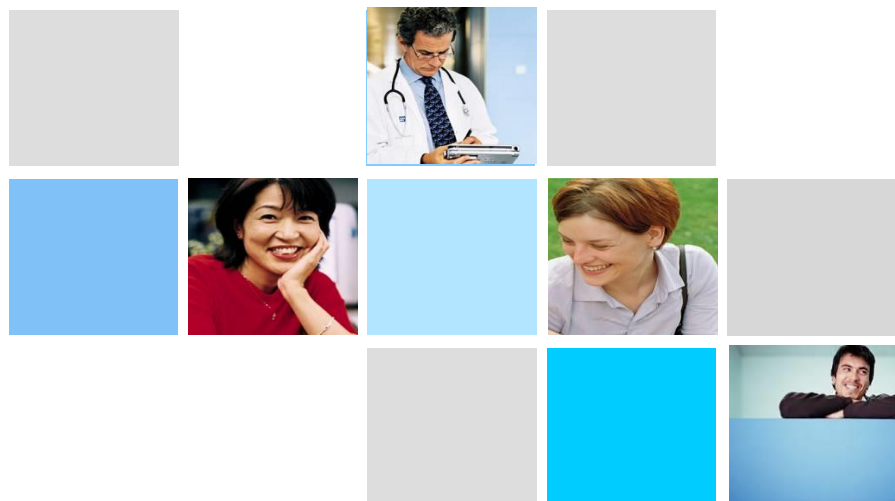
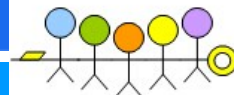


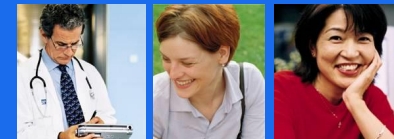
# 项目管理九宫格



于兆鹏 (Bruce)



# 于兆鹏 (PMP、PgMP、MBA)



● **PMI(中国) PgMP Community Lead, 大中华区PgMP第六人**

● **第三届PMI(中国)项目管理大会演讲嘉宾**

● **TOP100全球软件案例研究峰会演讲嘉宾**

● **2011年中国知识管理人物**

● **13年项目管理和知识管理经验, 10个行业8年兼职咨询经验**

● **中国联通**

大客户经理

● **海尔、颐中 (Project)**

Project Lead

● **NTTDATA (Project)**

Project Manager

● **中国惠普**

KM Manager, PMO Manager

● **携程**

知识管理中心总监, 项目管理委员会主任

● **中国银联**

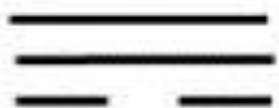
中国银联培训中心主管



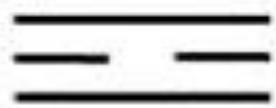
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巽

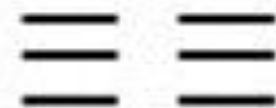
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9



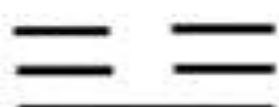
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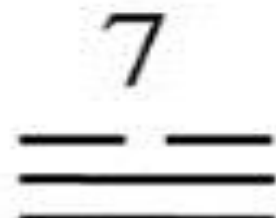
坤

震

3



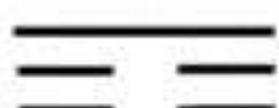
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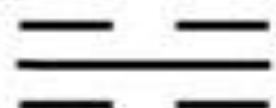
兑

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1



乾

坎

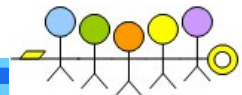


# 事业环境因素

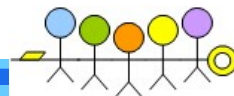
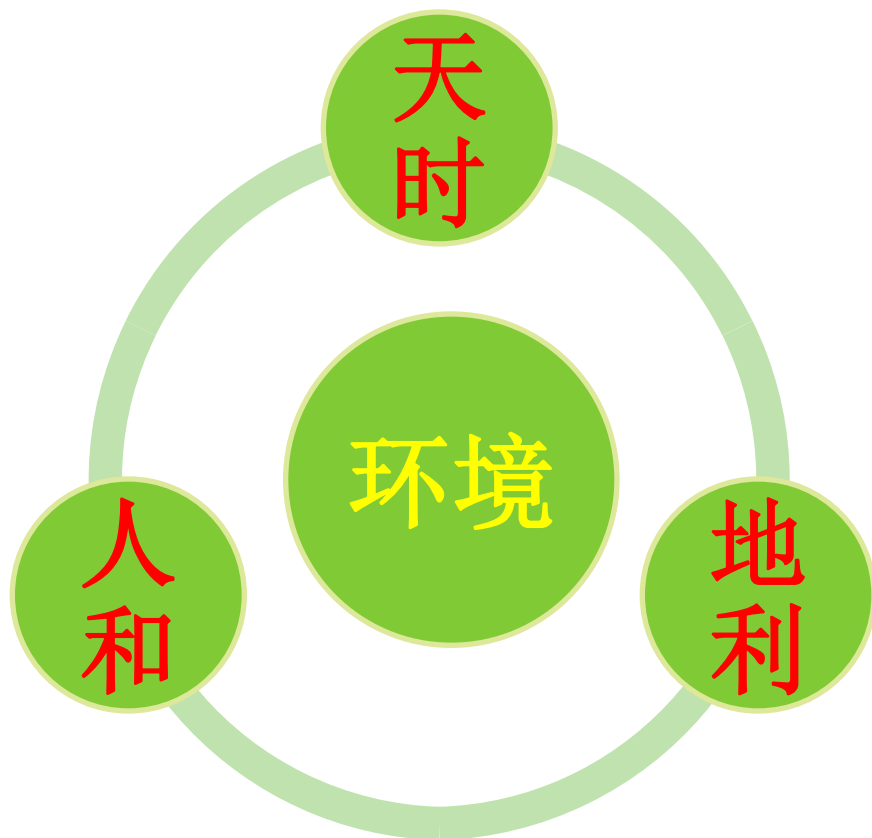
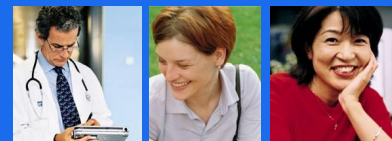


项目团队**不能控制的**，将对项目产生**影响、限制或指令**作用的各种**条件**

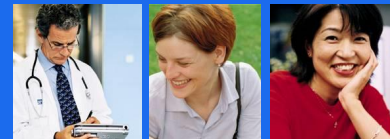
-----PMBOK第五版



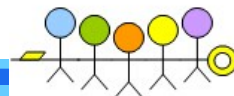
# 事业环境要素之三才

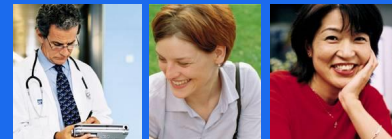


# Agenda



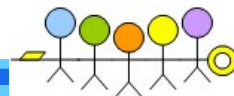
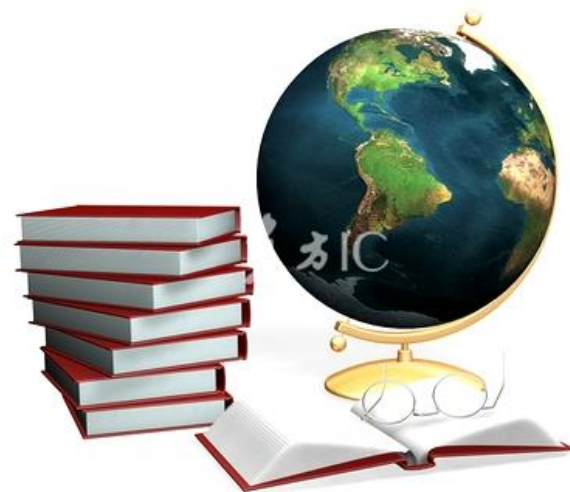
- 环境因素之天时
- 环境因素之地利
- 环境因素之人和
- 九宫格的中和之道



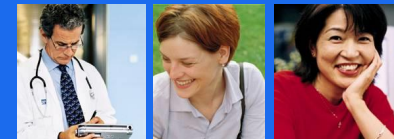


# 项目管理九宫格:

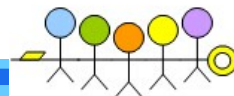
- 环境因素之天时
- 环境因素之地利
- 环境因素之人和
- 九宫格的中和之道



# 2003-2013：平台经济

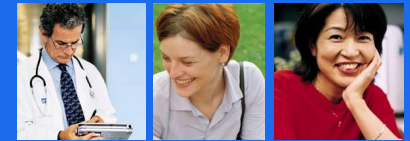


- 双边/多边市场
- 平台生态圈
- 平台思维

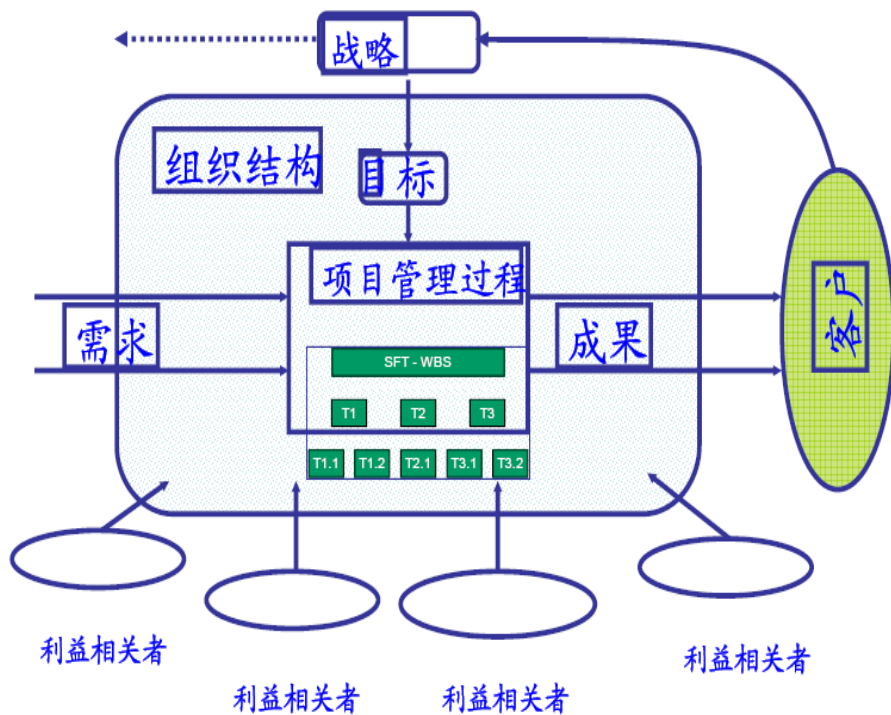




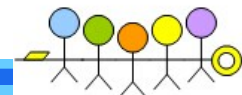
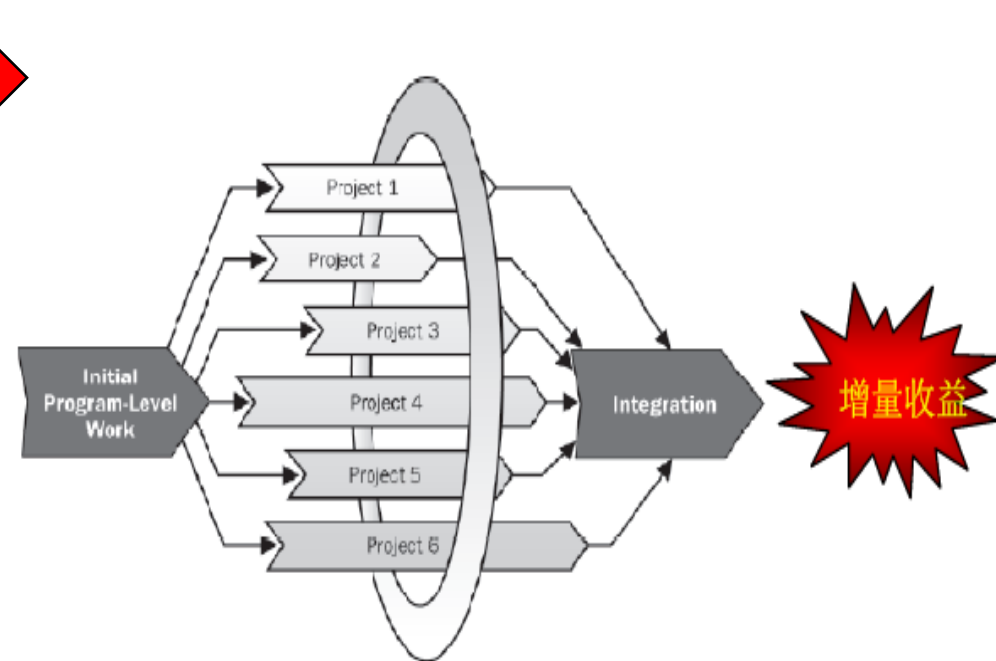
# 平台思维



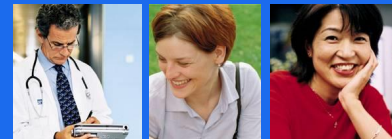
$$1 + 1 = 2$$



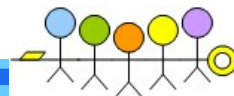
$$1 + 1 > 2$$



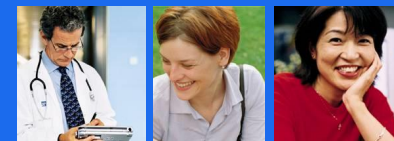
# 2003-2013: 竞合关系



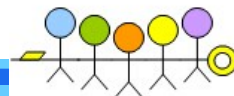
- 甲方与乙方
- 竞争与合作

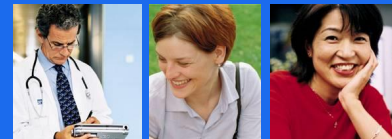


# 2003-2013: 自媒体



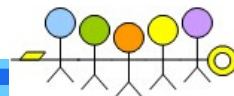
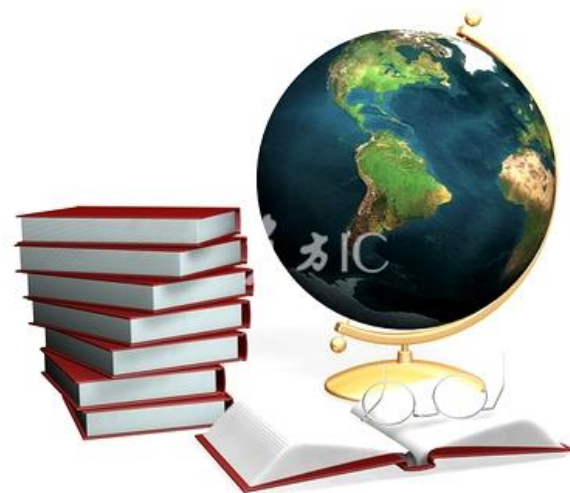
- 自我价值定位
- 自我价值包装
- 自我媒体设计

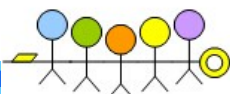
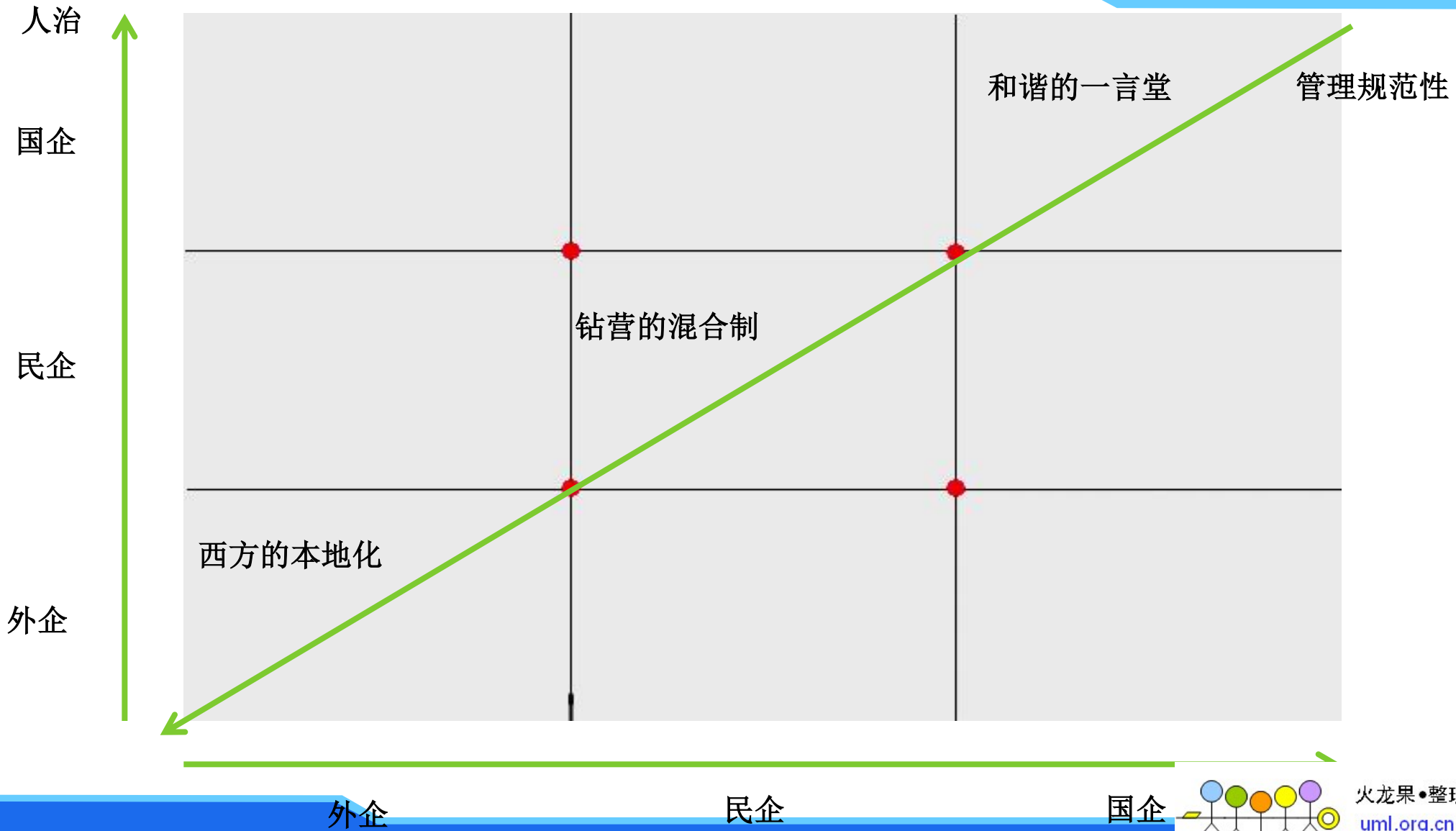
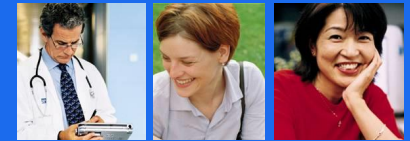




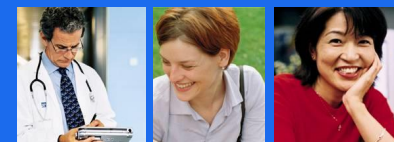
# 项目管理九宫格:

- 环境因素之天时
- 环境因素之地利
- 环境因素之人和
- 九宫格的中和之道





# 三种体制对比



外企

民企

国企



启动与计划

讲效益  
讲成本  
讲流程

讲效益  
讲成本  
讲速度

讲政治  
讲高度  
讲和谐

执行与监控

规范做  
做精细  
做优化

细中做  
做专业  
做口碑

做中看  
看领导  
看人情

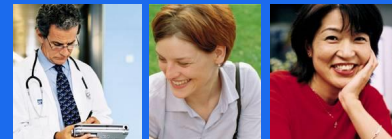
收尾

干不大  
有沉淀  
有分享

干不小  
有沉淀  
少分享

干不完  
少沉淀  
无分享





# 项目管理九宫格:

- 环境因素之天时
- 环境因素之地利
- **环境因素之人和**
- 九宫格的中和之道

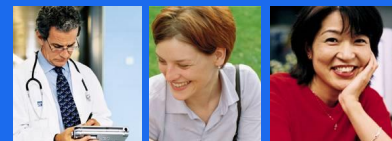


图图网 www.nipic.com 87,5422

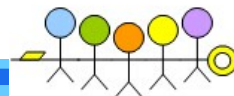
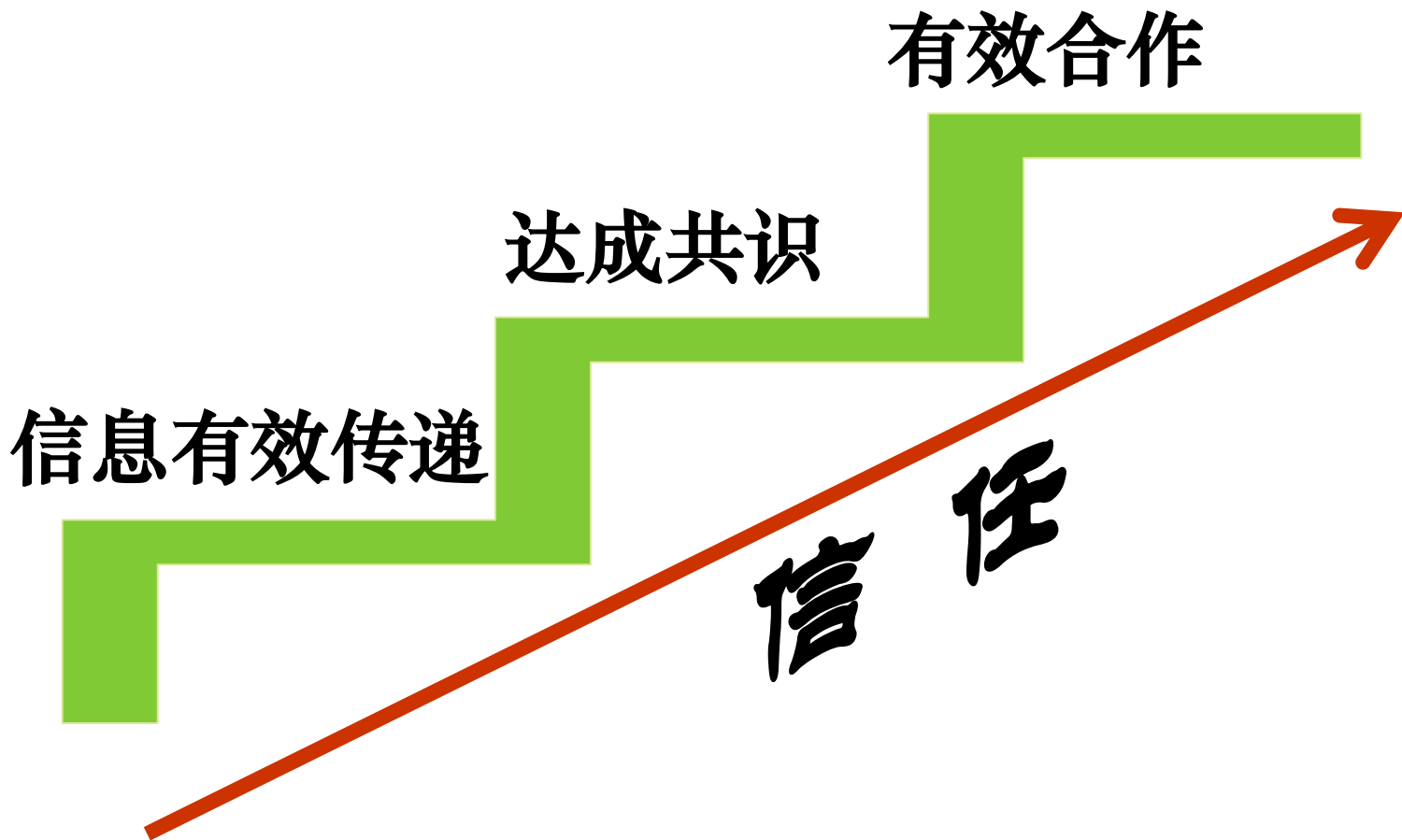
62501102122521261299



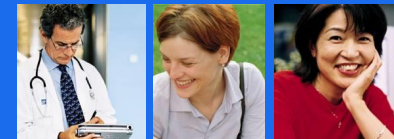
# 人和的基础



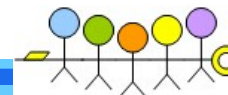
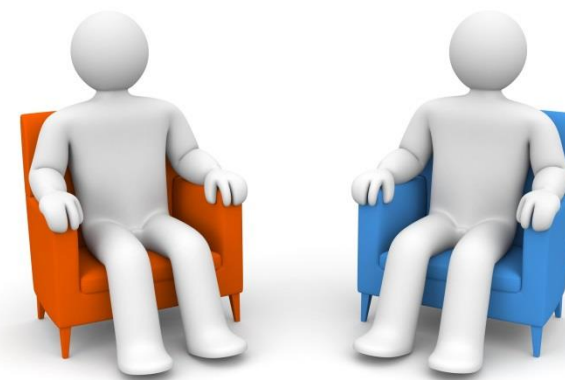
- 客户
- 老板
- 团队



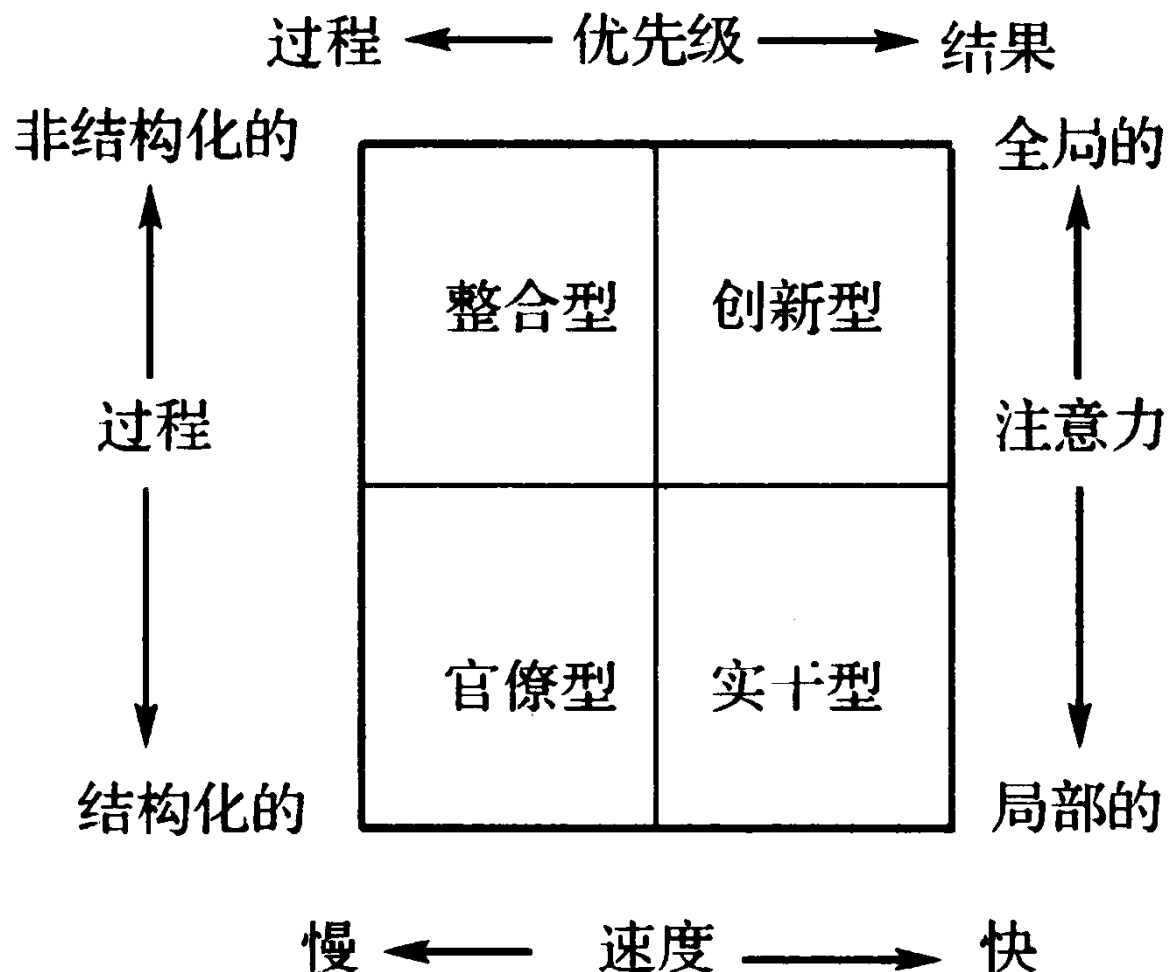
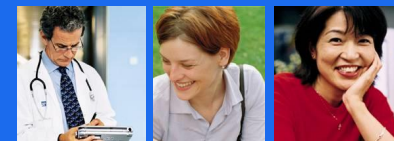




- 换位思考
- 方便与麻烦



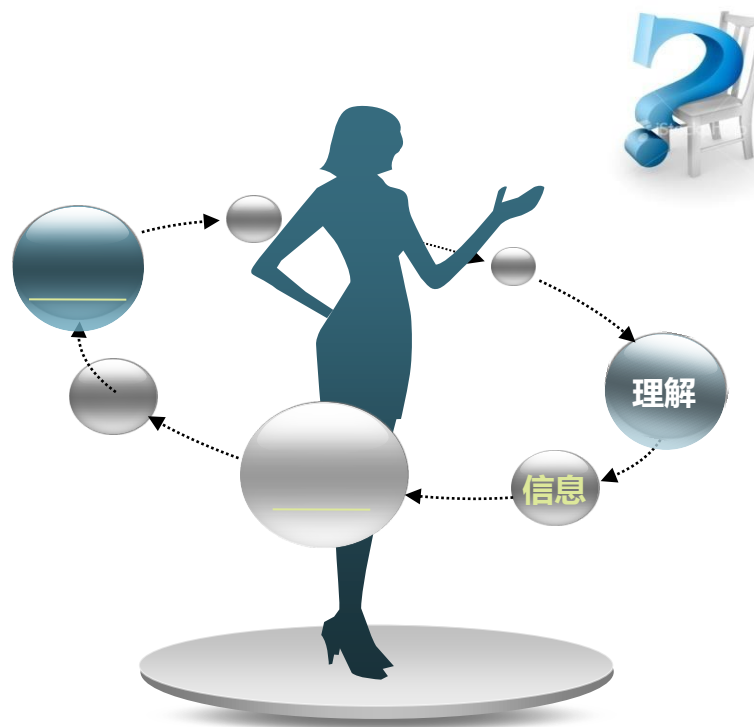
# 老板 - 老板的类型



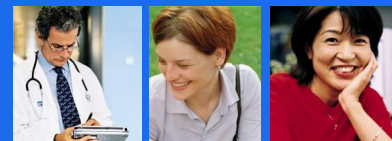
# 老板 - 老板最需要的是?



- 理解
- 信息



# 老板-与上级融洽的秘诀



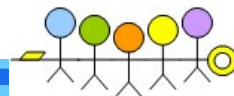
- 发挥价值
- 符合要求



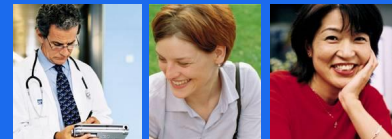
- 自主发挥价值
- 不用领导监督



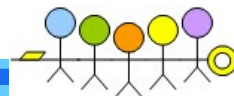
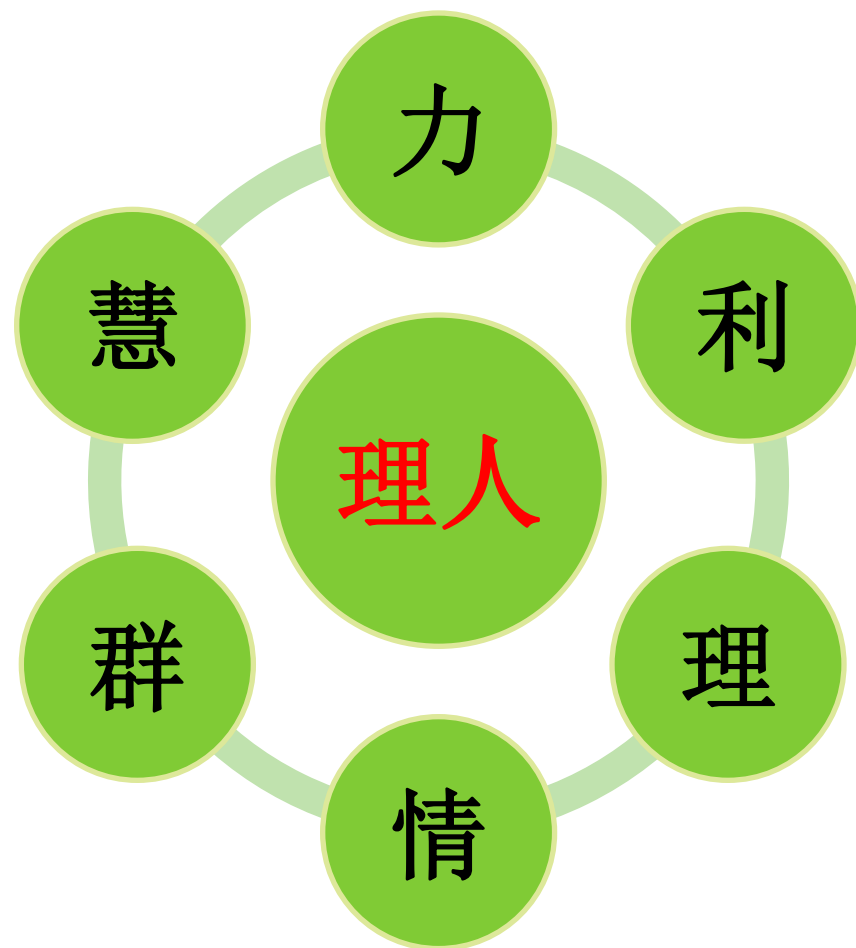
- 提供核心价值
- 想领导之所想，  
为领导分忧

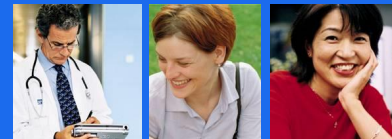


# 团队 - 三部曲与六字诀



- 个人发展
- 情感沟通
- 积极评价



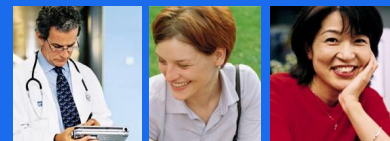


# 项目管理九宫格:

- 环境因素之天时
- 环境因素之地利
- 环境因素之人和
- 九宫格的中和之道

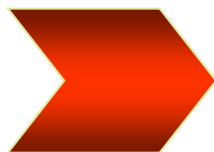


# 思维的转变



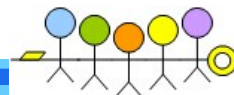
## 技术人员

- 真理 (Truth)
- 智商 (IQ)
- 科学 (Scientific)
- 唯物导向 (Objective)
- 研究 (Research)
- 执着 (Persist)
- 特性 (Feature)

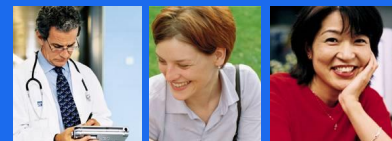


## 商务人员

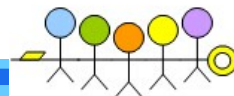
- 最优 (Optimal)
- 情商 (EQ)
- 创意 (Creative)
- 唯人导向 (People)
- 沟通 (Communication)
- 弹性 (Flexible)
- 效益 (Benefit)



# 心态的转变



- 先：争先恐落后
- 退：能退才能进
- 容：有容才有人
- 聚：聚义能聚源

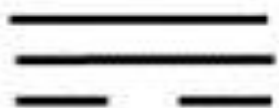




离

巽

4



9



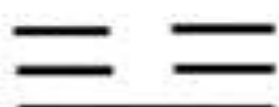
2



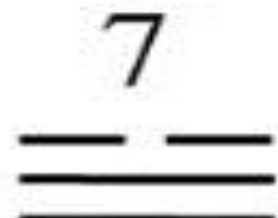
坤

震

3



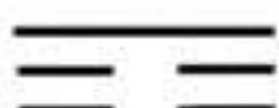
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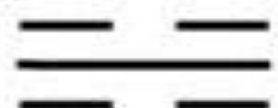
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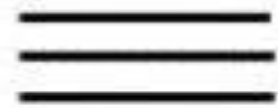
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1

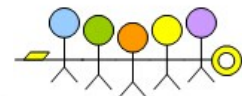


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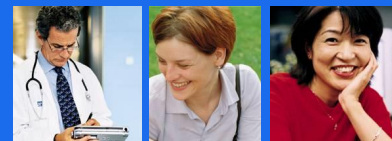


乾

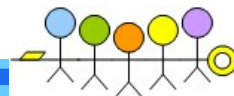
坎



# PMI 职业精神 - 中和之道



- 责任 - Responsibility
- 尊重 - Respect
- 公正 - Fairness
- 诚实 - Honesty



@于兆鹏

Thank  
YOU

