



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



ACCREDITED PROGRAM

THE PROJECT STAKEHOLDER ANALYSIS PROCESS

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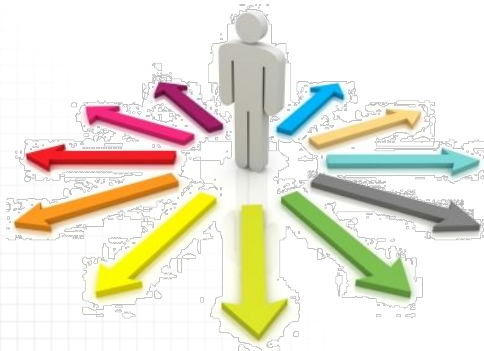
Miroslaw Skibniewski

John Cable

2019 Project Management Symposium



- Exploratory Study
- 40+ Stakeholder Analyses Reviewed on Projects in Several Categories, Including Construction & Civil Infrastructure Development
- Objective: To Explore and Supplement Existing Approaches Used for Analyzing Stakeholders on Projects to Improve Effectiveness of Primary Stakeholder Management & Secondary Stakeholder Engagement





FACT: Stakeholders are

- A Major Critical Success Factor on Projects
(Project Performance Surveys, Project Practice)
- A Big Risk Factor & Problem Causer for Projects
(Negative Impact on Project Performance, Premature Project Termination)
- A Source of Opportunity for Projects
(Beneficial for Projects)
- Often Inappropriately Managed/Engaged by Projects
(Observed Conflicts, High Level of Opposition)



PRIMARY STAKEHOLDERS

Contractual & Legal
Obligations

Senior Management

Project Partners

Project Sponsor

Project Client &
Output Users

Project Board or
Steering Committee

Project Financers

Program or Project
Management Office

Project Advisors
& Consultants

Chief Project Officer
Program Manager

Project Contractors
& Subcontractors

Functional &
Resource Managers

Project
Suppliers/Vendors

Project Manager

Local, State & Federal
Government Entities

SECONDARY STAKEHOLDERS

No Contractual & Legal
Obligations

Consumer Interest
Groups

Media

Civic Organizations

Academia

Political
Organizations

Individuals &
Local Communities

Religious
Organizations

General Public

Other Not-for-Profit
Organizations

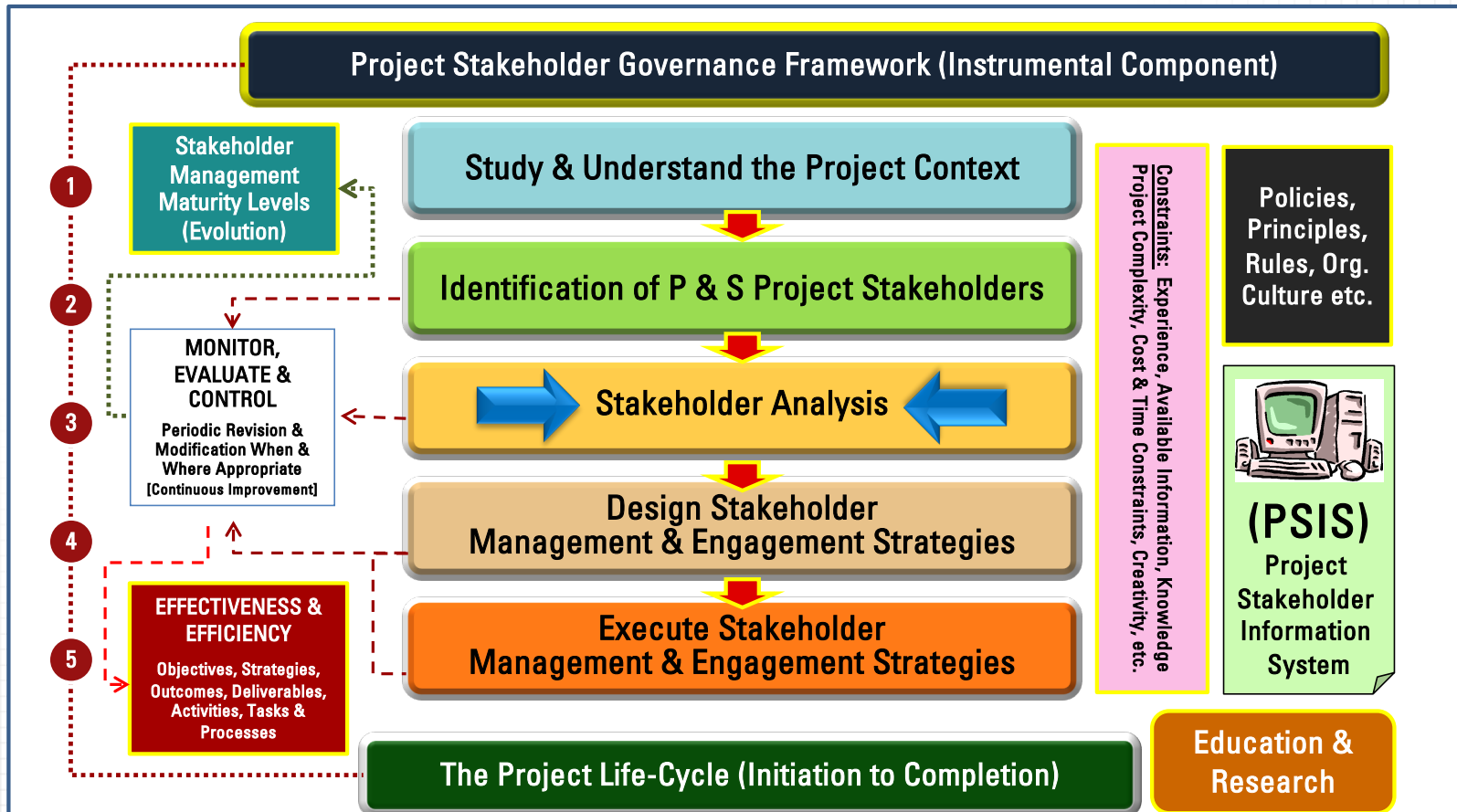
Municipal, State,
Federal Government

Professional
Associations

Countries, Country
Groupings, The World

Tourists

All Other Stakeholders





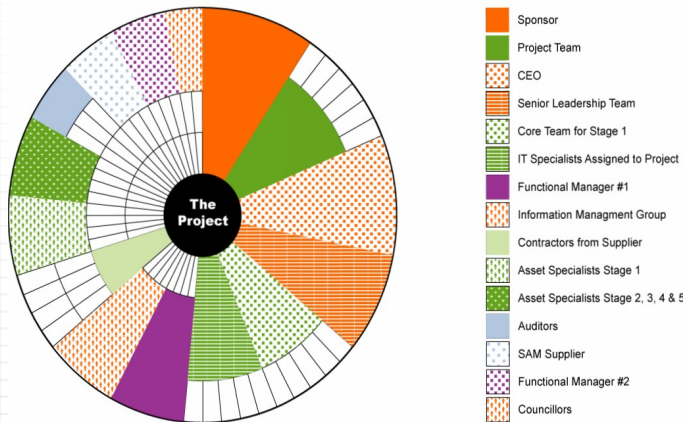
Preconditions for an Excellent Stakeholder Analysis

- *Interest & Commitment*
(from top level of organization downwards, strictly adhered to stakeholder policy, sustainability)
- *Financial Guarantee*
(Stakeholder Analysis, Management/Engagement)
- *Technical & Institutional Support Infrastructure*
(e.g. Stakeholder Information System, PMO)
- *Stakeholder Analysts*
(Knowledge, Skills, Experience, Creative Talent)
- *High-Quality Information on Stakeholders*
(accurate, specific, reliable, relevant, complete, up-to-date, actionable, comprehensible, legal etc.)
- Set of Powerful & Integrated Analytical Tools



Power and Influence Stakeholder Map				
	Keep Satisfied		Manage Closely	
High	Our Patients Clinical Governance Pathology Pharmacy NRAS, ARMA, Arthritis Care	Risk Management Organisational Development OPACCS / Medical & Elderly	HRI – Senior Management Rheumatology Team CRH Therapy Services Medical Records	Choose & Book Pain Services 'Leeds' Kirklees PCT Calderdale PCT
Power	Monitor (Minimum Effort)		Keep Informed	
	Leeds University Huddersfield University	Yorkshire Ambulance Trust Professional Bodies The Press	Kirklees & Calderdale Councils 'Transport' 'R&D' Orthopaedics Portering / Estates	'IMT' Radiology Human Resources A&E SHA
Low				
	Low			High
			Interest	

Asset Management Project



HEALTHY CITIES – BANGLADESH

Table 1: Stakeholder Analysis - Chittagong Healthy City Programme

Stakeholder	Interests	Potential project impact	Relative priorities of interest
Primary			
Slum dwellers	Improved opportunity for income generation Safe environment Development in the slums Clean city	(+) (+) (+) (+)	1
Sweepers (women)	Improved job opportunities Safe environment Education for children Clean environment	(+) (+) (+) (+)	1
Schools	Increased facilities such as sanitary latrines Status as a "healthy school"	(+) (+)	1
Rickshaw pullers	Clean, well-kept roads Increased income Improved health of the family	(+) (+) (+)	1
Hawkers	Better standard of living Increased employment Education for children Increased services (e.g. sanitary latrines and tube wells) Clean environment	(+) (+) (+) (+) (+)	1
Labourer association	Peace and harmony City development Improved work opportunities	(+) (+) (+)	1
Youth	Improved quality of education Clean environment Health services Improved planning of city activities	(+) (+) (+) (+)	1
Tenants	Clean environment Safe neighbourhood	(+) (+)	1
Secondary			
Political leaders	Ownership of project Control over resources Public support	(+/-) (+/-) (+/-)	2
Municipality staff	Job opportunities Opportunities for travel Making contacts Access to funds	(+/-) (-) (+) (-)	3
Project staff	Control over funds Status Doing a good job	(+/-) (+/-) (+)	2
Health ministry	Achieving common objectives A means of getting inter-sectoral support	(+) (+)	1
WHO	Institutional learning Achieving "Health for All" objectives Generation of additional funds	(+) (+) (+/-)	2
NGOs	Achieving common objectives Making contacts/networking	(+) (+)	1
Businessmen	Increased income Better business	(+/-) (+/-)	3
Homeowners	Higher rents Safe clean city Healthy environment	(-) (+/-) (+)	2
Medical staff	Increased awareness of public Additional health facilities Increased income	(+/-) (+/-) (-)	3
UNICEF	Achieving common objectives	(+)	2
Religious leaders	Their role in a development project Religious and social influence	(+/-) (+/-)	3



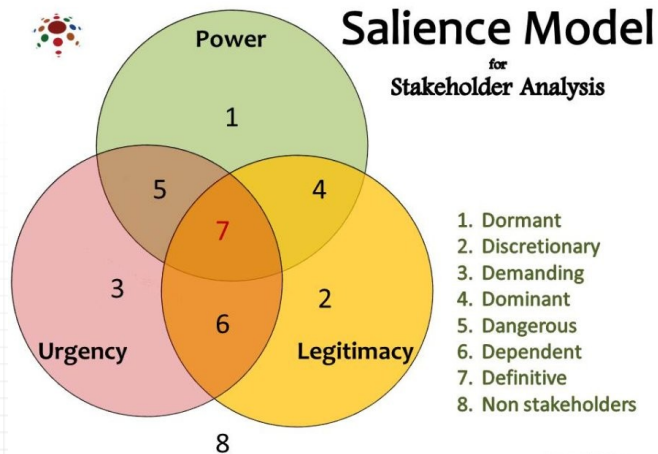
Stakeholder	Motivations, Constraints, and Findings	Interest in Toponym Practice	Influence in Toponym Practice
Head of government (national to local level) ¹	Not interested in details, just results	Medium	Medium
National naming authority	Internal coordination (between public agencies)	High	High
Regional representative council	Lack of information on toponym practice	Low	Medium
Local committees	Budgeting and human resources	Medium	High
Surveyors ²	Lack of skills and knowledge	Low	High
Traditional leaders	Frequent language barrier	Medium	High
Local residents	Expect to promote their neighborhood	High	High
Academia	Not entirely interested, it depends on the expertise	Low	Medium
Non-government organizations or mapping communities	Specific rules and platforms	Medium	Low

STAKEHOLDER ANALYSIS

Defining key roles for organizational engagement

Stakeholder	Strategic Importance	Current Commitment	Involvement	Goals/Needs	Example
Steering Committee	Defines and prioritizes use of resources to drive transformation	5	Decision Making	<ul style="list-style-type: none"> Define ideal customer experience Define key performance measures Provide timely information Guide deployment of efforts 	
Leadership	Provides resource support and endorsement for transformational leadership	4	Support	<ul style="list-style-type: none"> Overview of key activities/service issues Overview of performance measures Overview of all activities 	
Council	Provides a sounding board for decisions; ensures efforts are supported across the organization	4	Guidance	<ul style="list-style-type: none"> Participate in surveys Contribute benchmarking data Identify existing efforts / initiatives 	
Operations	Elicit feedback and gather information from all members and their organizations	3	Administration	<ul style="list-style-type: none"> Implement strategy Translate leading practices Report on successes 	
Staff	Streamline process and increase capacity; improve brand performance	3	Feedback	<ul style="list-style-type: none"> Demonstrate expected behaviors Support leading practices Provide feedback on leading practices 	

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Stakeholder Analysis Matrix - www.tools4dev.org.



Stakeholder Analysis Matrix

Stakeholder Name	Contact Person Phone, Email, Website, Address	Impact How much does the project impact them? (Low, Medium, High)	Influence How much influence do they have over the project? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
EXAMPLE Nurses & Midwives Union	Carlis Davida cdavida@nu.org 6998 765 287	High	High	Maintaining working conditions for nurses	Agree for union members to implement the new reforms	Going on strike	Monthly round-table discussions
Patient Advocacy Group	Ylii Chan ychan@gap.org 888 587 101	High	Medium	Maximizing quality of care for patients	Communicate with other stakeholders to express their support for reforms	Making complaints about quality of service after the reports	Information and feedback meetings every 6 months
Sunday Times Newspaper	June Smith jsmith@stn.com 888 587 101	Low	High	Getting a good story	Print stories that support the new reforms	Printing stories that oppose the new reforms	Quarterly press meetings

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Shortcomings of Current Approaches: Dimensionality & Time Factor



Suggested Stakeholder Analysis Tools

Primary Stakeholders

- SWOT-Analysis
- Attributes Analysis
- Issues & Complications Analysis
- Scoring Models

Secondary Stakeholders

- SWOT-Analysis
- Attributes Analysis
- Scenario & Project Impact Analysis

Sources of Information on Primary & Secondary Stakeholders

**Analyze ALL Primary Stakeholders
(Individual, Organizational)**

Analyze Supportive & Adversarial Secondary Stakeholders Separately and Collectively

BUT

Analyze All Known Powerful Secondary Stakeholders Individually

- Organizational Profiles
- Employment Records
- Performance Appraisals
- Project Documentation
- Other Project Managers & Teams
- Surveys & Interviews
- Observation
- Newspapers & Magazines
- Case Studies
- Websites of Stakeholders
 - (Organizational, Individual)
- Government Agencies
- Subject Matter Experts
- Informants
- Etc.



PROJECT PRIMARY STAKEHOLDERS





Strengths

Weaknesses

Professionalism Good Reputation
 Experience Flexibility Creativity
 Client Orientation
 Cooperativeness Dependability
 Process Maturity Resource Strength Quality Focus
 Build Long-term Relationships Learn New Systems, Tools & Processes
 Professional Networking Foreign Experience
 Leverage Strengths Make Name

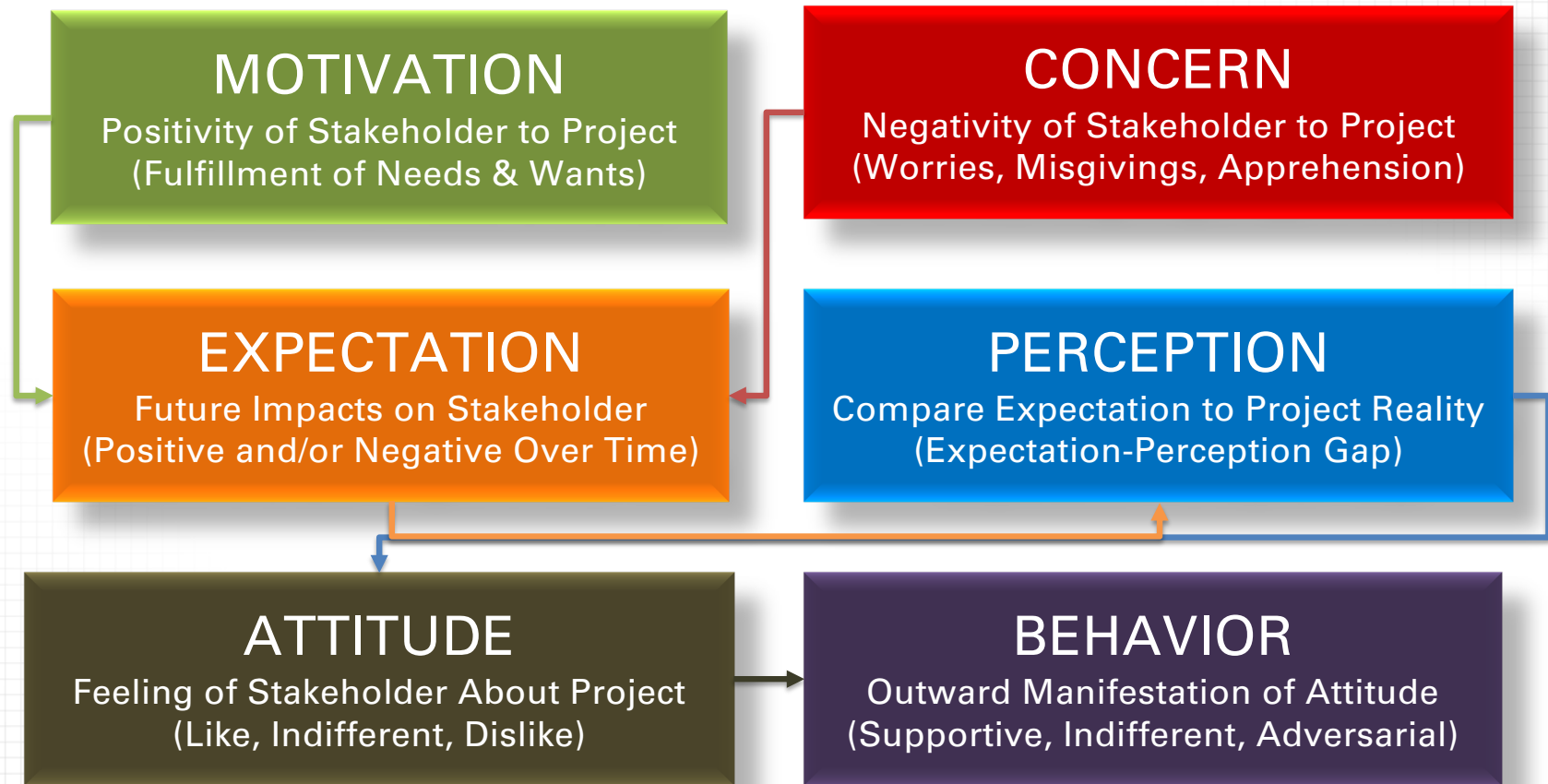
Absence of Some Indicated Strengths

Cumbersome Procedures Resource Bottlenecks
 Sluggishness
 Lacking Incentives Staff Turnover Shifting Priorities
 Underperformance Unprofessional Conduct
 Insolvency Decline in Interest
 Leakage of Project Information

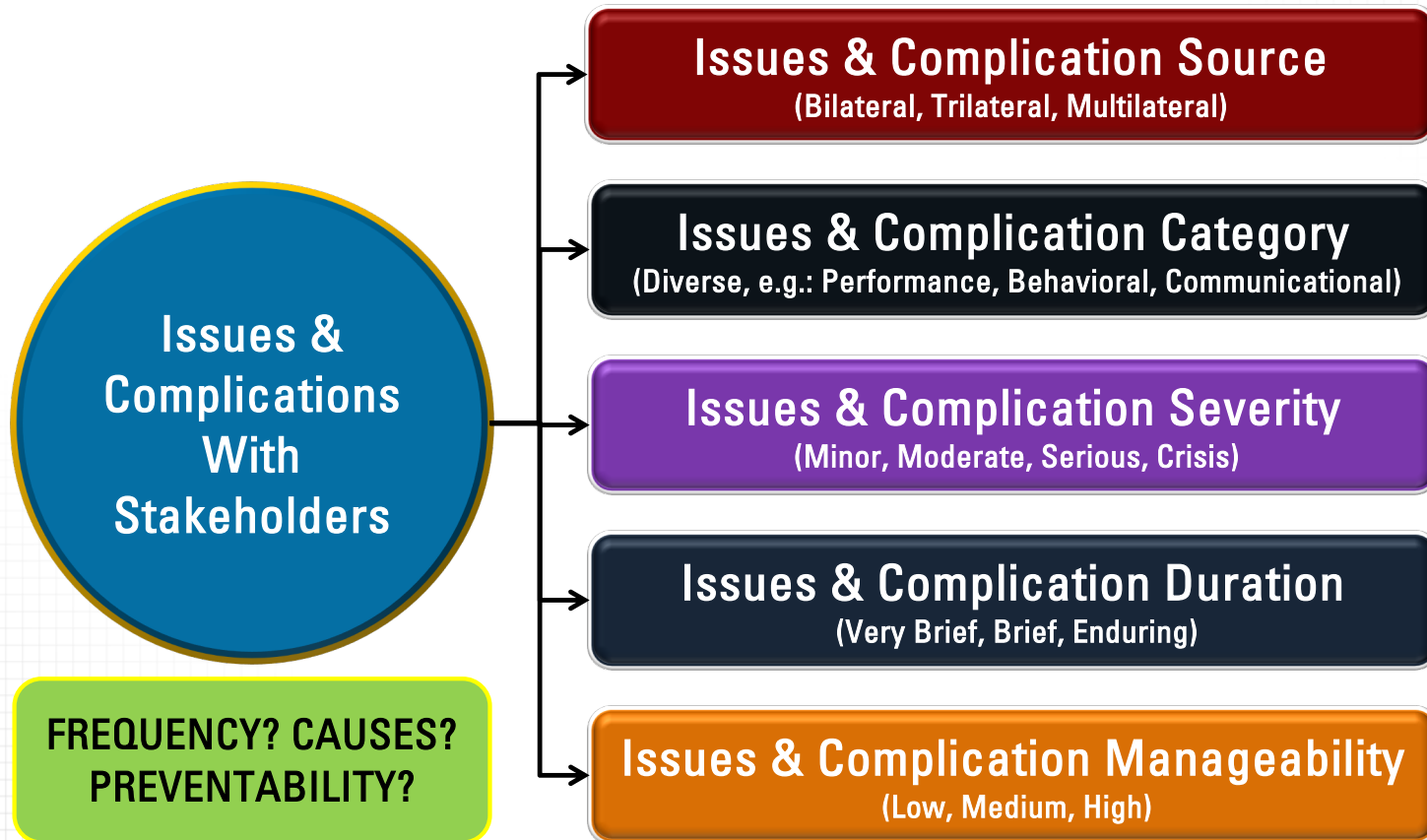
Opportunities

Threats

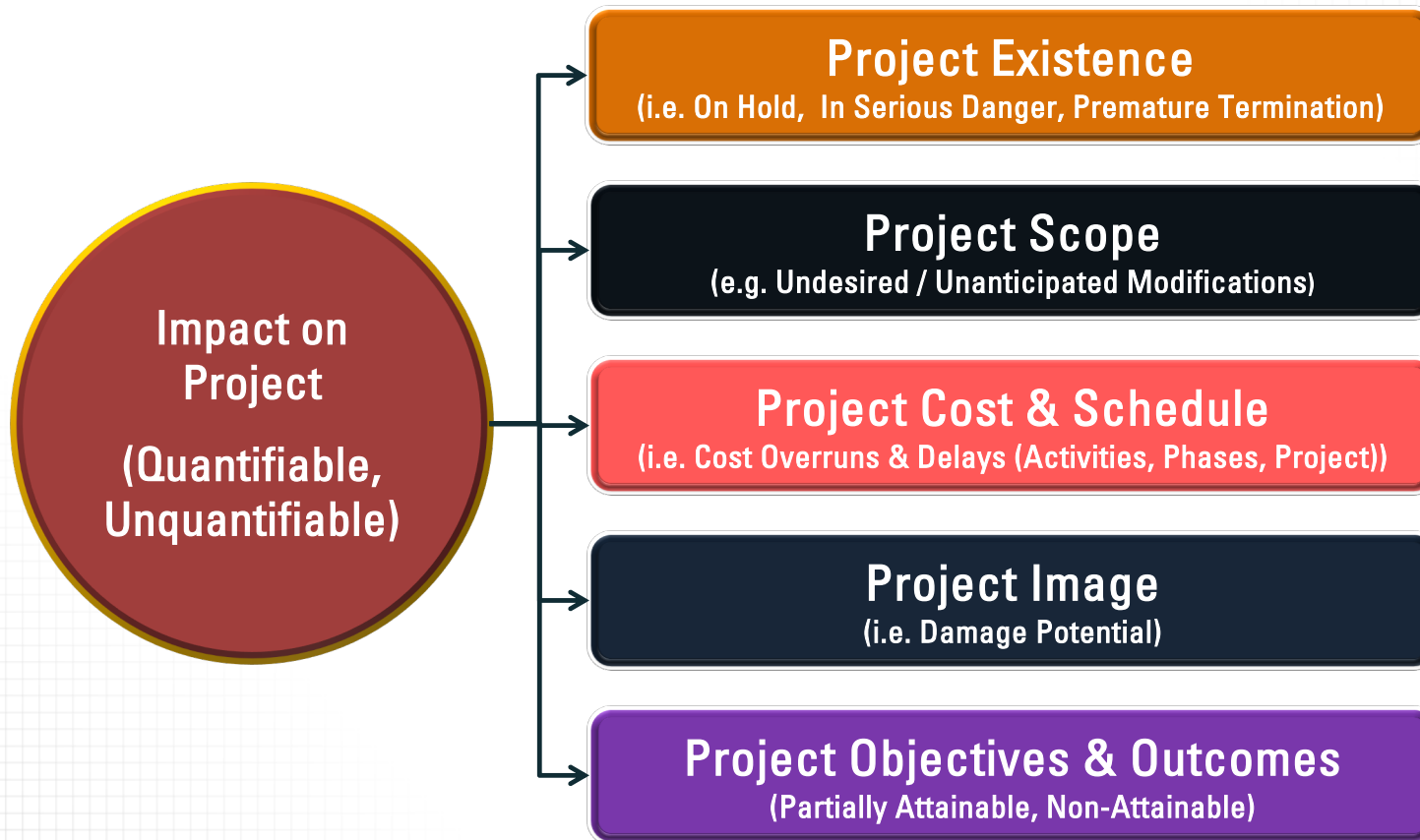
Stakeholder Attribute Analysis

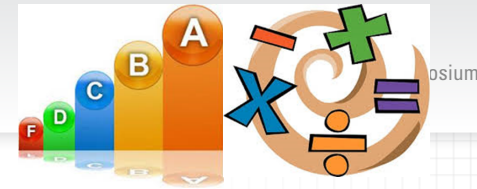


Stakeholder Issues & Complications Analysis



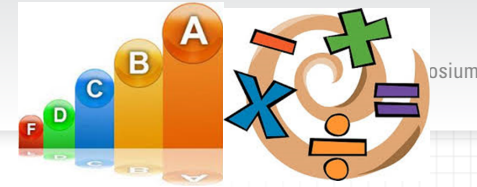
Stakeholder Issues & Complications Analysis





Stakeholder Scoring Models

	Stakeholder A	Stakeholder B	Stakeholder C	Stakeholder D
Criteria 1	A1	B1	C1	D1
Criteria 2	A2	B2	C2	D2
Criteria 3	A3	B3	C3	D3
Criteria 4	A4	B4	C4	D4
Criteria 5	A5	B5	C5	D5
Criteria 6	A6	B6	C6	D6
Criteria 7	A7	B7	C7	D7
Criteria 8	A8	B8	C8	D8
Criteria N	AN	BN	CN	DN
TOTAL SCORE	$\Sigma(A1+..AN)$	$\Sigma(B1+..BN)$	$\Sigma(C1+..CN)$	$\Sigma(D1+..DN)$



Stakeholder Scoring Models: Vendor Example

	WF	Vendor A	Vendor B	Vendor C	Vendor D
Cost	3	8	5	9	7
Market Share	1	3	2	4	1
Service	3	8	10	7	6
JIT-System	2	10	0	0	10
Flexibility	3	7	9	8	8
Reputation	2	8	9	7	8
TOTAL SCORE		111	92	90	100



PROJECT SECONDARY STAKEHOLDERS





Strengths

Weaknesses

Well-Informed About Project & Consequences
Tenacity
Persuasiveness
Access to Resources
Determination
Skill at Forming Alliances
Knowledge of Available Options
ICT Skills

Absence of Some Indicated Strengths

Disunity
Disinterested
Lacking Time & Resources

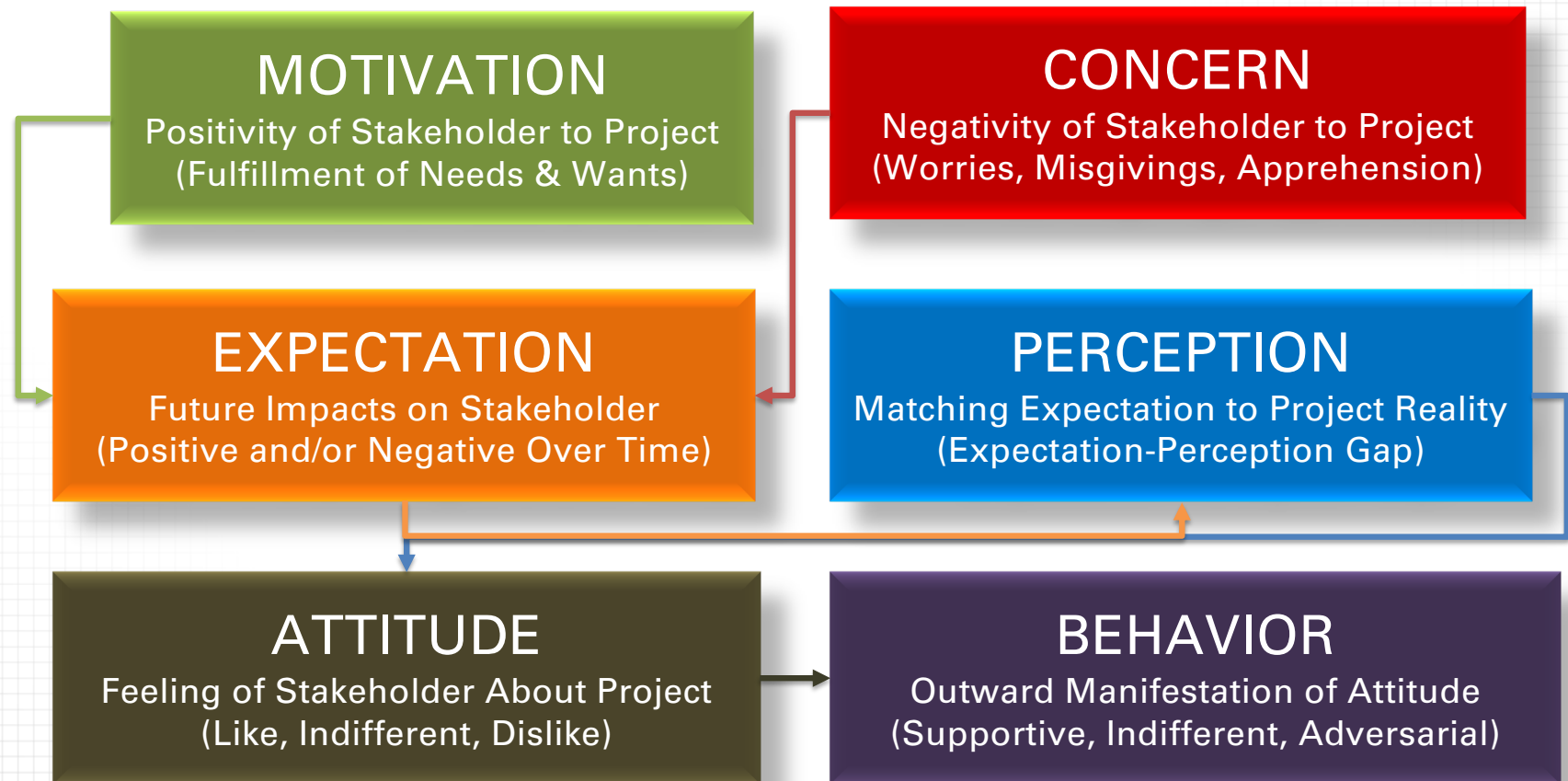
Openness to Change
Willingness to Enter Dialogue With Project
Passive Become Active Supporters
Adversaries Become Supporters
Resource Providers
Influenceability
Prioritize Powerful Stakeholders

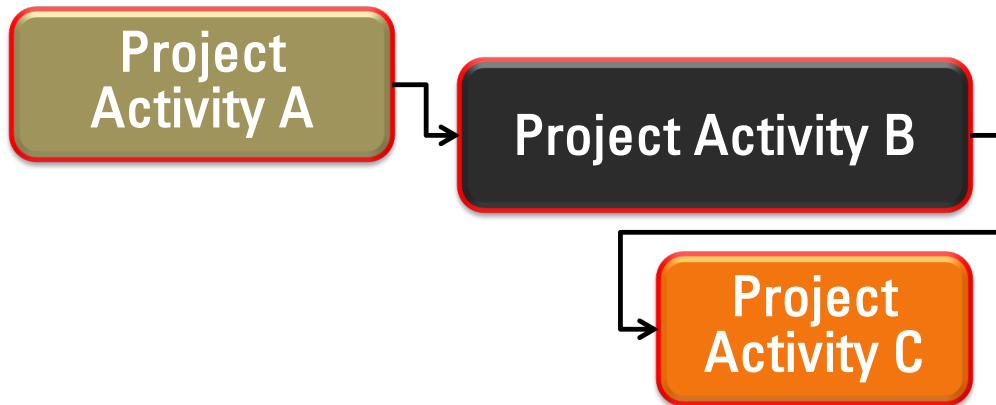
Legal Action
Administrative Intervention
Demonstrations
Supporters Turn Hostile
Petitions
Political Challenge
Media Campaign
Violent Intimidation
Alliances, Coalitions

Opportunities

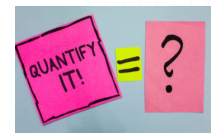
Threats

Project Stakeholder Attribute Analysis





'What-If' Stakeholders Exercise their Options (Soft, Hard, Illicit) For or Against the Project? How Will This Affect Project Success Dimensions?



- **Cost Overrun?**
- **Schedule Overrun?**
- **Unwanted Scope Modification?**
- **Future Benefits Realization?**
- **Non-Attainment of Objectives?**
- **Image Loss?**
- **Client & Stakeholder Satisfaction?**
- **Premature Termination?**

OBJECTIVES

BENEFITS





THANK YOU!



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QUESTIONS & COMMENTS

