



## Dar Al Riyadh Insight #25

# Stakeholder Management in Large Complex Programs – Step 2 - Stakeholder Mapping

*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.

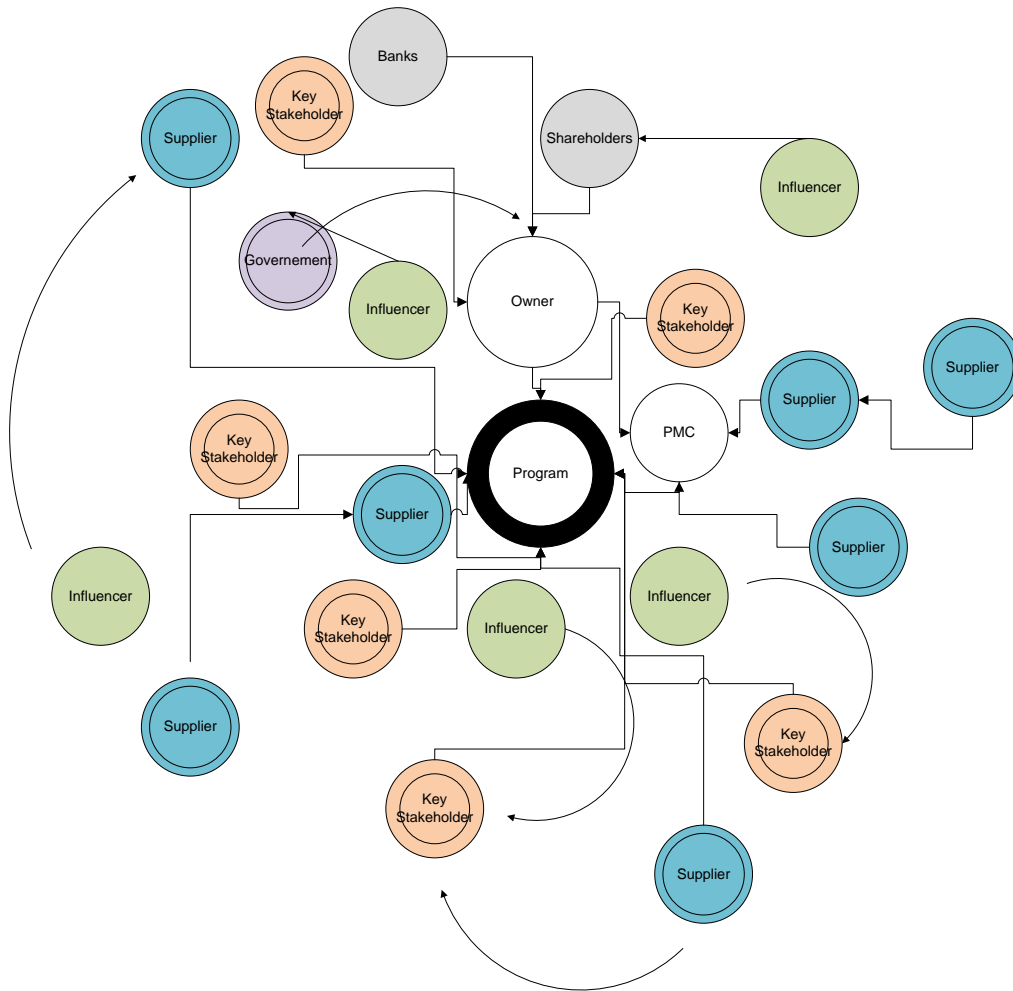
In this Insight we describe the second of six steps for managing stakeholders in large complex programs.

### **Step 2 - Stakeholder Mapping**

Having identified the universe of potential stakeholders in Step 1, the program manager must now seek to understand how these stakeholders may relate not only to the program but also to each other. Stakeholder groups with conflicting and complementary objectives must be understood. Stakeholders who provide tacit leadership or financial support to one or more of the stakeholder constituencies must also be recognized in order to design appropriate stakeholder messaging and engagement programs.

Construction of one or more relationship maps among the stakeholders identified during the stakeholder identification process provides an effective tool for understanding these inter-relationships. Typical relationship maps will address the owner’s organization; governmental agencies and authorities; financial and investor groups; key external stakeholder groups. An example of one such relationship map is illustrated below.

A word of caution is in order. It is important to remember that “The map is not the territory.”



Stakeholder Map shows the program and Owner and PMc relationship to it and each other. Key stakeholders are shown as well as influencers. As you can see in the map, stakeholder's interests and relationships are interlinked. Proximity to the program or other players indicates the relative importance of the particular relationships.

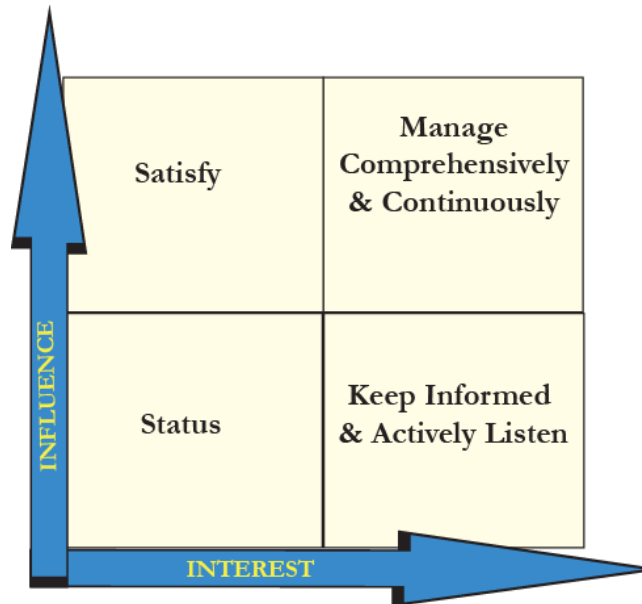
Other relationship mapping techniques exist and include:

- classification of stakeholders based on:
  - power to influence
  - stakeholder's relationship with the program
  - importance of their issues on to the program
- mapping stakeholder expectations based on:
  - value hierarchies
  - Key Results Areas (KRAs)
- ranking stakeholders based on:
  - needs (vs. wants)
  - importance to other stakeholders
- ranking stakeholders by their:



- threat potential
- potential for cooperation

Various graphical presentation have been developed and include two dimensional n x n matrices such as the 2 x 2 influence-interest matrix shown below as well as three dimensional models (power, interest and attitude; Murray-Webster and Simon 2005) and radial models ( The Stakeholder Circle; Bourne 2007).



A third dimension may be introduced into the more traditional 2 x 2 matrix through color coding of stakeholders or variance of the circle sizes locating them in this 2 x 2 space.

Dimensions against which evaluation of stakeholders for purposes of mapping may incur can include:

- Interest (high, low)
- Influence (high, low)
- Power (high, medium, low)
- Support (positive, neutral, negative)
- Need (strong, medium, weak)



## Dar Al Riyadh Insight #24

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

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

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.

