Stakeholders

INF60016
Project Management for Research
Swinburne Research
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Learning Outcomes

- Defining the stakeholders management process;
- Identifying and analyzing stakeholders;
- Developing stakeholder register;
- Developing stakeholders' communication plan;
- Developing research communication.

* Acknowledgment- the lecture content is partially inspired by materials on strategic project management and project management for business development by Swinburne business school.

Stakeholders

People, organizations, or groups that could impact or be impacted by the project are project stakeholders.

This includes all sorts of investment or involvement such as time, money, support, etc.

Stakeholders Management

Stakeholders management is the process of **identifying** the stakeholders, **analyzing** their involvement and impact, and developing strategies for **communicating** with them and **managing** expectations and relationships.

Identifying Stakeholders

Defined as: 'The process of identifying project stakeholders and regularly documenting relevant information regarding their interest, involvement, interdependencies, influence and potential impact on project success.'-PMBOK
This enables the project manager to identify appropriate focus for engagement with each stakeholder.

Research Stakeholders

Research Leaders
Co-Researchers
Ongoing Advisors
Occasional Reviewers
Occasional Advisors
Participants

Adapted from Turnbull, Friesen, & Ramirez, 1998)

Identifying stakeholders can be performed with different approaches, an example of this is:

- **Internal**- research leaders, sponsors, industry collaborators, co-researchers, peers, resource managers, functional managers, course convenor, support parties (PhD buddies, family and friends, employers), etc.

- **External**- participants, research community, regulatory bodies, government, competitors, anyone affected by the outcome such as citizens or end users, etc.

Analyzing Stakeholders

After identifying key project stakeholders, relevant information must be documented. This information will be used further to determine an approach for engagement and managing stakeholders' relationships.

Stakeholder register is used to document this information, that is categorized as identification, assessment and classification.
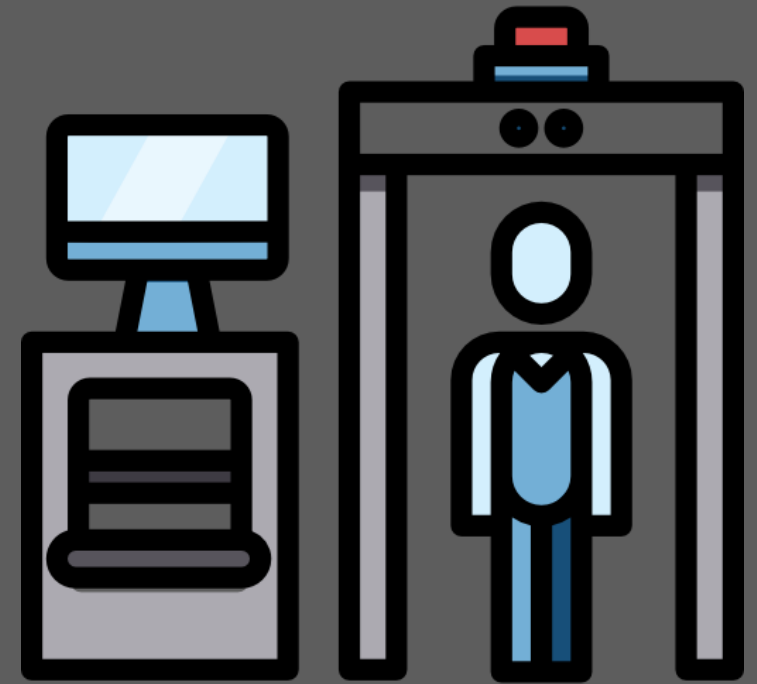
Developing Stakeholders Register

Identification :

The stakeholders' names, positions, locations, roles and contact, etc.

Assessment:

The stakeholders' major requirements and expectations, potential influence, most interested and needed time, etc.

Classification:

Internal or external; Time, money or moral support; Committed or involved; Supportive or resistant; etc.
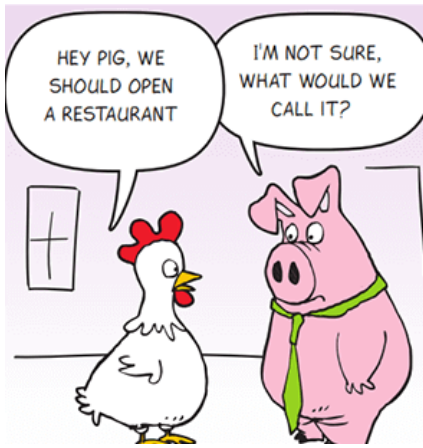
Sensitive Stakeholders Register

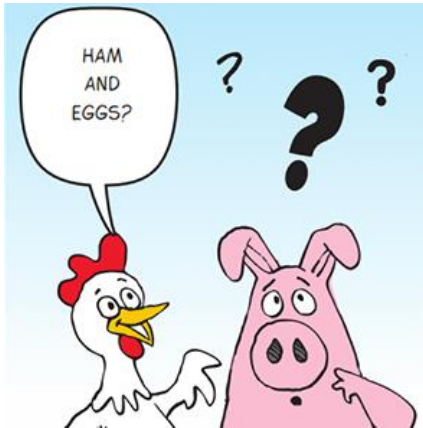This information is not for share and just for your personal interest to manage the relationship most effectively.

- Contact information;
- Rights and responsibilities;
- Whom to talk to if there is any conflict;
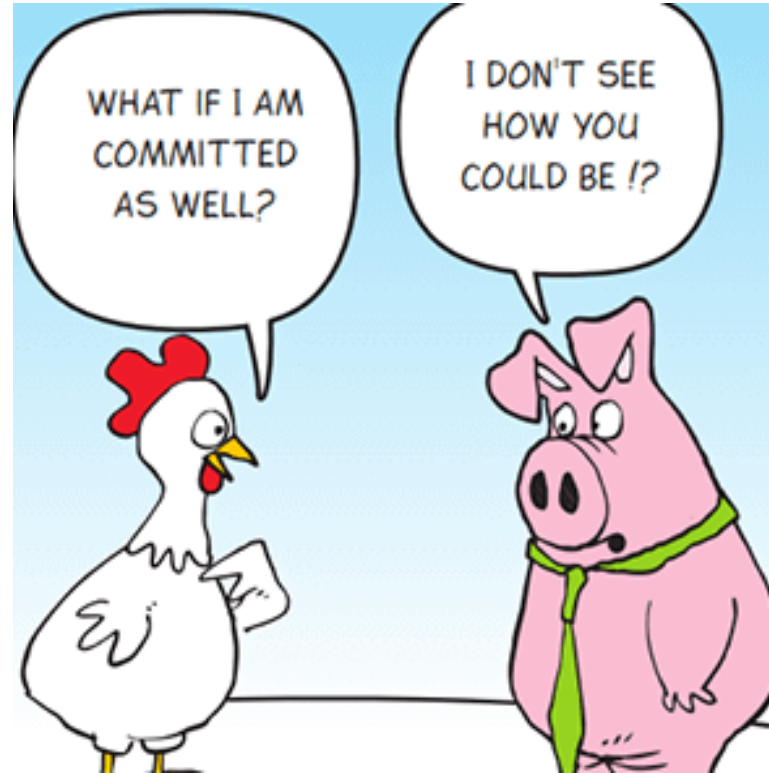- The best strategy;
- Interrelations.

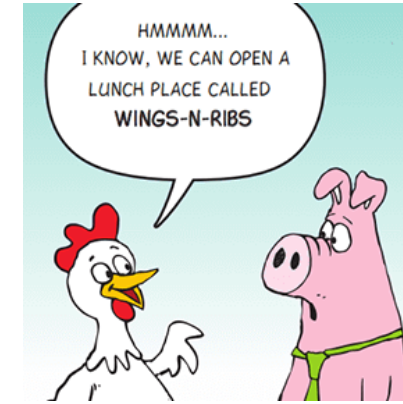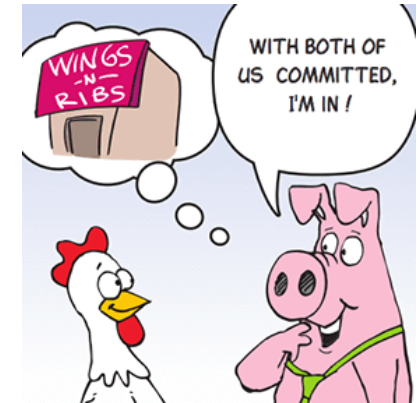# Involved or Committed

At the start of any collaboration, always make sure to have a clear understanding of everyones contributions.

Stakeholders' Engagement and Communication

The last step is to determine strategies to communicate effectively and engage with project stakeholders to satisfy their expectations, resolve issues, and foster the progress of the project.

This includes a communication plan to the right people, at the right time and with right details and communication method.

Communication Plan

To develop the communication plan you need to know:

- Which stakeholder receives the communication;
- What is the purpose: progress report, issue or milestone;
- What level of details to be provided;
- What type of communication: written, presentation, etc;
- When and How often: time and frequency;
- Existing communication challenges and solutions.

Managing Stakeholders' Relationships
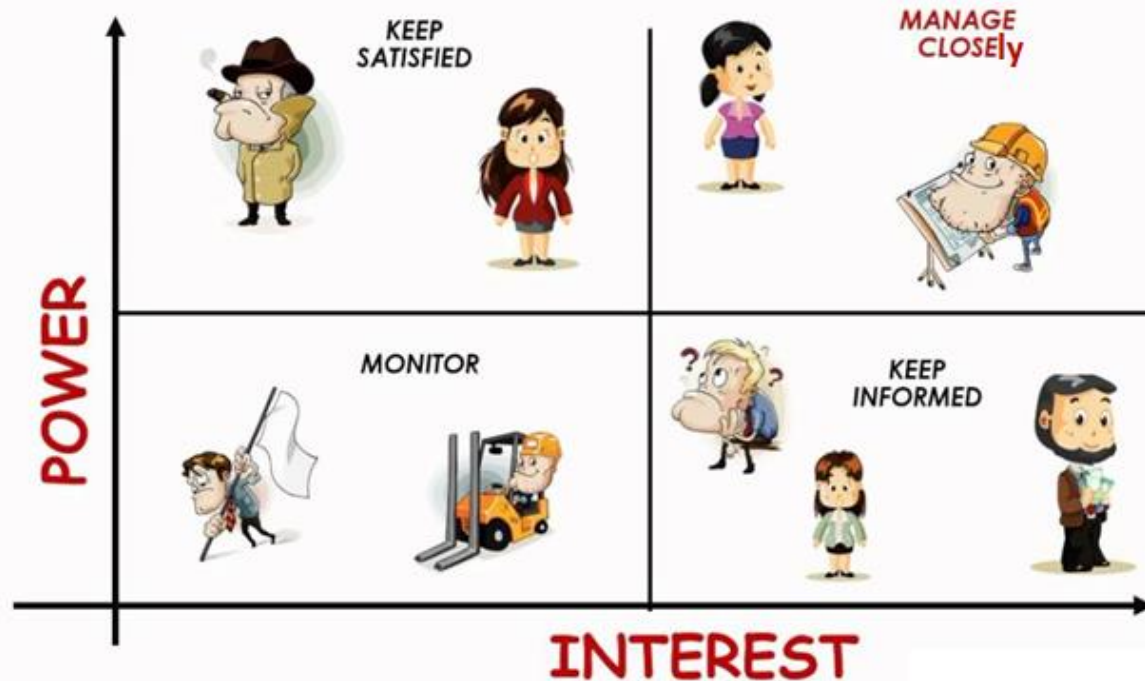
Maintaining a positive relationship with stakeholders is critical to project's success. there are different approaches to managing stakeholders relationship.

A **power/ interest** grid is a common approach to group stakeholders based on their level of authority (power) and their level of concern (interest) for project outcomes.

Categories of Communication

Depending on the stakeholder and the nature of information, the communication methods can be different.

- Formal or informal;
- Official or unofficial;
- Verbal or written;
- Public or confidential;
- Expert or non-expert audience;
- Technical or administrative;
- Interactive or passive;
- Push out or upon request.

Communicating Research Project

Depending on the purpose, the communication of a research project can divide into two main categories of:

- **Process-oriented communication (Progress)**
   Research proposals, progress reports, COC, thesis, etc.

- **Product-oriented communication (Branding)**
   Papers, public speaking, talks, media, social profiles , etc.

Ideally,
you should be able to:

• Develop a comprehensive stakeholders register for your PhD;

• Develop a well thought communication plan including the challenges and solutions.