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Lesson Proper for Week 5

Business Ethical Dilemmas and Stakeholders



Project Stakeholders

a. Top Management – it may include the president of the company, vice-presidents, directors, division managers, corporate operating committee and others. These people direct the strategy and development of the organization.

b. Project Team – it is made up of those people dedicated to the project or borrowed on a part-time basis. As project manager, you need to provide leadership, direction, and above all, the support to team members as they go about accomplishing their tasks.

c. Manager – typically the boss decides what the assignment is and who can work with the project manager on projects. If things go wrong on a project, it is nice to have an understanding and supportive boss to go to bat for you if necessary.



d. Peers – they are the people who are at the same level in the organization as you and may or may not be on the project team. These people will also have a vested interest in the product. However, they will have neither the leadership responsibilities nor the accountability for the success or failure of the project that you have.

e. Internal Customers – these are individuals within the organization who are customers for projects that meets the needs of internal demands.

f. External Customers – these are the customers when projects could be marketed to outside customers.

g. Government – project managers in certain heavily environments will have to deal with government regulators and departments. These can include all or some levels of government from municipal, provincial, national, federal to international.

h. Contractors, subcontractors and suppliers – this can be a construction management foreman, network consultant, electrician, carpenter, architect or anyone who is not an employee. Managing contractors or suppliers requires many of the skills needed to manage full-time project team members.

Any number of problems can arise with contractors or subcontractors:

- Quality of the work
- Cost overruns
- Schedule slippage

Politics of Projects

Many times, project stakeholders have conflicting interests. It's the project manager's responsibility to understand these conflicts and try to resolve them. It is also the project manager's responsibility to manage stakeholder expectations. Be certain to identify and meet with all key stakeholders early in the project to understand all their needs and constraints.

Assess the Environment

Identify all the relevant stakeholders. Because any of these stakeholders could derail the project, you need to consider their particular interest in the project.

- Once all relevant stakeholders are identified, try to determine where the power lies.
- In the vast cast of characters, who count most?
- Whose actions will have the greatest impact?

Relationship Building Tips

Take the time to identify all stakeholders before starting a new project. Include those who are impacted by the project, as well as groups with the ability to impact the project.



Then, begin the process of building strong relationships with each one using the following method.

- Analyze Stakeholders
- Assess Influence
- Understand their Expectations
- Define Success
- Keep Stakeholders Involved
- Keep Stakeholders Informed

How to Relate to Different Types of Stakeholders

By conducting a stakeholder analysis, project managers can gather enough information on which to build strong relationships – regardless of the differences between them.

Stakeholders with financial concerns will need to know the potential return of the project's outcomes. Keep each stakeholder's expectations and needs in mind throughout each conversation, report or mail, no matter how casual or formal the communication may be.

No matter what their needs or wants, all stakeholders will respect the project managers who:

- Is always honest, even when telling them something they don't want to hear
- Takes ownership of the project
- Is predictable and reliable
- Stands by his or her decisions
- Takes accountability for mistakes

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