

Final Project

Prepared by Walid Soliman

Lecture 2

Stakeholders



PMG 697- MPM – Spring 2022



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Project description & outcomes

PROJECT DESCRIPTION AND EXPECTED OUTCOMES TEMPLATE:

Timeframe	Goal	Activities	Expected Outcome(s)	Measure(s) of Success

Project description & outcomes

EXAMPLE:

(For Illustration Purposes Only)

Timeframe	Goal	Activities	Expected Outcome(s)	Measure(s) of Success
June-August 2017	Build middle school students' leadership skills	-Survey students on activities and/or areas of interest they would like incorporated into the program -Work with middle schoolers to become peer mentors to the younger students in the program -Establish a youth advisory board for the program -Regular one-on-one meetings between program staff and youth	-Students in the program will be more confident, able to clearly and effectively communicate their opinions, actively listen, and work collaboratively with their peers and adults	-Students will report positively on outcomes such as feelings of belonging, their ideas count, they have opportunities for leadership within the program -A youth advisory board will be in place
September 2017 — March 2018	Build staff knowledge and expertise on supporting middle school youth leadership skills	-Creating a staff development plan -Program staff will participate in professional development opportunities covering how to best support youth voice and on positive youth development -Regular program staff meetings to discuss the project	-Program staff will feel more confident in their knowledge of positive youth development ways	-Program staff will complete at least two professional development opportunities -Bi-monthly program meetings will take place to discuss the project
June 2017-June 2018	Engage the parents of at least 15 youth in program activities.	-Develop outreach plan to schools and the community -Begin monthly parent newsletter -Plan & host 2 open houses or other events for parents, family, and community members	-The program will have stronger relationships with parents & family of youth -The program will gain increased support from the community	-Youth will have more support at work and at home. -By the end of the first year, the program will retain at least 85% of its middle school students

Managing Projects

Managing a project is **no easy feat**, no matter **what the scale and scope** are. From **planning** the minutia **to handling** the ever-changing demands of clients to shipping the **deliverables on time**, there's a lot that can go wrong. When you divide the project into manageable stages, each with its own goals and deliverables, it's easier to control the project and the quality of the output.

Managing Projects

According to the [PMBOK Guide](#) (Project Management Body of Knowledge) by the Project Management Institute ([PMI](#)), a project management life cycle consists of 5 distinct phases including **initiation, planning, execution, monitoring, and closure** that combine to turn a project idea into a working product.

Phase 1: Project initiation

- The first stage of turning **an abstract idea into a meaningful goal**. In this stage, you need to **develop a business case** and **define the project** on a broad level.
- The **project charter** is an important document consisting of details like the **project constraints, goals, appointment of the project manager, budget, expected timeline, etc.**
- Identify **key project stakeholders**—the people who are to be involved in the project. Create a stakeholder register with the roles, designation, communication requirements, and influence.

Phase 2: Project planning

- The **project planning** stage requires complete diligence as it lays out the project's roadmap.
- The second phase of project management is expected to take **almost half of the entire project's timespan**.
- The primary tasks are identifying technical requirements, developing a detailed **project schedule**, creating a **communication plan**, and setting up goals/deliverables.
- There are several methods of setting up the project's goals but **S.M.A.R.T.** and **C.L.E.A.R.** are the most

Phase 2: Project planning

- During the planning stage, **the scope** of the project is defined.
- Project managers also develop **a work breakdown structure (WBS)**, which clearly visualizes the entire project in different sections for the **team management**.
- A detailed **project timeline** with each **deliverable** is another important element of the planning stage. Using that timeline, project managers can develop a **communication plan** and a schedule of communication with the stakeholders.

Phase 2: Project planning

- Risk mitigation is another important aspect of project management that is a part of the planning stage. The project manager identify potential risks and develop a strategy to minimize them.

Phase 3: Project execution

- The **project execution** stage is where your team **does the actual work**.
- Project manager's job is to establish **efficient workflows** and carefully monitor the **progress** of your team and **maintain effective collaboration** between project stakeholders.

This ensures that everyone stays **on the same page** and the project runs smoothly without any issues.

Phase 4: Project monitoring and controlling

In the project management process, the third and fourth phases are **not sequential** in nature. The **project monitoring and controlling phase** run simultaneously with project execution, thereby ensures that objectives and **project deliverables** are met.

As a project manager, you can make sure that no one deviates from the original plan by **establishing Critical Success Factors (CSF) and Key Performance Indicators (KPI).**

Phase 5: Project closing

- The **project closure** stage indicates the end of the project after the final delivery.
- Most teams hold a reflection meeting after the completion of the project in order to contemplate on their successes and failures during the project.
- The final task of this phase is to review the entire project complete **a detailed report that covers every aspect.**

Stakeholders Management

- ❖ Projects do not exist in isolation. Even if there is a defined brief, budget, program and scope of work the project is still subject to **external influences**.
- ❖ The project exists within a 'political' environment, populated by all those who have a **particular stake or interest** in the outcome of the project. This political environment and the expectations of stakeholders **represent significant risk to a project**.

Stakeholders Management

- ❖ It is unlikely that the requirements of all stakeholders will coincide and they will seek to influence the project **in order to meet their own requirements**. However if the views of project stakeholders are **not addressed** and if stakeholders are **not involved** in the development of the project, then the project is unlikely to deliver optimum value for all involved.

Stakeholders Management

- ❖ It is important that project managers strike the **right balance** between ***stakeholder involvement and isolation*** of the project from external influence in order to achieve delivery on **cost and time** but also to **maximize benefit** for the client and his stakeholders.

Reference

Johnson, G. & Scholes, K. (2002) Exploring Corporate Strategy. UK:Prentice Hall

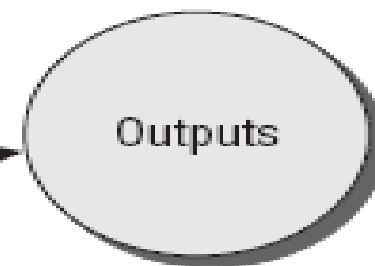
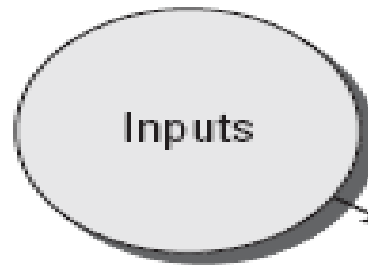
Stakeholders Management

❖ Identify Stakeholders

Identify Stakeholders is the first process of the **Project Communications** Management Knowledge Area, and part of the Initiating process group. This process involves identifying and documenting all the stakeholders on the project, including their interests, impact, and potentially negative influences on the project. Stakeholder identification should occur **as early as possible** in the project and continue throughout its life.

Stakeholders Management

- Project Charter
- Procurement Documents
- Enterprise Environmental Factors
- Organizational Process Assets



- Stakeholder Register
- Stakeholder Management Strategy

- Stakeholder Analysis
- Expert Judgment



Stakeholders Management

- ❖ Stakeholders are those who have a stake or an interest in a project or strategy undertaken by an organization, they will be **affected** in some way be the project and so have an interest in **influencing it**. They may **benefit** from the project and so will be **supportive** about it; conversely, the project may **damage** their interests or they may perceive it will have a **negative** outcome for them so they will seek to **stop it**.

Stakeholders Management

There are **two groups** of project stakeholders, (**internal and external**) to the client organization. The type most usually recognized are the external stakeholders, however the management of internal stakeholders is often more problematic.

Stakeholders Management

External Stakeholders

Are the individuals or organizations who are not part of the client organization but nevertheless **have an interest** in the project. For publicly funded projects the number of stakeholders who can be identified is high.

These generally consist of:

Stakeholders Management

- Funders, whether this is a government department, grant provider, or private sector partner.
- Users, whether these be passengers for a transport project or visitors.
- Regulatory authorities. Most commonly the planning authorities
- Those affected, who may be neighbors or those working or living nearby.
- The press and media are other significant groups who can greatly influence the perception of the project and its perceived, and actual, success.

Stakeholders Analysis

Stakeholder analysis can be used **to understand** the stakeholder environment and to prioritize management resources.

It can be undertaken as follows:-

- The first step is **to identify stakeholders**, you can't manage them if you don't know who they are, list them out. (Involve all members of the team).
- Next decide on **the level of power and interest** each individual stakeholder has to influence the project. This is not a precise art, the assessment can only be based on the perceptions of the team.

Stakeholders Analysis



Stakeholders Analysis

- You will then need to define whether the individual stakeholder groups **are positive or negative about the project**. You will probably find that those with a **high level of interest**, on the right of the matrix are either strongly supportive or otherwise, this is not surprising as their interest is high and so they have an opinion. Those on the left may have no strongly formed views

Stakeholders Management

Active Management of Stakeholders

The basic requirement is to manage the project so that positive stakeholders are in the bottom right hand corner and negative stakeholders are out of that corner. You need to remember that the **matrix is dynamic**, changes of individual within stakeholder organizations or changes to your project will be reflected in the matrix. **The following are some ideas for strategies that you or the client may wish to adopt to deal with the various groups.**

Stakeholders Management

The primary components of **a stakeholder management plan** are:

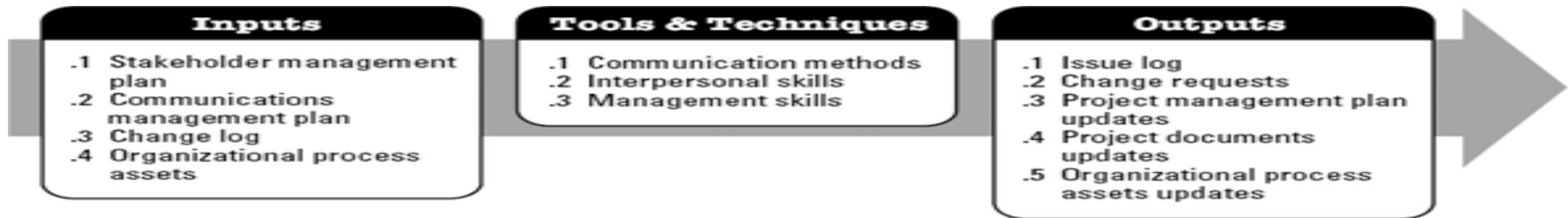
A list of all known stakeholders. Include their information.

- **Prioritization of stakeholders.** Rank stakeholders based on their ability to influence your project and how much they care about its outcome.
- **Stakeholder expectations.** You must document everything, including how they prefer to communicate and what they want to be involved with.
- **Communication rules.** The plan should outline the level, frequency, and type of communication with each stakeholder.
- **Action plans.** It's where you outline how you will manage stakeholder involvement and what steps to take to ensure expectations are met.

Stakeholders Management

Manage Stakeholder Engagement

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.



High Power, High Interest

If they are positive provide them with information to maintain their support, look after them well they are important. Don't ignore them just because they are not **causing you any problems** at the moment. **Involve them** in your project, make them **part of your project** steering group, involve them in **decisions**, use them to lobby other groups, and make sure they voice their support. Those with high power and interest, who are negative are a big problem and you need to put effort into dealing with them

Management Strategies

Positive

- Provide information to maintain their support
- Consult with them prior to taking project decisions
- Meet with them regularly
- Consult with them, involve them and seek to build their confidence in the project and the team
- Encourage them to act as advocates for the project

Management Strategies

Negative

- Attempt to develop their support and change their view by ensuring they fully understand the project and the benefits it will deliver. Their resistance maybe due to lack of information or understanding.
- Attempt to build their confidence in you and in the team.
- Find out what is important to them.
- Demonstrate that you are doing your best to limit adverse effects on them.
- Counter any negative influence they may have on others.

High Power, Low interest

The high power, low-interest group are the unexploded bombs – their interest is low, at the moment. However, if the project alters or the individuals change their interest may **suddenly increase** and they will use their **power to influence the project**.

Management Strategies

- Maintain a careful watching brief, make sure that changes to the project or changes within the stakeholder organization do not suddenly increase the level of negative interest.
- Find out what is important to these groups and make sure that the project does not adversely affect this. If the project is likely to have a positive effect on them make sure they are aware.
- Beware of other negative stakeholders passing information to this group to encourage them to oppose the project.

High Interest, Low Power.

If they are positive they are strong allies – treat them well, provide them with information, involve them, use them to lobby other groups. If they are negative, they will probably deluge you with e-mails and phone calls, you need to ensure that you don't spend too much time on them.

Management Strategies

- Positive
 - Maintain their enthusiasm and interest in the project, they are good allies.
 - Provide them with information, invite them to presentations, involve them as much as resources allow.
 - Seek their input and opinion if you can, they will be flattered by this, but ensure that you do not get too many opinions.

Management Strategies

Negative

- This is a group that you will probably know all too well, because of their high level of interest they will probably deluge you (or your client) with e-mails and other correspondence. You need to be sure that you do not spend too much time on them, remember their power is low.
- You may need to get the project sponsor or client representative to take a firm line with them they can use a lot of time and resources.

Low Power, Low Interest.

Make sure you don't **spend too much time** on them but if they are supportive provide them with information and be nice to them, their position or view may change in the future

Management strategies

- Ensure they receive the project newsletter, have access to a project website, or are invited to presentations.