

Use Confucianism to improve project leadership in Chinese perspective



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Introduction

- **Project management is mainly based on system approach**

Tools: WBS, PERT, CPM

- **A few excellent scholars make research in the soft side of project management**

House, R.S(1988). explained the human side of project management;

VK Verma (1996) described human resource skills for project managers;

A Belout (1998) made research on the effects of human resource management on project effectiveness and success;

A Belout (2004) found out the factors of human resource on project success



Introduction

- **project management has been introduced into China for more than twenty years, but simply reduced to the use of bar charts, networks and resource allocation programmes**
- **Lack of Chinese perspective, project managers can't carry out their management smoothly in China**
- **Lao Tzu and Confucius are the famous thinkers in China's history, and their thinking has influenced China for thousands of years.**

Lao Tzu-Tao De Ching

Confucius-The Analects of Confucius



Introduction

- **Age-old, time-tested wisdom can be revived. This paper makes research on how to improve project managers' leadership in China from Confucius's The Analects of Confucius.**





Confucius and the analects of Confucius

- **Confucius**

born in B.C.551, a middle-class family;

became a public teacher, when he was 30 years old;

In 500 B.C., chief magistrate of the town of Zhongdu with efficient work;

Lost the ruler's support in 496 B.C. ;

All along advocating the idea of being a gentleman with about 3000 followers, in which there are 72 famous students in China.

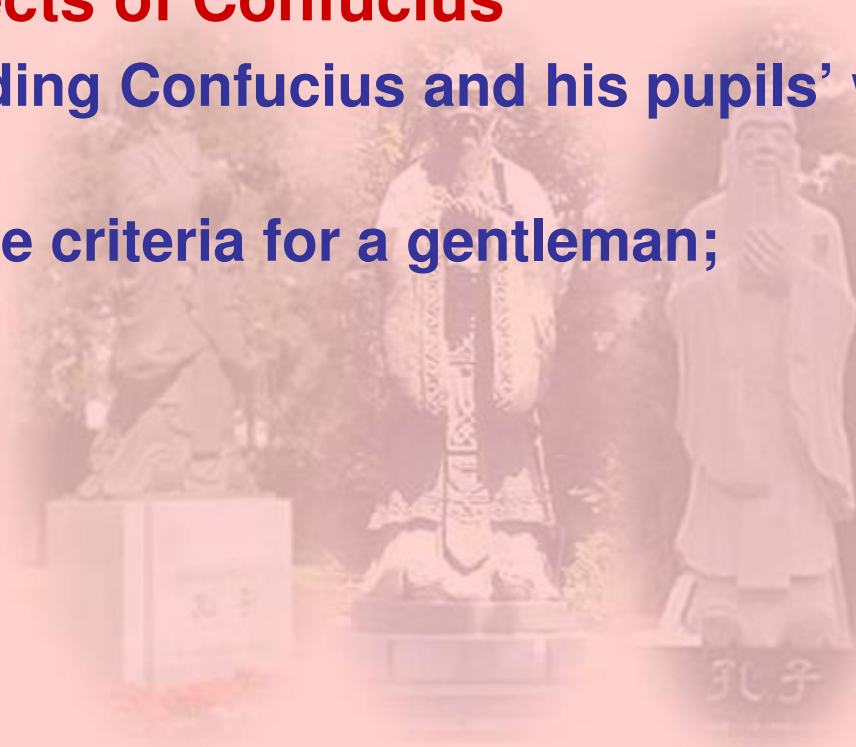


Confucius and the analects of Confucius

- **The Analects of Confucius**

a book recording Confucius and his pupils' words and deeds;

Describing the criteria for a gentleman;





Confucius and the analects of Confucius



- The Analects of Confucius**

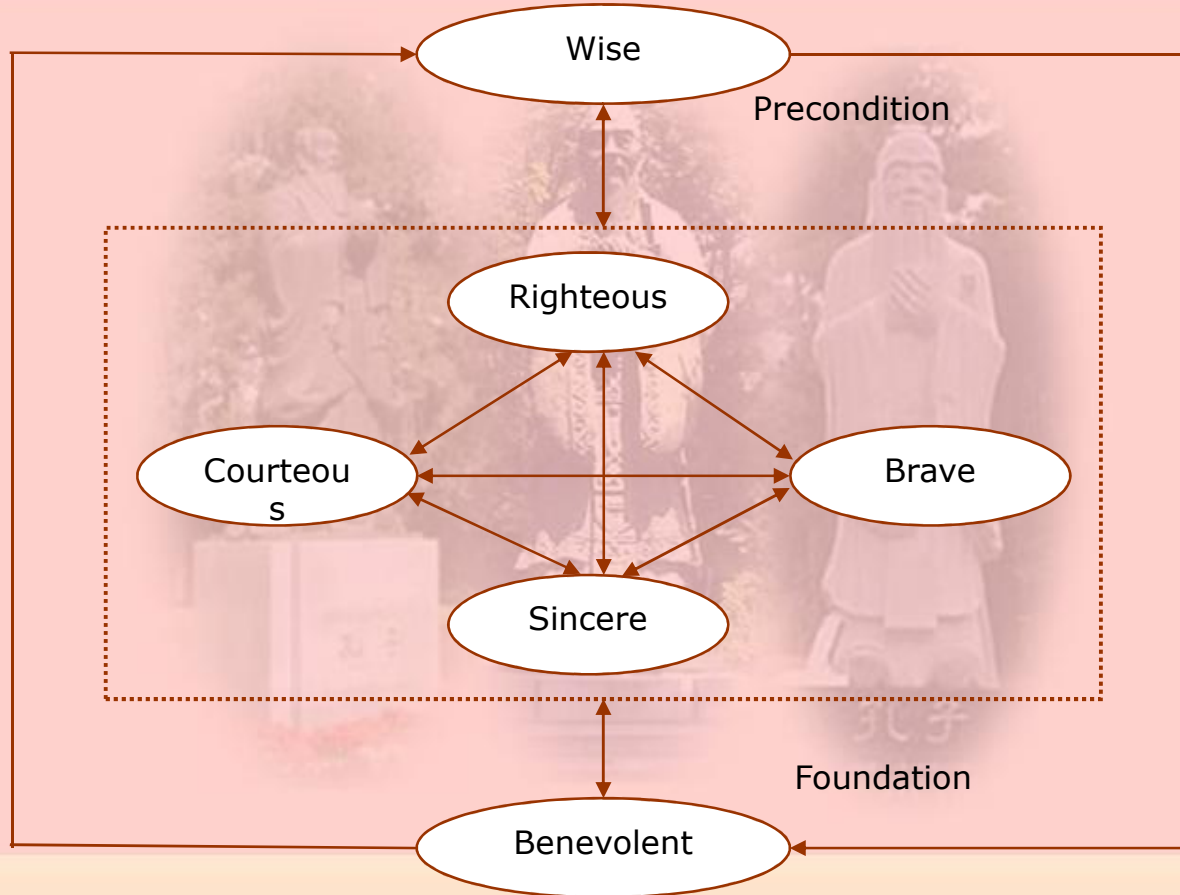


Fig. 1. Inherent relationships of the six qualities



Confucius and the analects of Confucius

- **Contribution of Confucianism**

- (1)enlightment for national governance**

- People-oriented thinking;

- Management by moral;

- The objective: rich people and strong country;

- Gentleman is the direction of education

- (2)enlightment for enterprise governance**

- Moderation is the best;

- Moral is the standard of selecting talents, words and deeds are also important factors



Learning from Confucianism

Quality of Gentlemen	Score(0,1,2,3)
1. benevolent	
1.1 the first to deal with problems and the last to enjoy the happiness of success	
1.2 shares success with project team members	
1.3 distinguishes gentlemen from flunkies	
1.4 shares his achievements with others	
1.5 loves and hates distinctly	

Full mark: 15



Learning from Confucianism

Quality of Gentlemen	Score(0, 1,2,3)
2. righteous	
2.1 care about his project team members	
2.2 calm in front of profits and takes the profits should belong to him	
2.3 select subordinates with excellent talents and appoint them in important positions or be generous to introduce them to his superiors	
2.4 always ready to find out unjust phenomenon and remedy it	
2.5 loyal to the organization he is in	

Full mark: 15



Learning from Confucianism

Quality of Gentlemen	Score(0,1,2,3)
3. courteous	
3.1 show respect to his team members and gives them opportunities to use their talents	
3.2 make exact rules of his team and let everyone including himself obey the rules	
3.3 obey the rules consciously at any time	
3.4 execute the rules strictly	

Full mark: 12



Learning from Confucianism

Quality of Gentlemen	Score(0,1,2,3)
4. wise	
4.1 learn something and practise it immediately	
4.2 should not make decisions with extreme views	
4.3 combine learning and thinking effectively, and improve his capability continuously	
4.4 to acknowledge what is known as known, and what is not known as not known	
4.5 from what have been known to deduce things haven't been known before	
4.6 be modest and learn from everyone	
4.7 arrange works' sequence according to their importance.	
4.8 find out the reasons for mistakes and reflect yourself thoroughly	
4.9 look before you leap	

Full mark: 27



Learning from Confucianism

Quality of Gentlemen	Score(0,1,2,3)
5. sincere	
5.1 keep his words	
5.2 trust others especially his subordinates fully and appoint them in a important position according their talents	
5.3 never lie or make a misleading statement	

Full mark: 9



Learning from Confucianism

Quality of Gentlemen	Score(0,1,2,3)
6. brave	
6.1 be brave to reform abuses, and propel the organization development with outer environment	
6.2 be brave to take responsibilities and earn trusts from both his superiors and subordinates	
6.3 be brave to innovate and don't fear failures	
6.4 be brave to face problems and dig opportunities from them to extend the organization's capabilities	

Full mark: 12



Learning from Confucianism

Investigated ten projects;
each project with 15 members;
being investigated, 130 copies received

Item	performance
schedule	
cost	

Note:if the schedule or cost overruns 15%, the performance will be called bad; if the overrun is between 15% and 5%, the performance will be called well; otherwise the performance will be called good.



Learning from Confucianism

Project	Score of qualities of gentlemen	Performance of project control
1	60	Good
2	66	Good
3	61	Good
4	52	Bad
5	65	Good
6	59	Well
7	61	well
8	56	Well
9	45	Bad
10	46	bad



Conclusion

- it is proved that the qualities of a gentleman are positive correlated to the project leadership.

- **Some deviation**

Sample space is small;

The weight of the six qualities of a gentleman needs to be discussed;

Further research:

- some thoughts of Confucianism need to be verified with the new times;
- Confucianism to be applied in both the east and the west



Thanks for your attention!



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