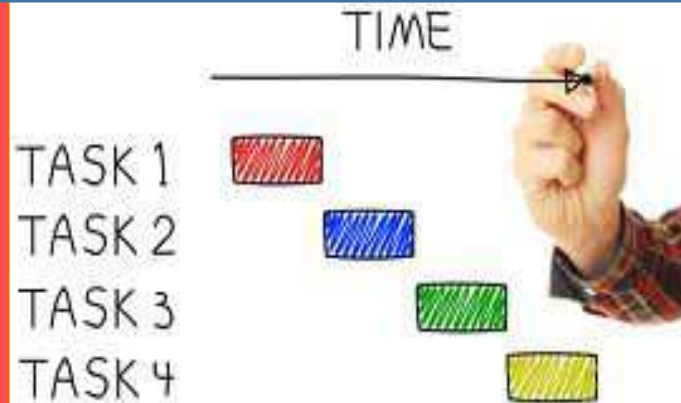
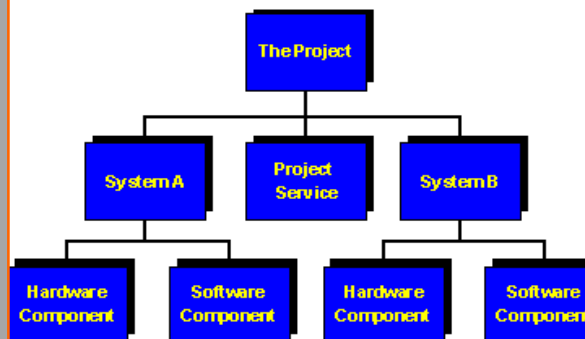


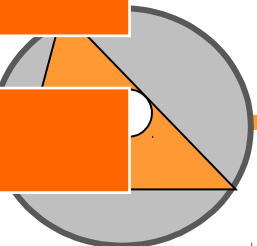
M A G E Z A  
CENTRE OF EXCELLENCE  
for Project (Pty) Ltd

# Project Stakeholder Management Workshop



# Scope of Presentation



- 1 Introduction and questions to ponder
  - 2 Purpose of today's presentation
  - 3 Why Project Stakeholder Management
  - 4 Theoretical Framework
  - 5 Real-life projects and issues with Stakeholders
  - 6 Some challenges triggered by the 10<sup>th</sup> Knowledge Area
  - 7 Conclusion
- 

# Scope of Presentation



**1** Introduction and questions to ponder

**2** Purpose of today's presentation

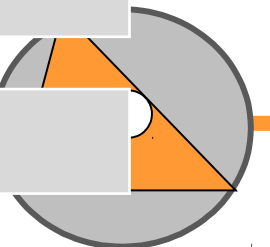
**3** Why Project Stakeholder Management

**4** Theoretical Framework

**5** Real-life projects and issues with Stakeholders

**6** Some challenges triggered by the 10<sup>th</sup> Knowledge Area

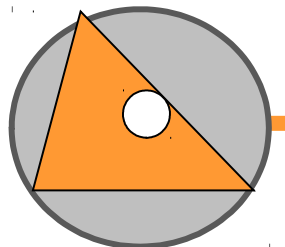
**7** Conclusion



# Introduction

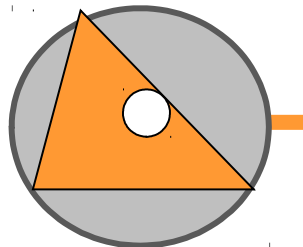
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- Passion driven individual
- Work platforms
  - Mageza Project Management (2006)
  - Mageza Centre of Excellence for Projects (2012)
- Consulting Project Manager
- Project Management competency-builder
  - Varsity College (Business School)
  - Durban University of Technology (Business Studies Unit)
  - Nelson Mandela Metropolitan University (Business Development Unit)
- Professional Member of PMSA and a Member of PMI
- Project ZN



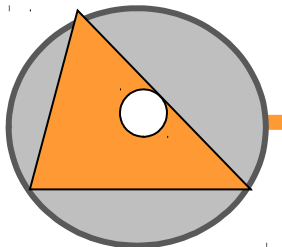
# The story I heard recently...

- Pastor decides to preach about being an astronaut (*the topic he was not familiar with*)
- The topic changed (*the wife did not know about that change*)





Keep stakeholders involved/ informed/  
updated....



# Questions to ponder

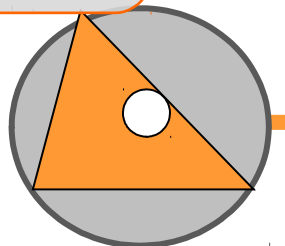
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## *Project Stakeholder Management*

Was there a need for the 10<sup>th</sup> Project Management Knowledge Area?

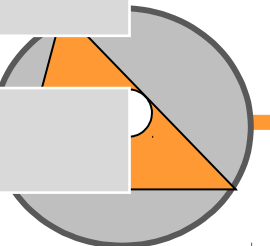
Can we control stakeholders?

Relationship between project social facilitators and project managers?



# Scope of Presentation

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# Purpose of this presentation



1

- To share some research findings

2

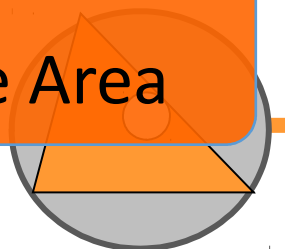
- To present theoretical framework

3

- To illustrate how stakeholders have impacted on projects

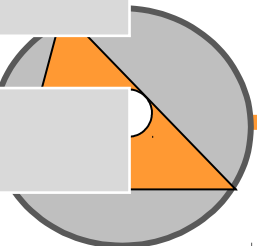
4

- To discuss some challenges triggered by the 10<sup>th</sup> Knowledge Area
- 



# Scope of Presentation

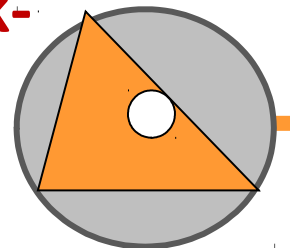
- 1 Introduction and questions to ponder
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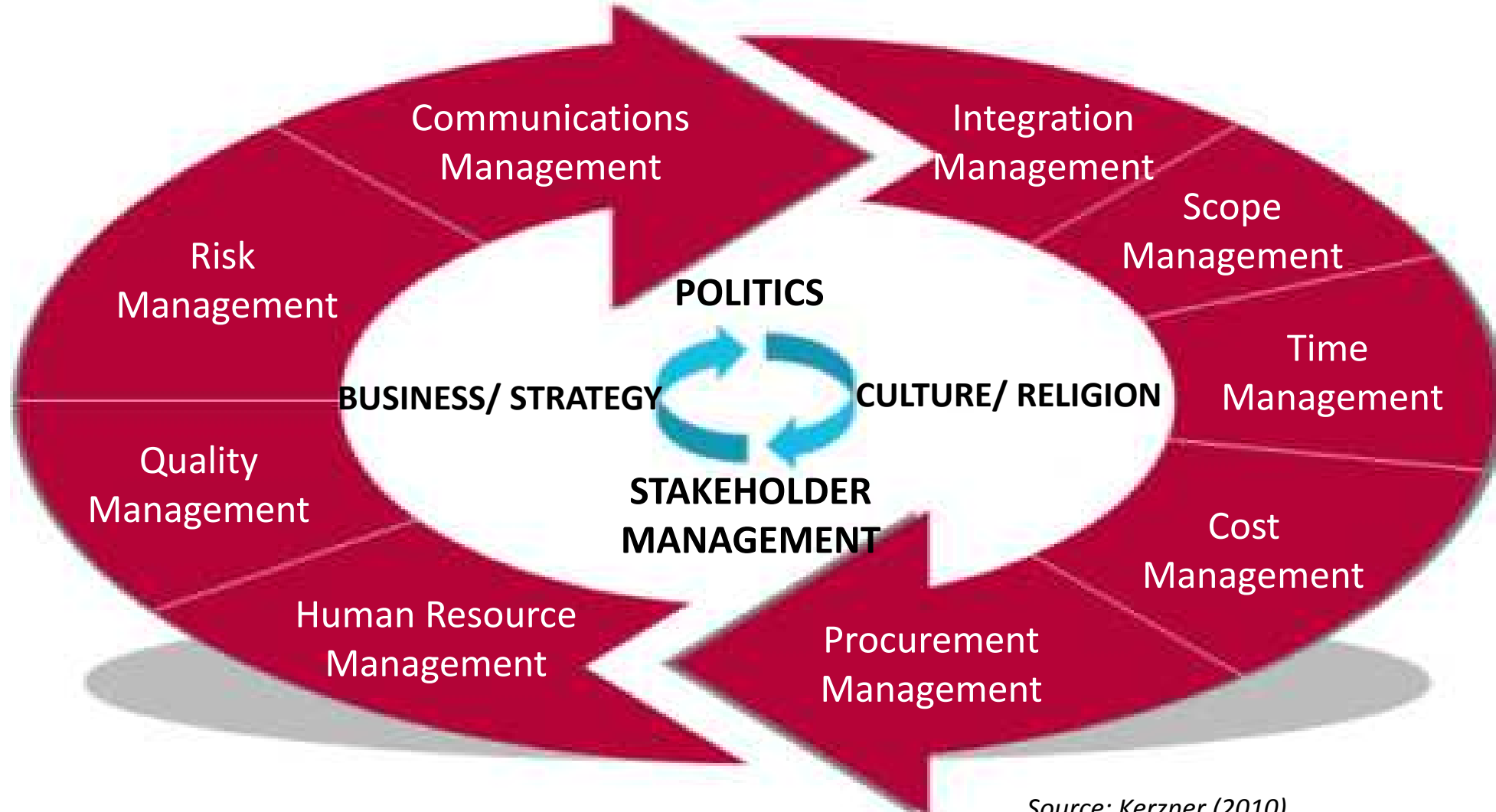
# Why am I talking about this?

## Research findings (eThekweni and Hibiscus Coast Municipalities)

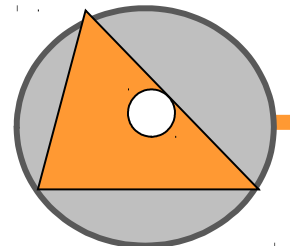
- The need for Project Politics Management
- It is not about projects *per se*. It is **politics managed through projects**
- Strategic misrepresentation of facts: **costs versus benefits**
- Making yourself relevant relies on proper stakeholder analyses : **Back-Boned Amoeba Mentality**



# Gurus also thought the same...



Source: Kerzner (2010)

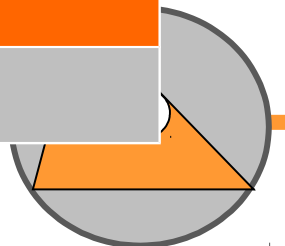


# Why PMI added the 10<sup>th</sup> Knowledge Area?

- Evolution of thinking – PMBOK
- To expand upon and increase the focus on the importance of appropriately engaging project stakeholders in the key decisions and activities associated with the project

Forth Edition	Fifth Edition
10.1. Identify Stakeholders	13.1. Identify Stakeholders
	13.2. Plan Stakeholder Management
10.4. Manage Stakeholder Expectations	13.3. Manage Stakeholder Engagement
	13.4. Control Stakeholder Engagement

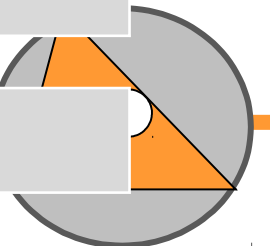
Source: PMBOK Guide – Fifth Edition



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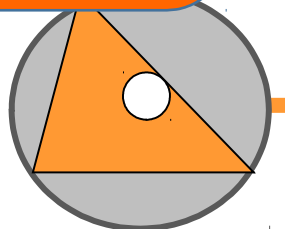
# What is Project Stakeholder Management?

Defining a Stakeholder

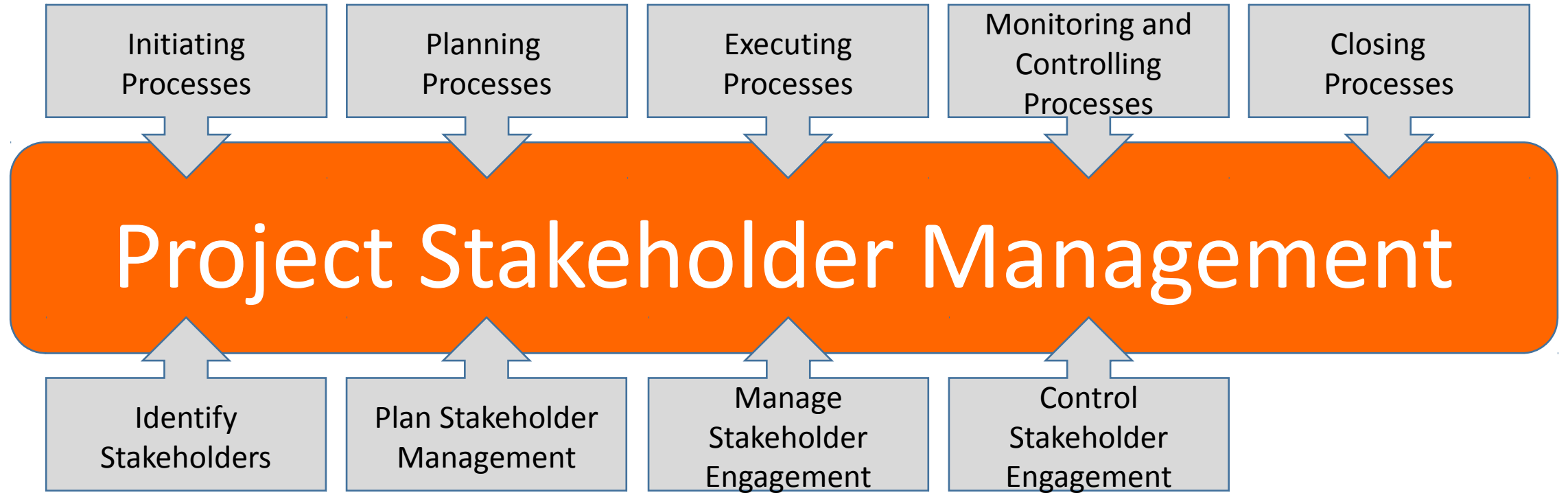
An individual, group, or organisation who may affect, be affected by, or ***perceive itself to be affected*** by a decision, activity, or outcome of a project

Stakeholder Management includes...

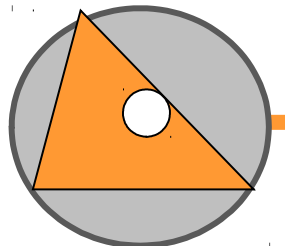
the processes required to identify the people, groups, or organisations that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project



# Overview



Source: PMBOK Guide – Fifth Edition





# New paradigm for **PROJECT SUCCESS**

## PROJECT A

Exceeded Time, Budget and did not meet desired Quality

## PROJECT C

Performed better than what was expected in terms of Time, Budget and Quality

**SUCCESSOR OR FAILURE?**

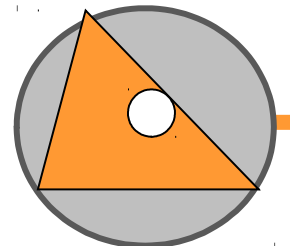
## PROJECT B

Exceeded Time, Budget BUT met desired Quality

## PROJECT D

Completed on Time, within Budget and met desired Quality

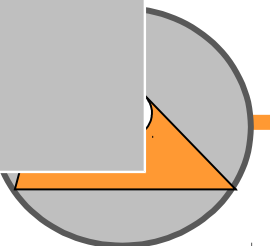
Source: Adapted from Deacon (2010)



# Voting time...

PROJECT	RESULT	✓ SUCCESSFUL	× FAILED
A	Exceeded Time, Budget and did not meet desired Quality		
B	Exceeded Time, Budget BUT met desired Quality		
C	Performed better than what was expected in terms of Time, Budget and Quality		
D	Completed on Time, within Budget and met desired Quality		

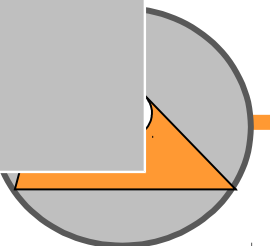
Source: Adapted from Deacon (2010)



# Voting results 1

PROJECT	RESULT	✓ SUCCESSFUL	× FAILED
A	Exceeded Time, Budget and did not meet desired Quality		×
B	Exceeded Time, Budget BUT met desired Quality		×
C	Performed better than what was expected in terms of Time, Budget and Quality	✓	
D	Completed on Time, within Budget and met desired Quality	✓	

Source: Adapted from Deacon (2010)



# New paradigm for **PROJECT SUCCESS**

## PROJECT A

Exceeded Time, Budget and did not meet desired Quality

*but all stakeholders are satisfied with the outcome*

## PROJECT C

Performed better than what was expected in terms of Time, Budget and Quality

*but the end-users are very dissatisfied with the product*

*but the ROI turns out to be far below expectations*

**SUCCESSOR OR FAILURE?**

## PROJECT B

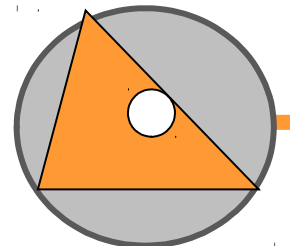
Exceeded Time, Budget BUT met desired Quality

*by 1 day and by R1000 respectively and stakeholders are satisfied with the outcome*

## PROJECT D

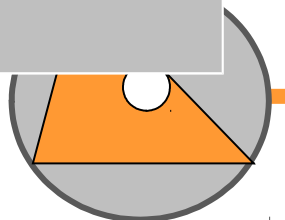
Completed on Time, within Budget and met desired Quality

Source: Adapted from Deacon (2010)



# Voting time – Round 2....

PROJECT	RESULT	✓ SUCCESSFUL	× FAILED
A	Exceeded Time, Budget and did not meet desired Quality <i>but all stakeholders are satisfied with the outcome</i>		
B	Exceeded Time, Budget BUT met desired Quality <i>by 1 day and by R1000 respectively and stakeholders are satisfied with the outcome</i>		
C	Performed better than what was expected in terms of Time, Budget and Quality <i>but the end-users are very dissatisfied with the product</i>		
D	Completed on Time, within Budget and met desired Quality <i>but the ROI turns out to be far below expectations</i>		



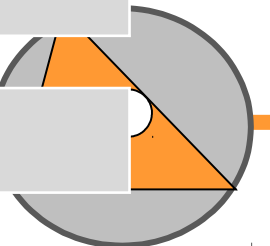
# Voting results 2

PROJECT	RESULT	✓ SUCCESSFUL	× FAILED
A	Exceeded Time, Budget and did not meet desired Quality <i>but all stakeholders are satisfied with the outcome</i>		
B	Exceeded Time, Budget BUT met desired Quality <i>by 1 day and by R1000 respectively and stakeholders are satisfied with the outcome</i>		
C	Performed better than what was expected in terms of Time, Budget and Quality <i>but the end-users are very dissatisfied with the product</i>		
D	Completed on Time, within Budget and met desired Quality <i>but the ROI turns out to be far below expectations</i>		

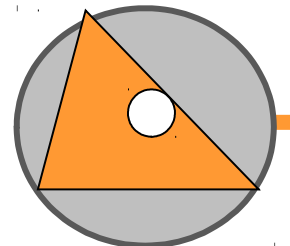
Source: Adapted from Deacon (2010)

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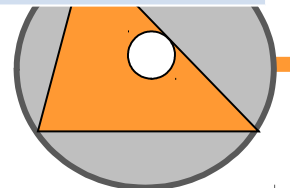
# Applying the Matrix





# Reflecting on 2 Projects I managed

Project Stakeholder	Power Interest	What was happening	Management Strategy I used
Project X Stakeholder A	High High	Not believing that there is capacity to deliver project deliverables. Adopted attacking mode.	Constantly communicated with her Giving project progress daily
Project X Stakeholder B	High Low (instead of being high)	Not responsive. Not supportive to project work that is their key competence and mandate.	Forged 'friendship' from inside to get things done
Project Y Stakeholder A	High Low	Always suspecting political gains in project. Trying by all means to destabilise project work as he came from another political party	Acknowledged his points and made community members aware that I have taken into account what Mr Y believed in



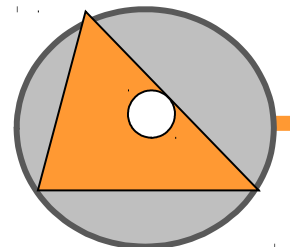
# Issues – Dube Trade Port



Environmental  
issues



Need to mega  
project

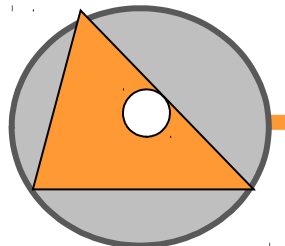


# Why was King Shaka statue removed?



- Zulu Royal Household raised concerns that it was not a true reflection of the Zulu warrior king
- R3m – fruitless and wasteful expenditure

Source: *The Witness*, 3 June 2010



# Business Sector played a crucial role in Margate Airport Project Success



Co-ordinating role

Marketing

Forging partnerships

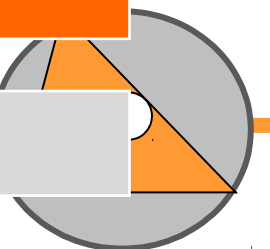


Getting airline and mobilising hotels

# Scope of Presentation



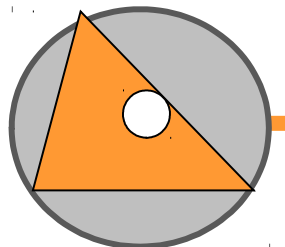
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# Challenges



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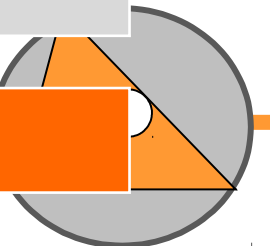
- Soft skills augmentation for Project Managers
- Managing a new tier of stakeholders is not easy
  - **Tier 1:** Primary Stakeholders - contractual obligation to the project
  - **Tier 2:** Secondary Stakeholders - affected by the project
  - **Tier 3:** Tertiary Stakeholders - perceive themselves to be affected (unknown unknowns)
- New definition of PROJECT SUCCESS needed



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- 
- 



# Questions to ponder

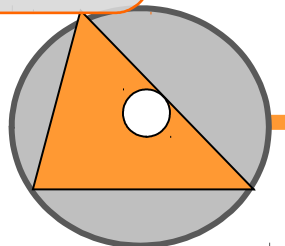


## *Project Stakeholder Management*

Was there a need for the 10<sup>th</sup> Project Management Knowledge Area?

Can we control stakeholders?

Relationship between project social facilitators and project managers?





# Concluding Remarks

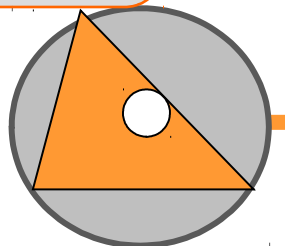
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## *Project Stakeholder Management*

There is a need for the 10<sup>th</sup> Project Management Knowledge Area

You cannot control stakeholders, but you can control their level of engagement. You can control what is caused by the uncontrollable!

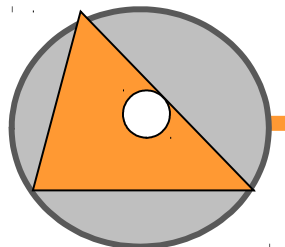
Social facilitation NOW belongs to Project Managers as the key and fundamental competence



# Concluding Remarks...

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- Because of dynamism of stakeholders, managing them cannot be a one-size-fits all approach
- Project Manager – as a Situational Leader comes in
- Strategic handling – becomes useful





# ***QUESTIONS AND COMMENTS***

