



Project Managers Network

Creating capability in Project Management

Project Managers Network  
A division of Makuta Partners Pty Ltd ABN 82 073 876 632  
PO Box 68, Lindfield NSW 2070, Australia  
Fax: (02) 9416-1574  
Web: [www.pmnetwork.com.au](http://www.pmnetwork.com.au)

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## Stakeholder Management

Stakeholder management has long been a challenge that has led to the failure of many projects. A key project success factor is managing stakeholder expectations and effectively managing their needs and wants, and in managing broader groups of stakeholders such as customers and the general public who are affected by the implementation of the project.

During this practical course you'll learn how to identify key stakeholders and define their roles, establish how committed are they to the project, align and prioritise stakeholder requirements to business and organisational objectives, and gain 'buy-in'.

We'll also cover communications techniques such as dealing with organisational politics and resolving conflict and managing expectations that can't be met, as well as ongoing management issues such as selling the project, maintaining commitment and status reporting.

This workshop draws upon industry sources such as the *PMBOK<sup>TM</sup> Guide* as well as good business principles to demonstrate how best to identify stakeholders, prioritise their needs and to develop a stakeholder management plan to minimise project risk and to resolve issues that may adversely affect your project.

This workshop does not teach basic project management principles. All participants are assumed to have a working knowledge of planning and management practices and hands-on project management or product development experience.

## Learning Objectives

The course will assist operational personnel, project managers, program managers and directors, product development professionals, business representatives, and organisational line managers improve the success rate of their projects by effective stakeholder management.

The workshop will assist participants to:

- Understand stakeholder needs.
- Understand how stakeholders impact your project.
- Learn how to deal with multiple stakeholders with divergent interests
- Understand how to manage stakeholder expectations, including quality and performance expectations.
- Understand the need to communicate your strategy to the project team, the customer, and other project stakeholders

- Resolve conflict and competing priorities.
- Manage project public relations and organisational politics.
- Contain expectations through effective status reporting and progress meetings.

## Attendance

Two days' duration, but subject to review of the attendees' needs a shortened version can be offered for 1 day. Course will run from 9.00 am to 5.00 pm with short breaks for lunch, morning and afternoon refreshments.

## Learning approach

A variety of educational methods are used in this course, with an emphasis on applying learning to problem solving exercises and group interaction.

The course will involve interactive presentations by the Course Leader to elicit what the group already knows about managing stakeholders, and to provide a context for explaining principles. Small workshop groups will work on case study scenarios dealing with stakeholder issues, such as unrealistic expectations, conflict between stakeholders and expectations that can't be met, to assist illustrate the principles and to provide the opportunity for group presentations and reflection on the learnings achieved.

## Logistics:

- Up to 20 attendees (1 or 2 more could be accommodated).
- Data projector and screen
- Tables and chairs café style
- Flip charts to be share by groups (assuming about 4 groups, from 4 to 5 to a group) for case activities and additional flip chart paper and pens for each attendee to document their personal plan.
- Post-It notes for use by each attendee in the planning activities
- Whiteboard and 1 flip chart for presenter

## Course outline

Unit No.	Topic	Coverage
1	Overview	<ul style="list-style-type: none"> <li>• Outline of course – expected learning outcomes.</li> <li>• Who are stakeholders?</li> <li>• Stakeholder categories</li> <li>• The role of key stakeholders</li> <li>• Stakeholder identification.</li> </ul>

Unit No.	Topic	Coverage
2	Understanding stakeholder expectations	<ul style="list-style-type: none"> <li>• How committed are they to the project?</li> <li>• Getting buy-in</li> <li>• Stakeholder requirements analysis.</li> <li>• Aligning stakeholder requirements to business and organisational objectives</li> <li>• Prioritising stakeholder requirements and expectations.</li> <li>• Getting approval to proceed with the project</li> </ul>
3	Communications techniques	<ul style="list-style-type: none"> <li>• Common communications barriers and “filters”</li> <li>• Dealing with organisation politics</li> <li>• Managing external stakeholders such as suppliers, regulators and the public</li> <li>• Resolving conflict</li> <li>• Managing difficult stakeholders.</li> <li>• Managing expectations that can't be met</li> </ul>
4	Ongoing management of stakeholder expectations	<ul style="list-style-type: none"> <li>• Selling the project.</li> <li>• Maintaining the commitment.</li> <li>• Reaching out to the public or customers</li> <li>• Internal status reporting</li> </ul> <p>Course wrap up discussion: Applying the principles to the workplace</p>

## Standards

This training program makes some references to material from the American ANSI project management standard developed by the Project Management Institute of the USA (The Guide to the Project Management Body of Knowledge 4th Edition - *PMBOK™ Guide*). All references to this standard are acknowledged and documented where applicable in the presentation slides for this course.

However, it is not exclusively aimed at a project management audience and is suitable also for teams dealing with customers and the general public.