



## Who are your Chapter's stakeholders really?

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## Today

- Why stakeholders matter
- Who are stakeholders?
- *Mutuality*
- Typical chapter stakeholder community
- Effective communication
- Difficult stakeholders



## Why stakeholders matter

- Sydney Opera House
  - Way over budget and schedule
  - How is it perceived today
- Heathrow Terminal 5
  - Construction project – exemplary
  - Open to the public
  - How is it perceived today



## Sydney Opera House



## Chaos at Terminal 5



## Who are stakeholders?

- Stakeholders defined:
  - Individuals or groups who are impacted by the work or its outcomes
  - Individuals or groups who can impact the work or its outcomes
- Potentially a very large community
  - Depends on the activity

**REQUIRES TEAM APPROACH FOR SUCCESS**



## Mutuality

Successful stakeholder engagement requires

- Building and maintaining robust relationships with important stakeholders
- Relationships are two-way
  - Whether work or personal relationships

IT IS ESSENTIAL TO KNOW:

- What the team needs from each stakeholder
- What each stakeholder needs (expects)



## Stakeholder expectations

Personal:

- Enhanced reputation
- Career advancement (and money)
- More organisational power
- A quiet life

Managerial:

- Group reputation enhanced
- Delivery of benefits
- Customer satisfaction



## Stakeholder expectations: chapter

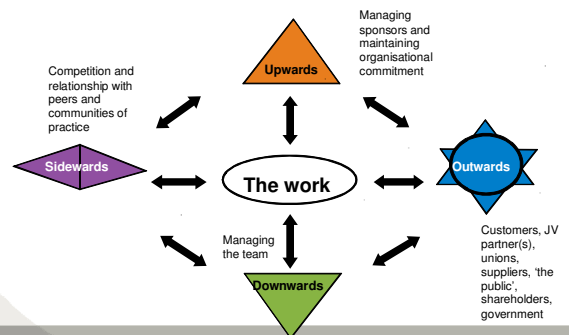
Personal:

- Enhanced reputation - Improved CV
- Learn new leadership skills
- Give something back (to the profession or Chapter)
- Specific experience for future ambition (such as serve on a commercial Board)
- Step to other roles in PMI hierarchy
- Other ?.....

TEAM EFFORT TO IDENTIFY



## A stakeholder community



## Typical chapter stakeholder community (President perspective)

Upwards

- Mentors, PMI staff,

Downwards

- Board team members

Sideways

- Other presidents (or Chapter leaders)



## Typical chapter stakeholder community (President perspective)

Outwards

- PMI Members and Chapter members
- Non-PMI PMs
- Sponsors
- Suppliers
- Government



## Effective Communication

### Communication

- THE ONLY TOOL for stakeholder engagement
- Some communication will be general (newsletters)
- For special situations – additional analysis and delivery
  - Conflict, marketing, managing volunteers

NOT ONE SIZE FITS ALL!!!



## Effective Communication

- Purposeful
- Appropriate
- Targeted
- Monitored



## Purposeful Communication

- What is the purpose of the communication strategy?
- Raise profile?
- Provide information to get more support?
- Enhance credibility or reputation?
- Change attitudes?

HOW MESSAGE IS CRAFTED WILL BE DIFFERENT



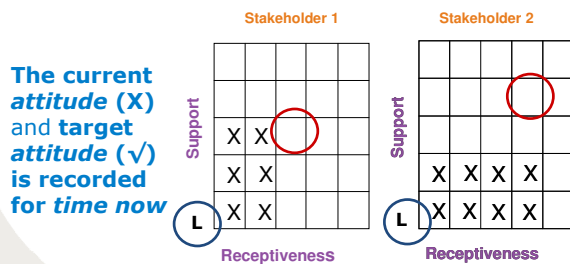
## Appropriate Communication

- Format and content depends on *direction of influence*
- Upwards – summary focused on relevance
- Downwards – detail instructions for the team
- Sideways – usually informal to enhance collaboration
- Outwards – depends on the need of the work and the purpose of the communication



## An engagement profile

### Stakeholder's attitude



## Targeted Communication

- Based on the gap between current *attitude* and target *attitude*
- The wider that gap the greater the need to focus communication effort on these stakeholders



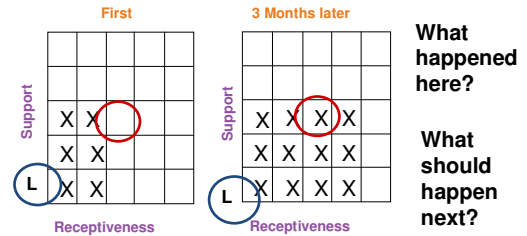
## Monitored Communication

- How will you know if your communication efforts have been effective?
- Look at the trends in stakeholder *attitude*
- If the gap between current and target *attitude* has become smaller – your communication effort is working!
- IF the gap has not changed or has got bigger...



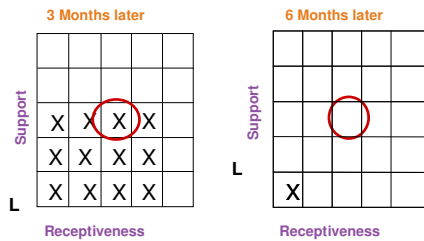
## Measuring effectiveness

**no change in the gap, or the gap widens a different communication approach must be considered**



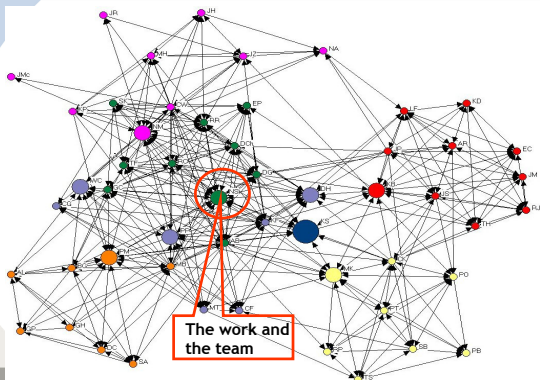
## Measuring effectiveness

**Stakeholder lost power?  
Other work more important?**



## Difficult stakeholders

- Sometimes a stakeholder:
  - May be antagonistic to the team, the work,
  - May be totally unresponsive to messages
  - May not want to speak to any member of the team
- The team will need to investigate the influence networks

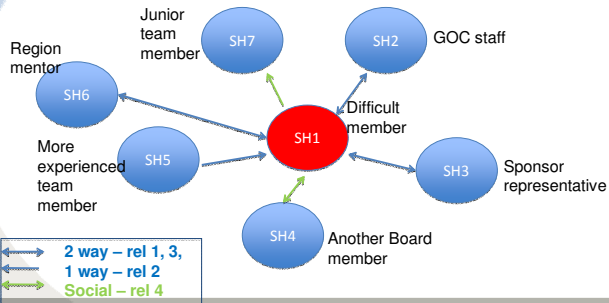


## Finding influence networks for the Chapter

1. Who does he/she work with?
2. Who does he/she ask for help/Who does he/she give advice to?
3. Who does he/she communicate with? How often? E.g. never/monthly/weekly/daily?
4. Who does he/she socialise with or meet away from work?



## A focused influence network



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## Using the influence network

- Which supportive stakeholder is most likely to have most influence?
- NOT necessarily the most powerful stakeholder
- Often the informal(or social) networks are best

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**A TEAM EFFORT + NOT ONE SIZE FITS ALL**

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End of Session

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