Dar Al Riyadh Insight #23

Stakeholder Management in Large Complex Programs – Six Step Process

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.

We may view stakeholder management as consisting of six principle steps. These steps include:

- **Step 1** - Stakeholder Identification
- **Step 2** - Stakeholder Mapping
- **Step 3** - Stakeholder Issues
- **Step 4** - Stakeholder Objectives
- **Step 5** - Stakeholder Engagement
- **Step 6** - Stakeholder Management

Apportionment of responsibilities between the owner organization (including his PMO), the program manager and project contractors will vary but the following table provides a typical apportionment of responsibilities between the owner/program manager and the project contractors.

Stakeholder Management Responsibilities		
	Owner/Program Manager	**Project Contractor**
Stakeholder Identification	Key stakeholder identification utilizing a structured framework for stakeholder group identification; initial identification of individual project level stakeholders; identification of cross program stakeholders based on project input	Complete identification of project level stakeholders consistent with program requirements established by the program manager

Stakeholder Mapping	Construction of one or more relationship maps among the stakeholders identified during the stakeholder identification process. Typical relationship maps will address the owner's organization; governmental agencies and authorities; financial and investor groups; key external stakeholder groups	Extension of program manager developed relationship maps and construction of new maps as required understanding how individual stakeholders relate to the various project elements and to each other.
Stakeholder Issues	For each stakeholder a clear identification of major issues of potential interest to them is compiled and a cross program master issues list is constructed.	Issue identification is carried down to a more granular level by the individual projects including identification of areas of particular concern.
Stakeholder Objectives	An initial survey of what stakeholders are trying to accomplish either in the way or program or project outcome or avoided concerns will be identified initially by the program manager and refined through the stakeholder engagement process and feedback from project level contractors.	Refinement of initial stakeholder objectives based on a specific project level view and subsequent engagement with various stakeholder groups.
Stakeholder Engagement	Identification and confirmation of the level of effort to be assigned to each stakeholder group and the preferred form of engagement and associated frequency.	Confirmation of the selected stakeholder engagement approach and implementation in conjunction with the program manager.
Stakeholder Management	Overall program coordination and management; cross program engagement strategies; emerging issues tracking, reporting and strategy development.	Engagement with project level stakeholders based on agreed to strategy with the program manager and consistent with apportioned responsibilities.