

NEXT SESSION

FROM PROJECTS TO PARTNERSHIPS: EXPLORING CONNECTIONS BETWEEN PROJECT MANAGEMENT AND CROSS-SECTOR PARTNERSHIP APPROACHES TO STAKEHOLDER ENGAGEMENT

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This session will be recorded.

University of Maryland
Project Management
Symposium



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From Projects to Partnerships: Exploring connections between project management and cross-sector partnership approaches to stakeholder engagement

David F. Murphy

2023 Project Management Symposium

My co-author Andrew Gale: Academic & artist





From Projects to Partnerships

- Background
- Framing Questions
- Project Management
- Cross-sector Partnering
- Stakeholders
- Reflection



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BACKGROUND

Early Encounters



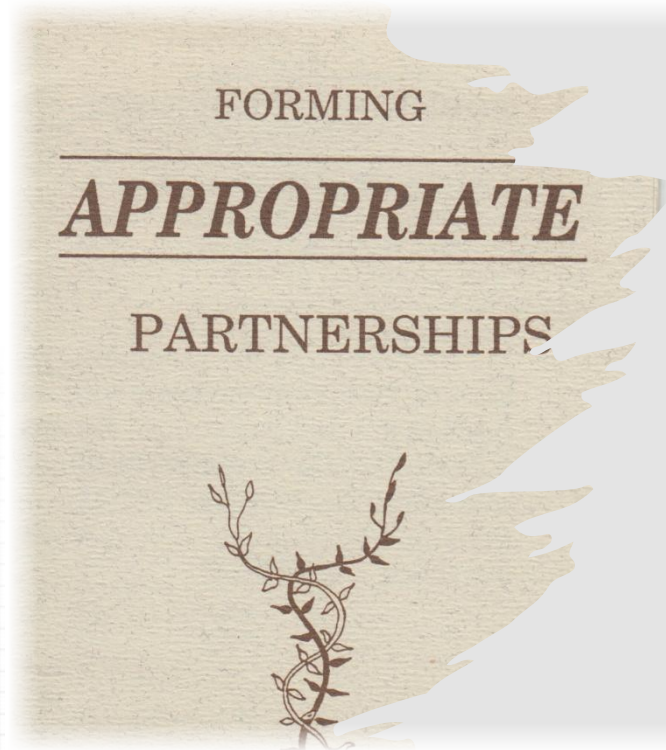
1988: *Who are your partners?*



Togetherness



Appropriate Partnerships?



An attempt by some voluntary organizations in the South and North to create new dynamic international relationships ... based on the belief that we all ... have much to learn from each other.

New Brunswick Environment and Development Group (1992)

PPPs: Partnership?

- Contractual arrangements: private sector partners funding & delivering public services
- Using partnership language but mainly transactional
- Normally limited collaboration or partnership with end users



SCFP (2005)



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FRAMING QUESTIONS

Projects, Partnerships & Stakeholders



Project or Partnership?





Key Questions: Projects, Partnerships & Stakeholders

- How can project management & partnership people learn from each other?
- How is stakeholder engagement practiced in project management & cross-sector contexts?
- What is the potential for local stakeholders to contribute new ideas to both partnerships and projects?



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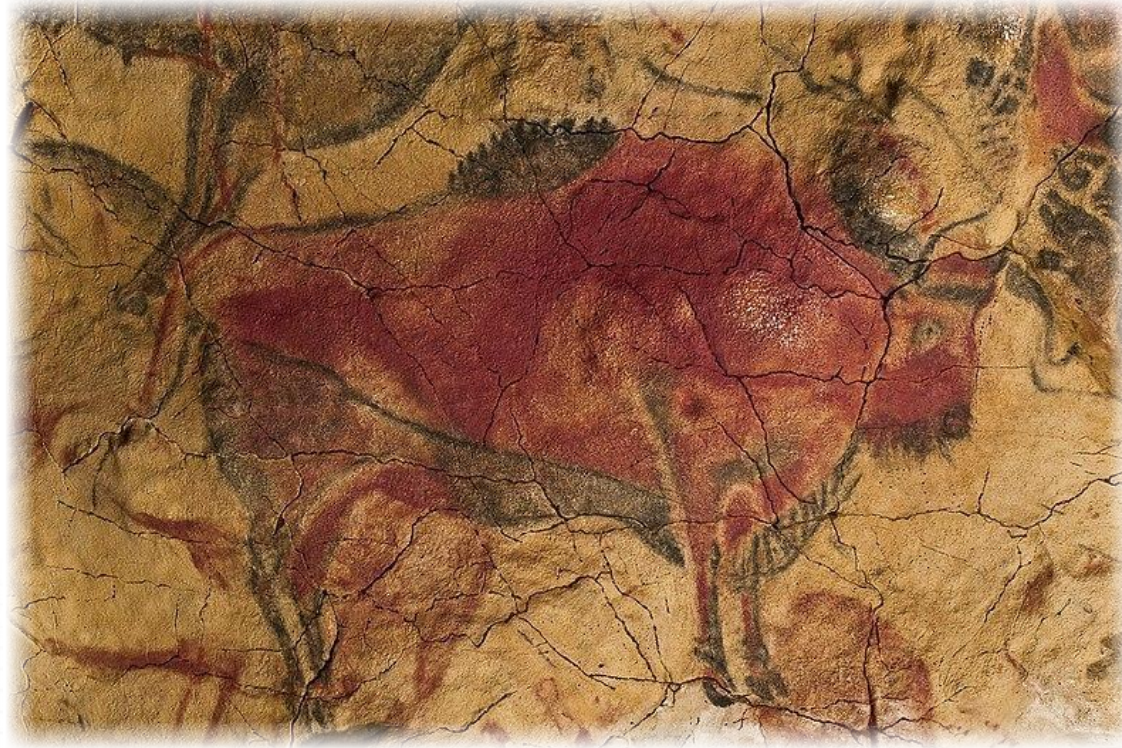


PROJECT MANAGEMENT

Contexts & Concepts



The Anthropology of Projects?



Museo de Altamira y
D. Rodríguez (2010)

Project Management: Some critical questioning

- Are project sponsors prioritized over end users?
- Do project stakeholders have limited agency? (lack of skill sets, power, resources, etc.)
- How can contracts promote collaboration with all interested stakeholders?
- Why does the language of project management assume a capitalist construct?



Changing Project Management?

“...the discipline [of project management] needs to be less inward looking: more relevant, not just to the sponsor’s needs but to society’s challenges in general.”

Peter Morris (2013b)

‘Reconstructing Project Management Reprised: A Knowledge Perspective’



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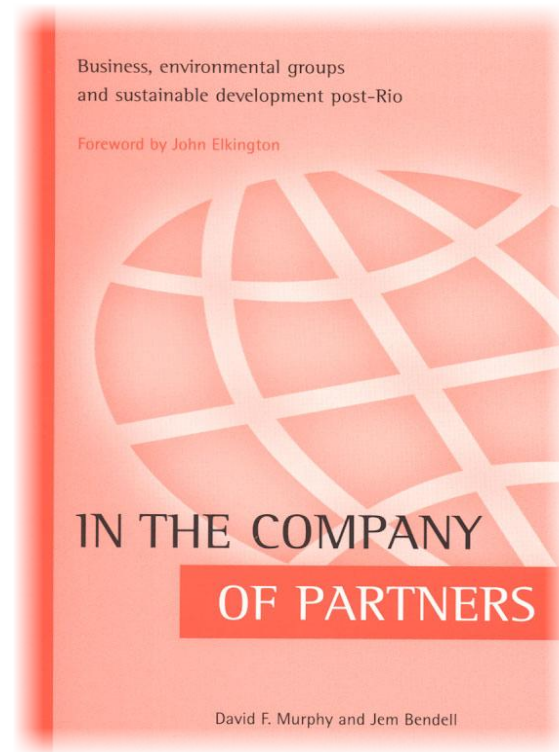


CROSS-SECTOR PARTNERING

Contexts & Concepts



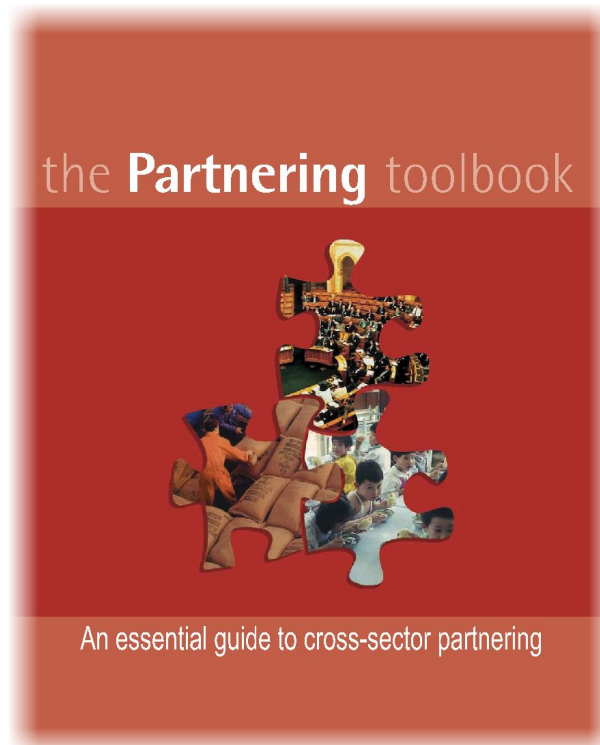
Business-Environmental Group Partnering



Murphy & Bendell (1997)

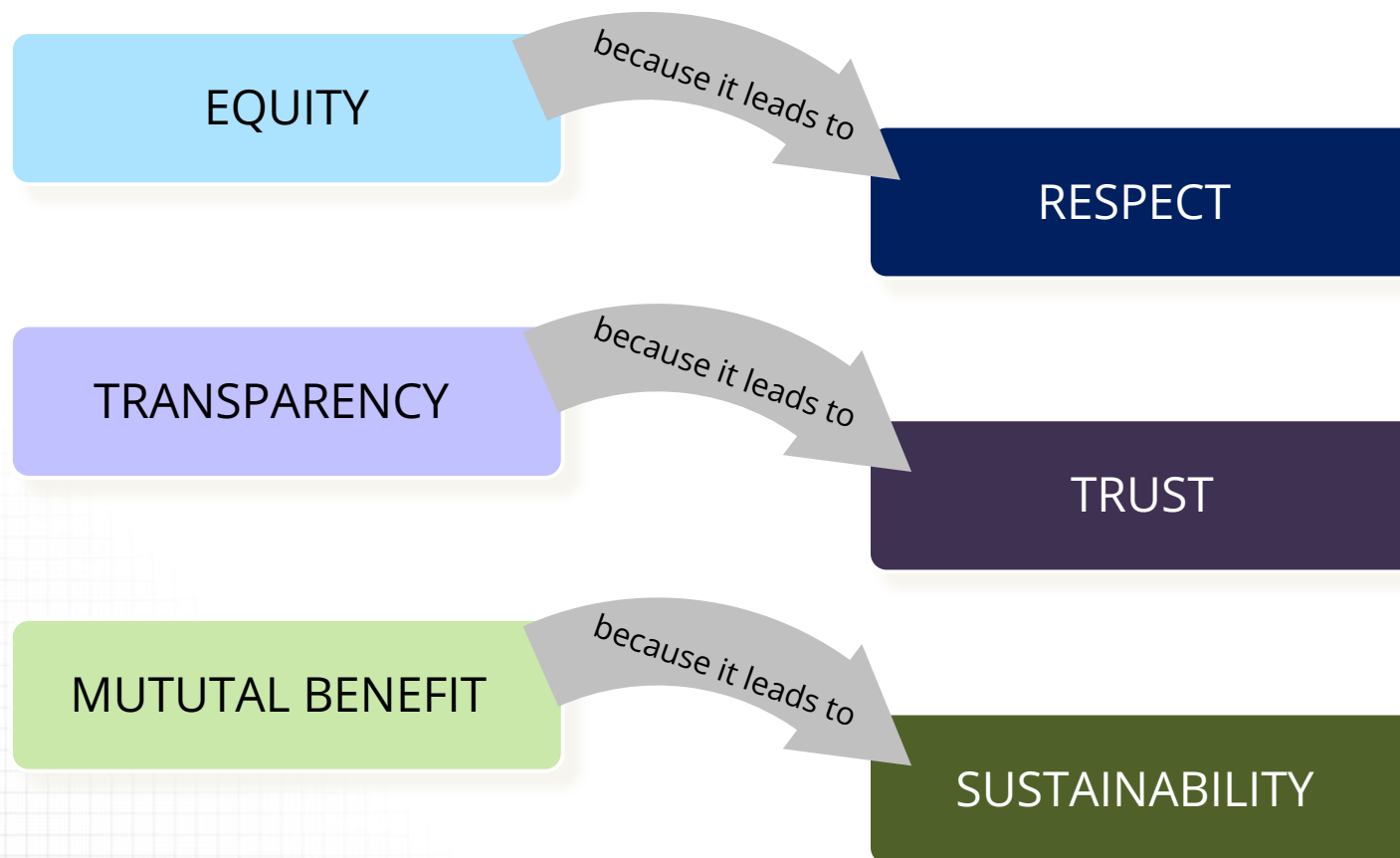


The Partnering Toolkit



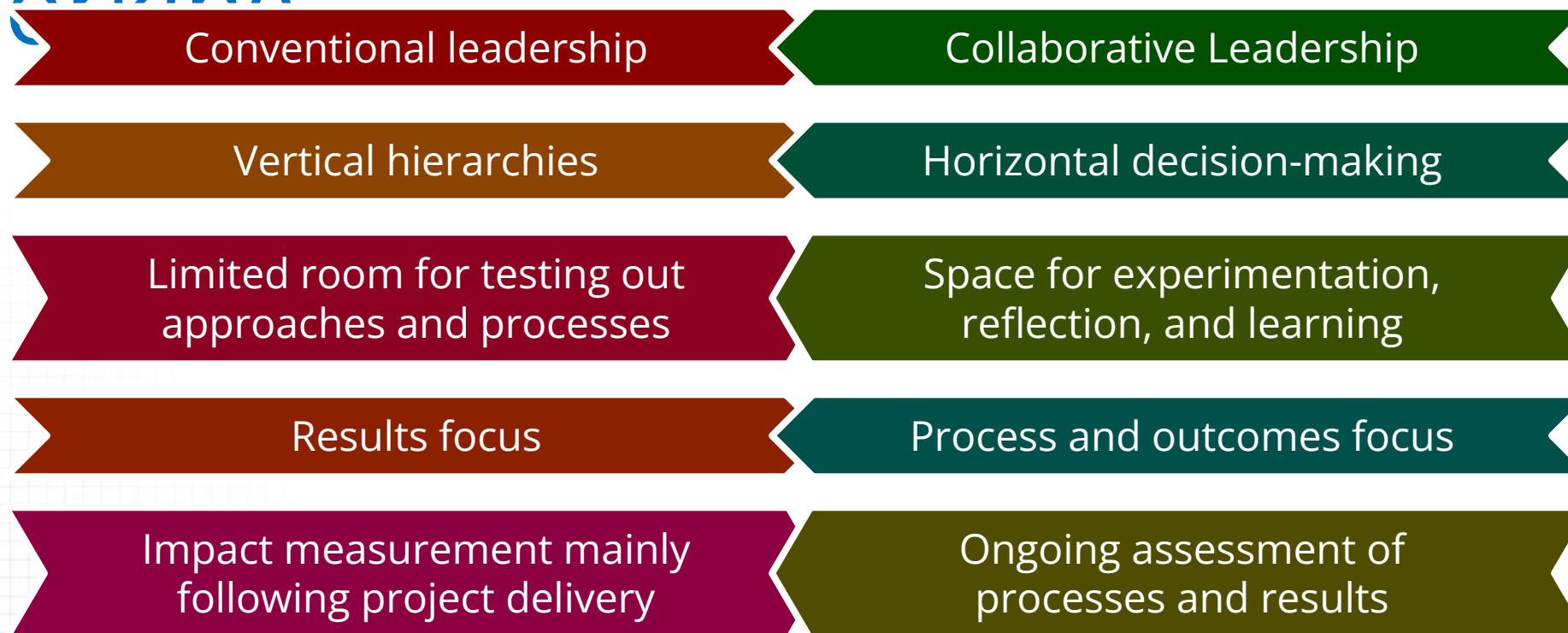
Ros Tennyson (2011)

Key Partnering Principles



Project Management vs Partnership

Working



Adapted from Stott (2019)



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STAKEHOLDERS

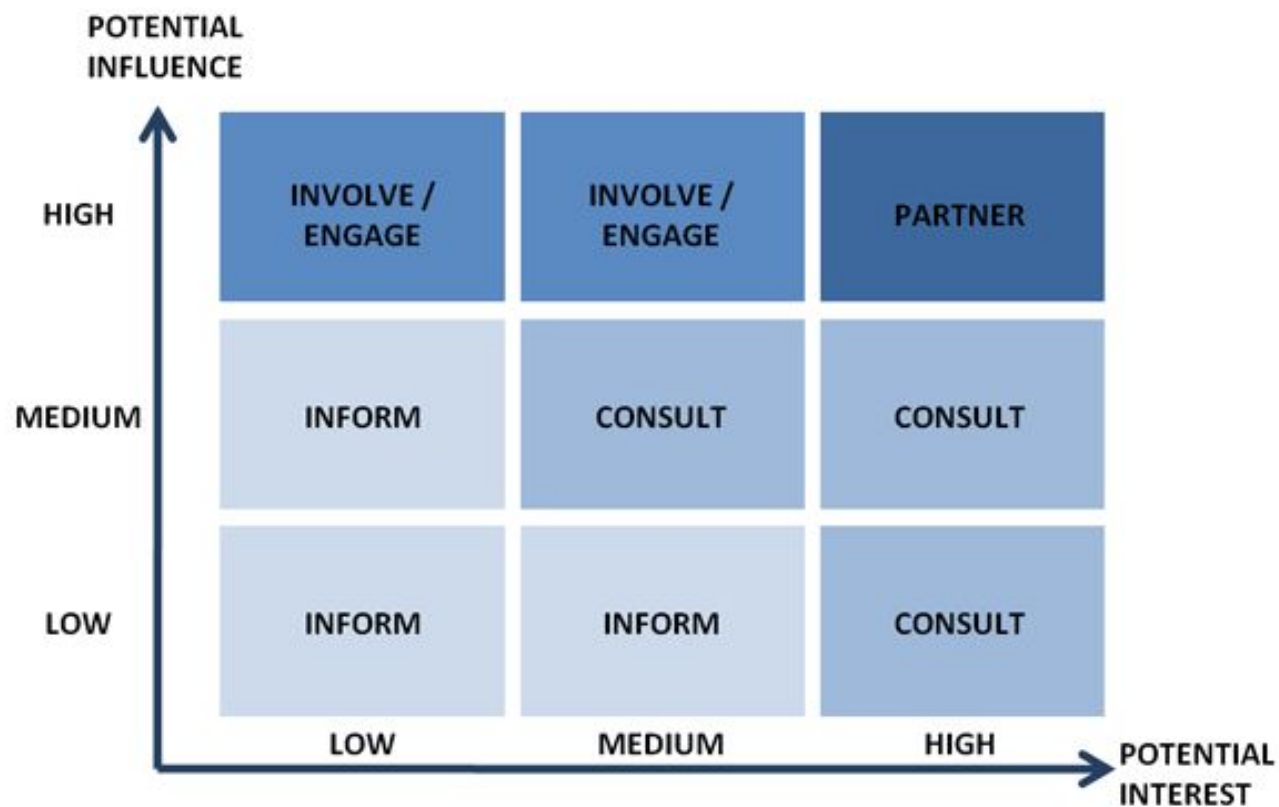
Manage or Engage?

Stakeholders vs Partners



All of your partners
are stakeholders,
but not all of your
stakeholders are partners...

Stakeholder or Partner?



Innovation for Social Change (de la Mata, 2014)



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REFLECTION

Towards transformation?



Mutually Beneficial Relationships



PARTNERSHIP AND TRANSFORMATION

THE PROMISE OF MULTI-STAKEHOLDER
COLLABORATION IN CONTEXT

Leda Stott



Stott (2022)

Local-Global Partnering Framework

The Global Goals:
The 5 Ps &
Linked SDGs



Basis of Collaborative Relationships



Appreciation and respect...

Thank you for the things you said
For not joining me out on the ledge
I know where you come from
That's just not done



Rosanne Cash & John Leventhal (2018)
'Not Many Miles to Go', track 6:
She Remembers Everything (Blue Note Records)

Honor and love...

And thank you for the diamond ring
The baby boy and the world on a string
I feel glad to honor
The thousand acts of love



Rosanne Cash & John Leventhal (2018)
'Not Many Miles to Go', track 6:
She Remembers Everything (Blue Note Records)



Evaluate Session

