



Dar Al Riyadh Insight #22

Stakeholder Management in Large Complex Programs - Overview

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

This series of Insights focuses on Stakeholder Management in large complex programs. Through this series of Insights we will:

- Describe the traditional 6 step stakeholder management process
- Outline stakeholder management responsibilities
- Discuss the characteristics and challenges faced in multi-stakeholder environments
- Discuss the importance of stakeholder trust
- Provide stakeholder engagement strategy guidelines and highlight best practices highlighted

Introduction

Large complex programs require more expansive stakeholder programs than what might be traditionally experienced even on the largest single projects. This more expansive approach is driven by the growth in scale and complexity often represented by these programs but also by the fact that different constituencies and stakeholder groups may have different views and interests as it relates to the various projects comprising the program. Additionally, these views may shift in subtle but important ways over time being influenced both by the progressive development of the project but also by perceived agreements with and actions by other stakeholders relative to themselves. In turn, all stakeholders and other external agents are affected and influenced by a broader set of political, economic and social factors.

For example, the decision to minimize certain construction impacts by constructing modules at a remote location may run counter to local job creation objectives of another constituency or regional labor organization.

In undertaking stakeholder engagement in large complex programs it is necessary for the program manager to undertake a structured process and equally important, ensure that the roles, responsibilities and efforts on individual projects meet program standards and objectives and are well coordinated. This may be viewed as those sets of activities related to stakeholder management but later in this series of Insights we will further explore a deeper engagement process that is required.