Dar Al Riyadh Insight #24

Stakeholder Management in Large Complex Programs – Step 1 - Stakeholder Identification

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.

The key steps in the overall stakeholder management process are discussed in this series of Insights. These activities and their effectiveness can have as much to do with shaping overall program success as the "hard" engineering, procurement and construction activities undertaken. In a subsequent Insight we will see that while these stakeholder management activities are required and have a good effect on project success, they are not sufficient in the world of large complex programs.

The stakeholder management activities discussed in these next Insights need to have the highest level visibility and recognize that different people respond to different communication approaches at different rates. The role of the program manager is to develop the most effective strategies given the desired program outcomes and then to insure that the strategies are implemented in a coordinated way across the various projects comprising the program. As always the program manager must be vigilant to the issues which may lie within the white spaces between the various projects as well as potential "black swan" type issues which may emerge from well outside the program's horizon but which is more likely knowable if a broader engagement effort is also being undertaken

Step 1 - Stakeholder Identification

Stakeholder identification represents the first step in the overall stakeholder management process.

The program manager undertakes key stakeholder identification utilizing a structured framework for stakeholder group identification. One such framework for stakeholder identification is illustrated in the following table.

Stakeholder Groups

Stakeholder Category	Candidate Stakeholders
Program	Program Executive Sponsors
	Program Manager
	Program Management Advisory Boards
	Program Management Team Members
	Program Staff
	Project Managers
	Project(s) Managers
	Project Team Members
Contractors	Contractors
	Key Suppliers
	Operations Management
Oversight	Program Management Office
	Owner Functional and Corporate Organizations
	Owner's Board Of Directors
Financial	Equity Investors
	Debt Providers
External	Local Community Groups
	Special Interest Groups
	Labor Organizations and Trade Unions
	Media
Government	Regulators at All Levels
	Government Agencies
Customer	Customers or Facility Users

This stakeholder identification process is carried out both at the program level as well as at the project level with the program manager developing an initial identification of individual project level stakeholders.

Based on this initial project level stakeholder identification, the program manager identifies an initial set of cross program stakeholders which will be subsequently refined based on project inputs.

The program manager carefully defines the level of detail and characterization required by the various projects of the stakeholders acting upon their individual efforts.

Project contractors then complete identification of project level stakeholders consistent with program requirements established by the program manager.