Project management 101 *by Zavanak*

4. STAKEHOLDERS

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4.2 Stakeholder engagement

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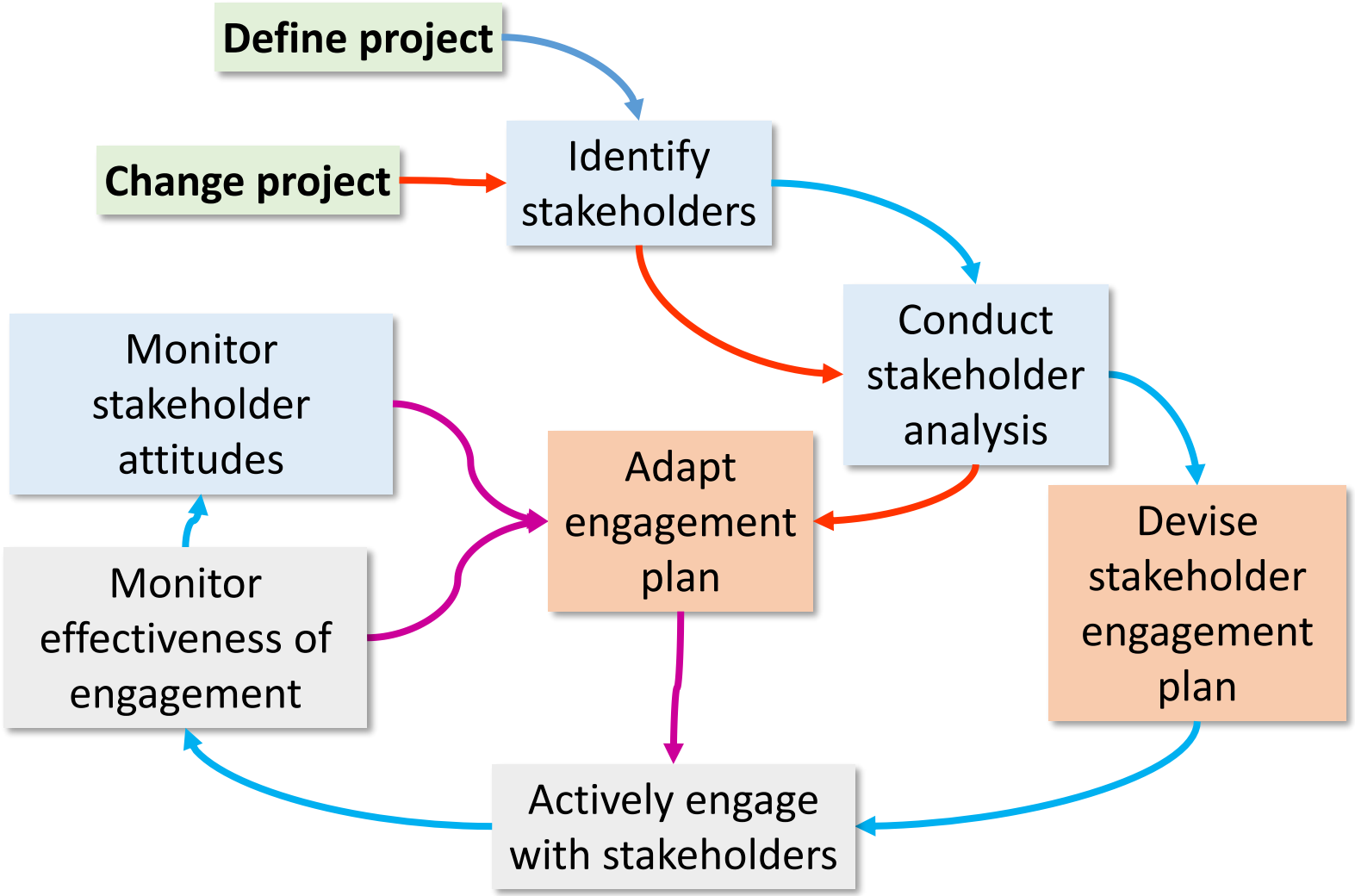
A stakeholder engagement process



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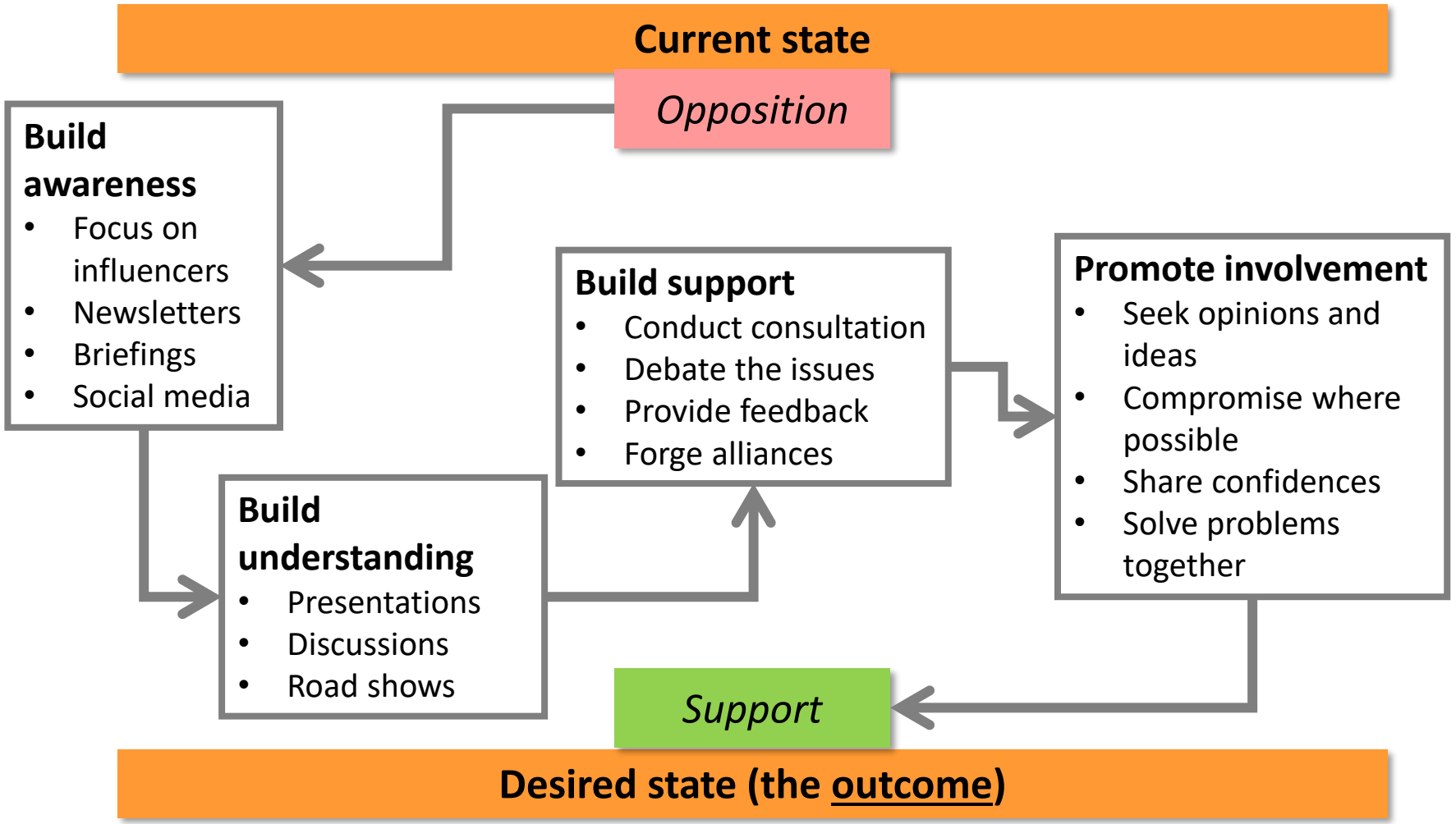
The path to commitment



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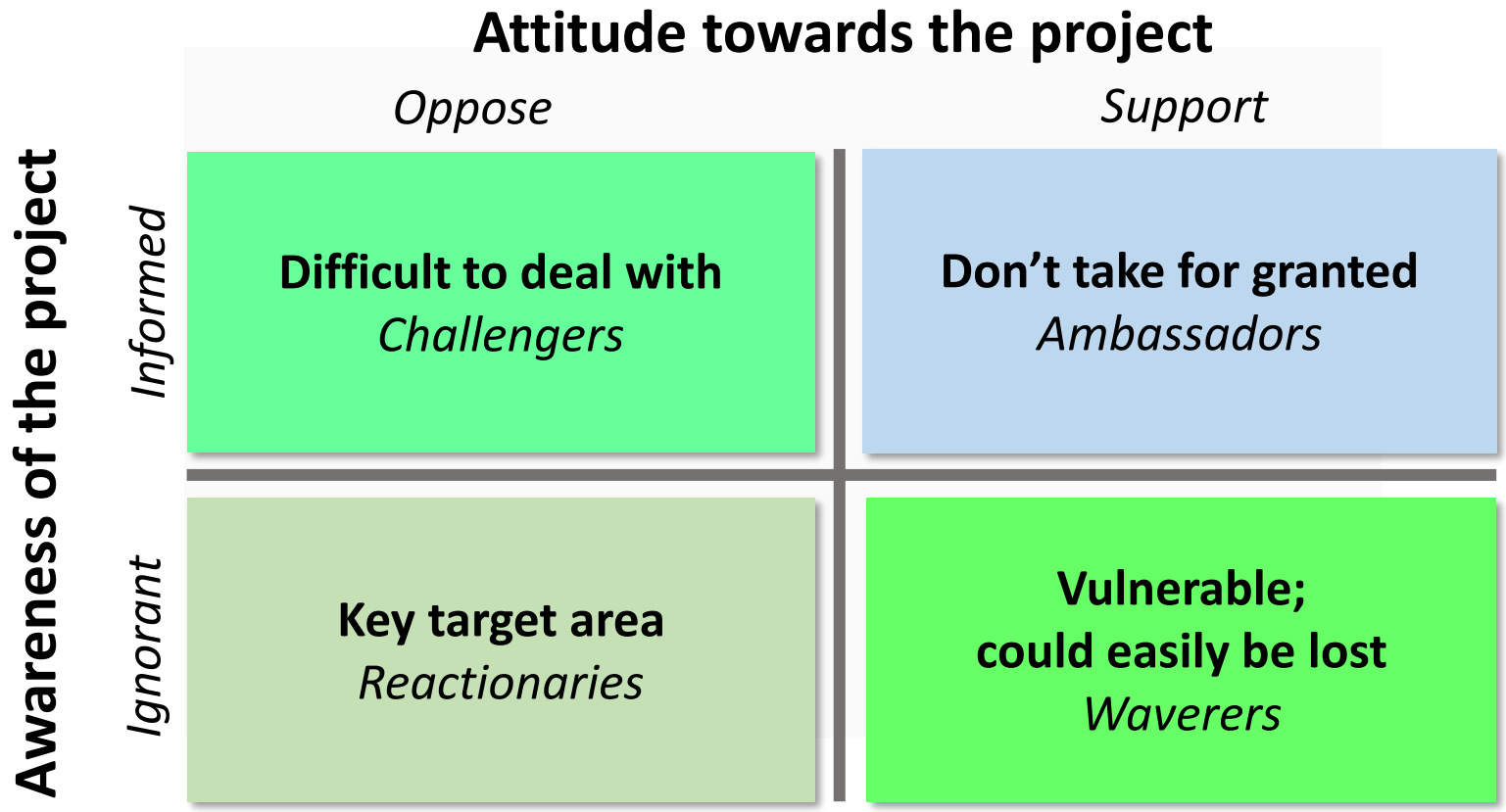
Stakeholder mapping - 1



After McElroy B. & Mills C. (2000). *Managing Stakeholders,* in Turner, R. (Ed.) (2007). *Handbook of project management.* Aldershot: Gower.

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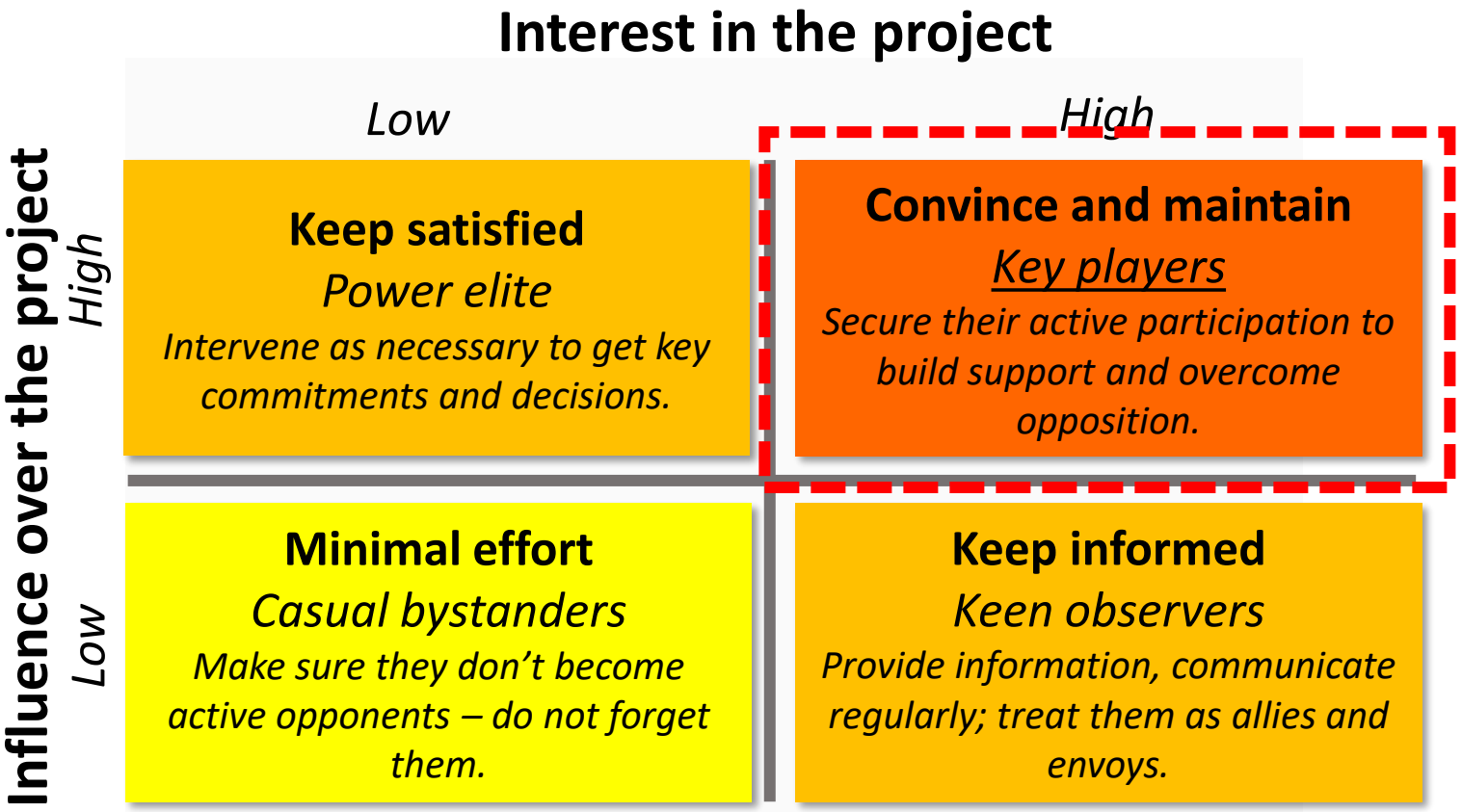
Stakeholder mapping - 2



Any individual or group who strongly influences or controls access to money or resources is a **key player**.

After Mendelow, A. (1991). Proceedings of 2nd International Conference on Information Systems, Cambridge, Mass.

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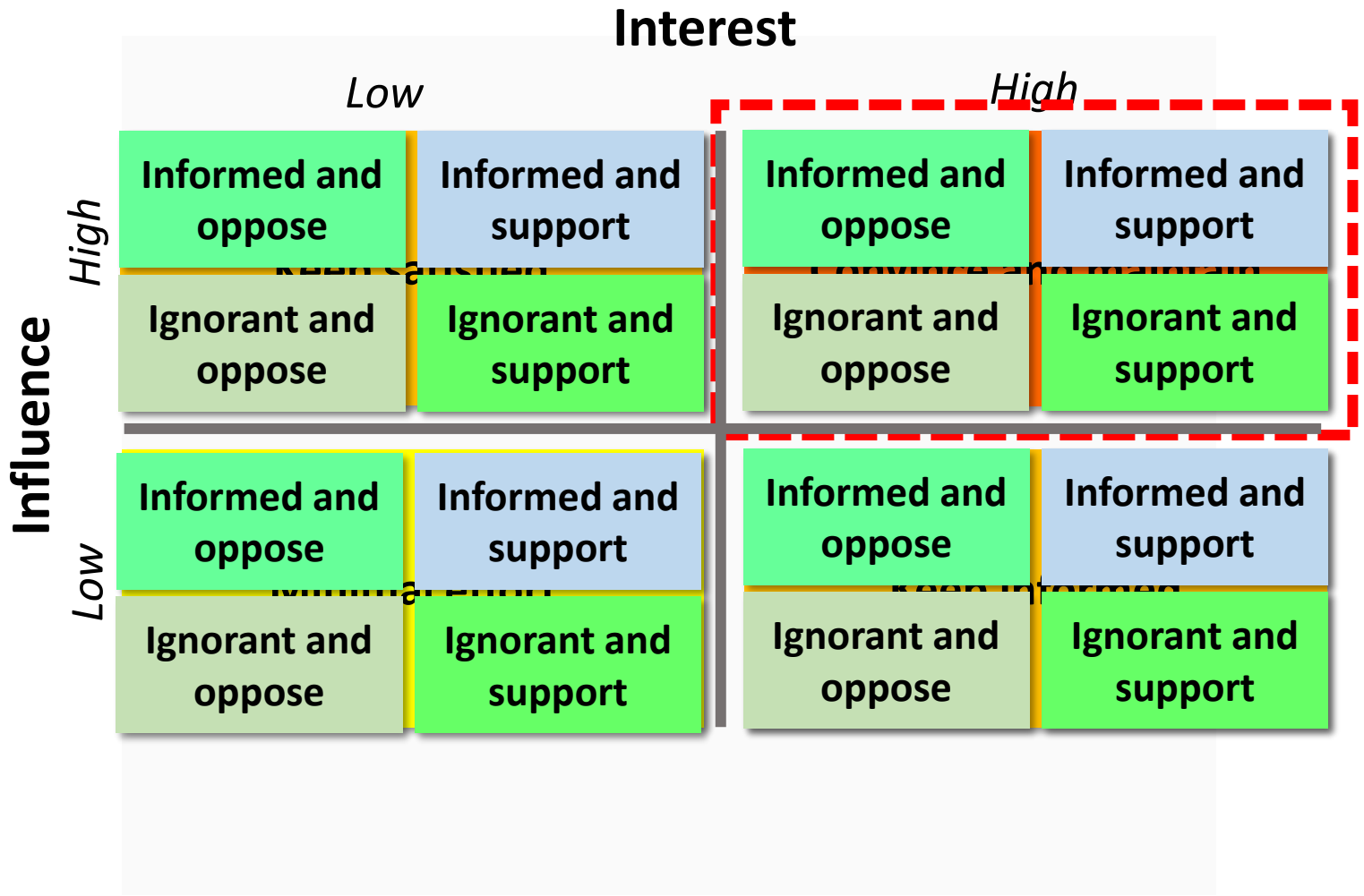
Focus on the key players



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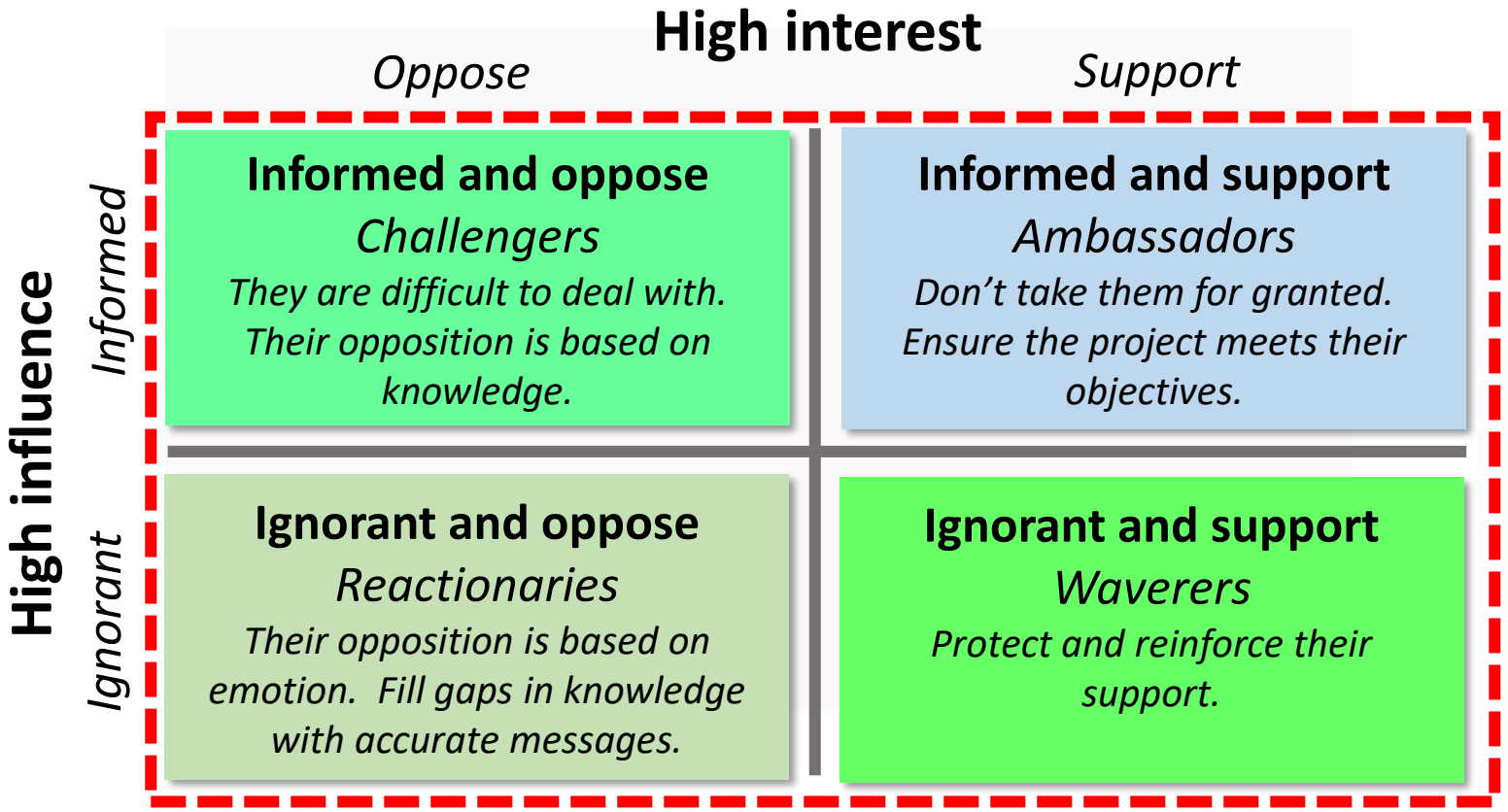
Engaging the key players



Actively manage expectations

Get key stakeholders to agree what success means for this project

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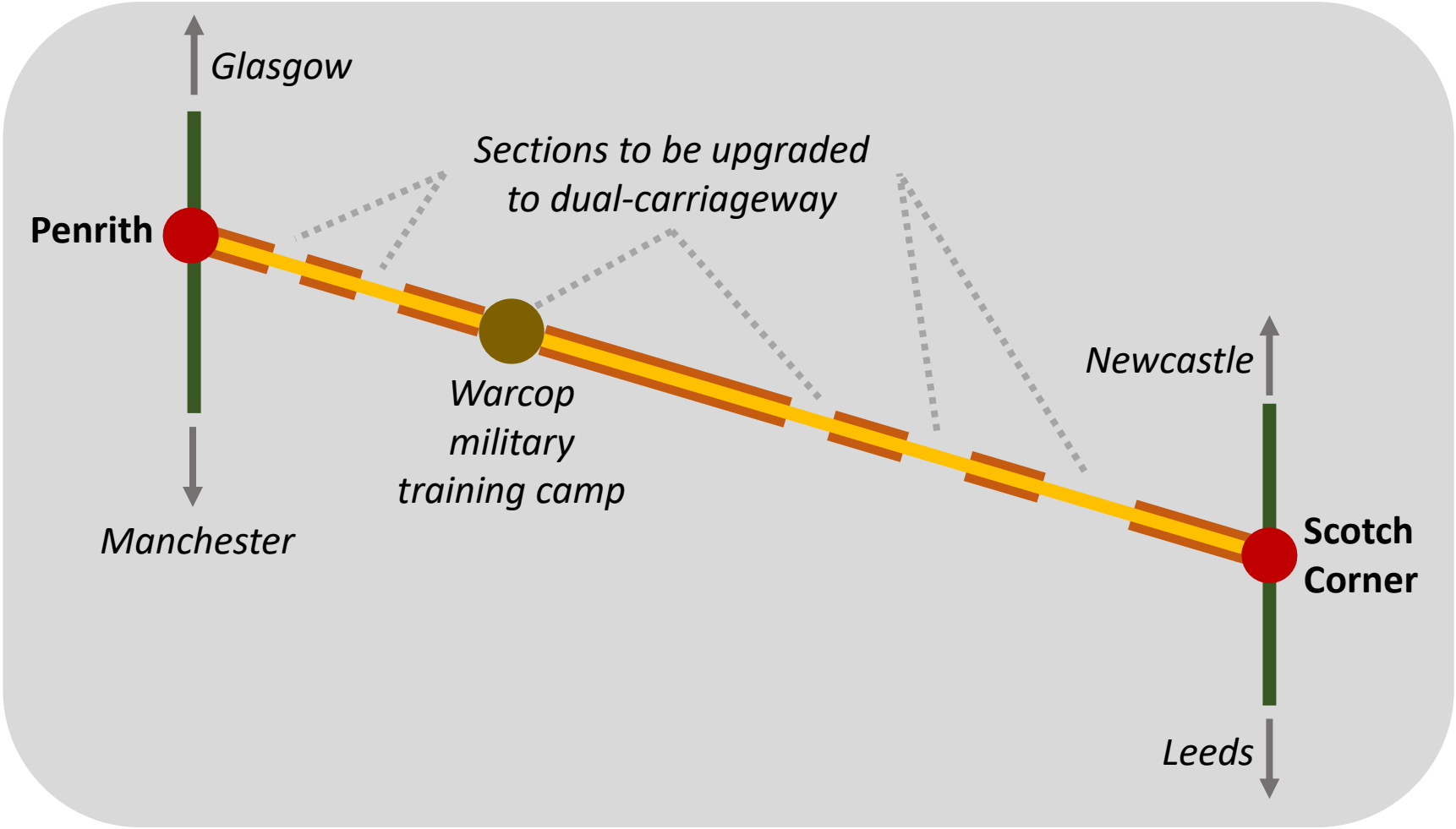
A66: finishing an 80km dual-carriageway



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A66: Who are the stakeholders?

Internal

NATIONAL HIGHWAYS

Agency executives

Project sponsor

Project manager

Project team

Others

Hired specialists

Construction firms

Key sub-contractors

External

HM Government

HM Opposition

Local politicians

Ministry of Defence

Planning officials

Regulators

Fire and police agencies

Car drivers

Haulage firms

Local businesses

Affected residents

Landowners

Environmentalists

News media

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A66: stakeholder engagement

Stakeholder	'Role' in the project	What they want from the project	What they want to know	How they will be engaged with	Who will engage with them	When engagement takes place
National Highways chief executive	Project sponsor	Promotion to another senior public service role	High level progress. Any major issues	Personal meeting in their office	Senior project manager	Every month
Ministry of Defence – Army officer in charge of Warcop camp	Intervener	No effect on military training at camp due to new route	Exact route of new road. Access during construction	Personal meeting at camp HQ	Project manager of that section of road	Every month during construction
Affected landowners	Owners of land bordering the new road	Generous compensation for loss of land	Effect on farming operations. Exact line of road	Country estate	Landowner liaison manager	Group meetings every six months. Ad hoc meetings
Local residents	Neighbours and users of the road	Safer main road. Low noise levels. No spoilt views	Route of road. Visual and noise impact	Village hall sessions, web site	Public relations team	Every six months in person

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