COMP1611: Project Management Individual Work

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1. Decide on a set of appropriate actions (minimum of 2 per stakeholder group) that you can take to maximise the chances of the following stakeholder groups actively participating in your project: Divisional Finance staff, HQ Finance staff and the I.T. team. For each action that you suggest, ensure that you consider both the potential positive and negative sides of your approach.

1. **HQ Finance Staff:**

   Type of Stakeholder: Collaborators/Compromisers

- **Project Impact:** Business processes will be made much easier for them; there seems to be an emphasis on the benefits that the HQ Finance staff will have in the case study, such as their work processes being made "a lot easier" by the introduction of the new system. Due to the high potential benefits that they might receive, it is possible for the HQ Finance Staff to be labelled as 'collaborators' for this project, as they will champion the new changes. The case study does not specify whether there will be staff cuts in this division either, so an assumption can be made that job security is guaranteed, and all the staff members have to do is learn the new system. Due to the high number of changes required though, it seems more fitting for most of the HQ staff to be labelled as 'compromisers', as "they too will see significant changes to their working processes". Overall, based on context clues, an assumption can be made that the HQ staff are content with the introduction of new finance systems.

- **Action #1:** Keep them as informed as possible about the progress of the project, even though they are not the 'bosses' of the project.

- **Action #2:** Give them a major role in the design process of the system, as it is a financial application, and they are the heads of the finance department.

- **Positives:** Both actions are positive because they not only act on the potential enthusiasm that these members might have for the new application, but they also highlight the risk that if not catered to, the HQ finance staff can lose morale/motivation, and negatively influence their subordinates that are already unnerved by the new project. It is important to keep the HQ staff as engaged as possible with the changes to the system, so that they feel like they are playing a major

role in the shaping and development of the product, boosting their morale and commitment to the project.

- **Negatives:** Although the new application is a financial one, it also involves a lot of I.T. elements that the HQ staff might not be the most well-versed in; the I.T. team might be of more help. Their ideas for the new system might also be ones that other departments do not agree with, and due to their lack of "co-operative approach", this might cause additional conflict. Due to their excitement for the new system, their 'championing' might also apply unneeded pressure to the Supreme Financial Solutions team or bring unrealistic expectations for the final product; it is important to not let them get carried away, or else they risk being disappointed, negatively influencing others' opinions, and becoming 'compromisers' to the project.

2. **Divisional Finance Staff:**

Type of Stakeholder: Resistors

- **Project Impact:** Unlike the HQ Finance staff, there seems to be no mention of the benefits that the Divisional staff will gain. If anything, it seems like they will be pestered even more than before in an attempt to finish the project, so they will be most likely to resist the changes proposed by the project. The project will require them to make changes to their processes, and it is also possible that the project will result in a few members of the division being made redundant. This can potentially lead to an attitude synonymous with that of a 'resistor', as the divisional members will initially be concerned about the loss of jobs (if they are notified by the Head Office/Project Manager).

- **Action #1:** Allocate some of the contractors from Supreme Financial Solutions **(SFS)** to work within the divisional setting, so that the finance staff down there do not feel as if they are 'working for' the contractors, but more 'working with' them.

- **Action #2:** Make sure that the Divisional Finance Staff are thanked for their efforts so far with previous projects, they have undergone a lot recently. Ask them directly what works for them and how to help the acclimatize to the new system and provide adequate staff training based on the responses.

- **Positives:** Action #1 might help to reduce some of the hostility that would result from the SFS team working solely from/being located in the Head Office, as divisional staff are already fed up with taking orders from them. This can help to ease any anxiety about the new system, as well as give the divisional staff direct access to the consultants in case they have any questions or concerns that they do not want signposted to the Head Office. Action #2 might bring along a change in culture that the divisional staff might be more receptive to, as the one they are currently working under is one in which they are not known for "their co-operative approach with each other". It might also help them become more comfortable with the changes in roles, as they will be learning on the go.

- **Negatives:** Some staff might be pessimistic about the approach of the company to show appreciation, as they keep being asked to make sacrifices for the company's benefit. The divisional staff might also be used to working in the conditions at the company and might not be too keen on any changes in approach; they have already shown that they do not like change. They might also feel like they are being pestered/monitored by the people that come down to 'assist' them, as they are already swamped with queries from the other departments.

3. **I.T. Team:**

Type of Stakeholder: Accommodators/Resistors

- **Project Impact:** There does not seem to be a great deal of changes that the I.T. department would have to go through while helping with the implementation of the system. An assumption can be made that they have also previously helped with the implementation of the other systems that Deep Blue Seaways has outsourced, including the most recent one, so there would be no significant changes in their processes. Based on this information, the I.T. team could be classified as 'accommodators', as they do not seem to be receiving a high level of benefits from the project either. However, they are "seriously understaffed" and have "many priorities", and an assumption can be made that IT members are not seen as that important as a result, as the company regularly hires consultants from other "leading consultancies" to help out. Some I.T. members might not even be up to the task, due to lack of numbers and increasing workload, and it is unlikely that IT are working

from the Head Office as a result. This might lead to them resisting the project and becoming ‘resistors’.

- **Action #1:** Invite the head of I.T. to join the board of directors. Liaise with the Head Office to explain to them why it is important for them to be there.

- **Action #2:** Make sure the I.T. team can focus on learning the system. Due to their lack of staffing, it seems like a good idea to potentially hire some temporary and/or permanent staff/third-party consultants to help them with the integration of the new system.

- **Positives:** Action #1 might be positive as it allows the I.T. team to voice their concerns about not only the system and its requirements, but also their working environment, as they have many priorities despite being understaffed. This will make them feel more important to the organization. It is also important to have them on the board as they can influence the organizational strategy of the company, act as proper business partners to the rest of the departments, and help make crucial spending decisions about I.T., as it is after all, an I.T. based project. Action #2 can be positive as it helps the staff not be overwhelmed by their other responsibilities by giving them more people to work with.

- **Negatives:** The Board of Directors might not think that the head of IT should have an influence on the organizational strategy and given the lack of cooperative approach already present at the company, this might create a bit of tension in the organization in addition to communication problems. The I.T. departments might also feel hard done by if external consultants with less knowledge and responsibilities at Deep Blue Seaways are brought in to do the same jobs and receive the same praise as them. The Head Office might also veto this motion, as one of their main goals is to “save on staff numbers”, and this action would be adding more members to the I.T. team, which they might want to stay the same.

2. Comment on the statement that "that if asked about job losses that you are to say that there are no plans to cut numbers either in HQ, Finance, or within the various Divisions". Do you think that is a sensible approach? If not, why not?

It depends on the organization and the specific employees that work there. There can be both positive and negative outcomes that result from telling employees about their possible termination. For example, an employee might be motivated to work harder if they know that their job is in jeopardy, standing out from the pack and boosting their chance of job retention. It might also give the organization a much needed wake up call, the productivity as a whole might increase if multiple employees adopt the same approach.

However, the case study for Deep Blue Seaways specifically describes the morale and work ethic of the team members as "very low", suggesting that it might be difficult to motivate some staff members, especially those working in departments that have to make a lot of changes, to actually help with the process. The general consensus for company members as a whole, is that they are unhappy with the introduction of another new project, as they have just endured an "arduous one-year long project". It is also accepted that some will be "very hostile" towards the idea of helping and sending members to answer queries. If they do end up sending one of their own to help with the integration of the system, it is likely that the person sent might be the least important, or knowledgeable about the system, and that can lead to a whole other array of issues.

All these potential issues also already exist without factoring in staff knowledge about potential cuts. Now imagine if they were told that as well. If staff members know that they are going to get cut anyway, they might not be motivated to work very hard afterward. If their motivation was already low to begin with, then Deep Blue Seaways are looking at a potentially disastrous situation. Using the stakeholder assessment matrix, most of the staff can be classified as 'resistors', as it seems like they will have "significant changes" in their working processes despite not receiving a lot of benefits. These members would be impacted especially if they knew about job cuts. The HQ finance staff would be 'compromisers' as they stand to gain a bit more from the project, as it will "streamline data" and make their job "a lot easier". There are bound to be a few 'accommodators' that are either content, unbothered by the stress of the previous project, or not required to change their processes as much; it is important to keep them supported in order to prevent them from becoming 'resistors' to the project, due to the negative opinions of the others. It is best to make all of

the stakeholders feel as engaged as possible, or the risk of the project being derailed from within increases.

The unfortunate truth is that the situation offers up a bit of an ethical/moral dilemma for Deep Blue Seaways; they cannot guarantee that there will not be cuts, but it might also not be wise to let staff members know that they might be cut, because of potential retaliation from them. If Supreme Financial solutions are to help Deep Blue Seaways reach their desired scope, then it would probably be sensible to keep statements about job security as ambiguous as possible, and say that there are no plans to cut any members within the various divisions.

3. Produce a spreadsheet (perhaps a Gantt Chart but an excel spreadsheet will suffice) showing the duration and logical linkages for the project, making the following assumptions:

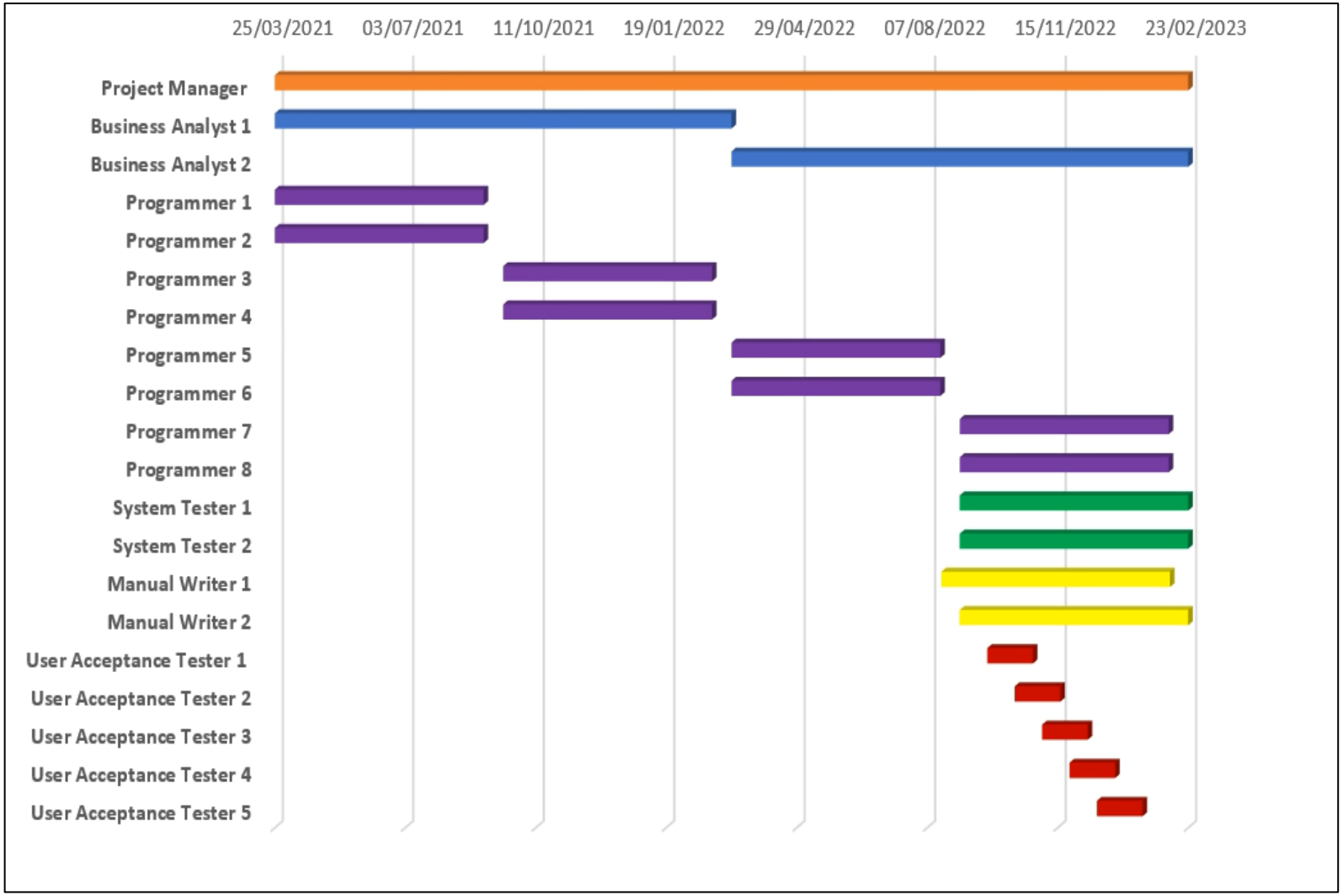
Assumptions made:

- Project starts on 25/03/2021 and ends on 23/02/2023 (100 weeks from 25/03/2021).
- PM and BA's will remain active throughout the duration of the project.
- They are multiple members of the team, as some of the hours are longer than the duration of the project, meaning they have to be divided amongst a few members.
- There are 2 business analysts; one handles the first half of the project, whilst the second one takes over, inspecting the latter key processes such as the user acceptance testing.
- 8 programmers working in pairs (4 groups) to simulate the assumption that each business analyst supervises 4 programmers. They work 25 weeks at a time and split the work.
- 2 system testers, both taking on half of the work.
- 2 manual writers, both taking on half of the work. One of the writers starts a bit earlier so that they can receive feedback from the programmers and system testers.
- 5 user acceptance testers, each testing at different stages of the project.

Hours were converted to 'work weeks' so that they would fit in the spreadsheet:

Resource	Start Date	Weeks to Complete (2 year time period)
Project Manager	25/03/2021	100
Business Analyst 1	25/03/2021	50
Business Analyst 2	10/03/2022	50
Programmer 1	25/03/2021	12.5
Programmer 2	25/03/2021	12.5
Programmer 3	16/09/2021	12.5
Programmer 4	16/09/2021	12.5
Programmer 5	10/03/2022	12.5
Programmer 6	10/03/2022	12.5
Programmer 7	01/09/2022	12.5
Programmer 8	01/09/2022	12.5
System Tester 1	01/09/2022	25
System Tester 2	01/09/2022	25
Manual Writer 1	18/08/2022	25
Manual Writer 2	01/09/2022	25
User Acceptance Tester 1	22/09/2022	2.5
User Acceptance Tester 2	13/10/2022	2.5
User Acceptance Tester 3	03/11/2022	2.5
User Acceptance Tester 4	24/11/2022	2.5
User Acceptance Tester 5	15/12/2022	2.5

Gantt Chart


25/03/2021
03/07/2021
11/10/2021
19/01/2022
29/04/2022
07/08/2022
15/11/2022
23/02/2023
Project Manager
Business Analyst 1
Business Analyst 2
Programmer 1
Programmer 2
Programmer 3
Programmer 4
Programmer 5
Programmer 6
Programmer 7
Programmer 8
System Tester 1
System Tester 2
Manual Writer 1
Manual Writer 2
User Acceptance Tester 1
User Acceptance Tester 2
User Acceptance Tester 3
User Acceptance Tester 4
User Acceptance Tester 5

4. **You know that the project is underfunded by £1million. What actions may you consider to rectify this situation?**

The first course of action would be to speak to the appropriate stakeholders about this risk to the project as soon as possible, as people need to understand how complicated a change is well in advance of it being carried out. The cost to fix a risk event also increases as the project life cycle continues, so £1 million now might be much more later down the line. This is easier said than done however, as people do not like change, but to implement the possible change (in funding in this case) the successful cooperation of stakeholders is needed. Leaving this risk to fester can make it become an issue that if not dealt with quickly, can cause the project to be delivered late. Another action that might be considered is identifying which stakeholders will be most greatly affected by the change. In this case, it seems like the Head Office and Finance Team at Deep Blue Seaways.

The Head Office would be the most affected though, as they will be making the largest financial contribution to the project. They also have to be managed much more closely than the Finance team, as they are of higher interest and power based on the power/interest stakeholder grid (shown in appendix). The stakeholder assessment matrix would also classify them as 'compromisers' in this situation, as they would have to contribute 1/3 more money in order to garner their desired results. The next conversation that would have to be had, is about whether the Head Office is happy with whatever is going on at the moment. The cost of changing has already been defined at £1 million, so a conversation about cost benefit analysis would be beneficial. Multiple projects have been terminated in the past due to a change in scope, time or financial limits, and that might also be the case in these situations. The Head Office might also be asked what they consider to be a project success, as this can help to balance the benefits with the potential cost change. Is it meeting the scope despite going over the budget? Finishing on time? Customer satisfaction? Saving/Making money in the long run? If the scope has already been agreed upon however, then it is very likely that not only the cost will increase, but the time needed might have to increase as well based on the triple constraint of project management (shown in the appendix). If the price is kept the same, then the scope might not be reached, leading the project to not reach its target, leaving the sponsor unsatisfied. One should not forget the main focus of project management: the final deliverable.

These can all be the compelling reasons for change that will need to be discussed with the Head Office, as successful project management usually means "meeting all three goals

(scope, time and cost)" (Johnson, 2021) to satisfy the sponsor. In this case however, the business case will have to be reviewed sooner than expected in order to justify the additional monetary investment from the sponsors compared to the viability of the project. Lastly, make sure to keep the changes to a minimum and addressed early, so that they do not disrupt the lower departments at Deep Blue Seaways.

5. List out 5 critical risks associated with this project and recommend what actions that you should take to minimise their impact.

5.1 Risk Identification

In order to best identify, analyze and manage the possible risks associated with the given scenario, a set of risk assessment tables has been created based on various risk assessment registers and models.

ID:	Risk/Threat	Description	Risk Type	Affects	Originator/ Responsibility
1	Conflict within organization	Staff members resisting the project	Organizational	Entire Project	Originator: Staff Members Responsibility: Head Office, Project Manager

- There is a serious risk that some of the staff members might resist the project for various reasons (frustration with the Head Office, constant changes to work environment etc.). This can cause issues regarding staff responsibilities, as they feel like they have endured too much already and might not offer the best advice regarding the standardization of the data. Morale is also very low among various staff members.

ID:	Risk/Threat	Description	Risk Type	Affects	Originator/ Responsibility
2	Failure to estimate time/resources	Project being underfunded by £1 million	Management	Entire Project	Originator: Head Office Responsibility: Head Office, Project Manager

- This risk is one that can derail the entire project, as any changes in cost are due to bring changes in the scope and timetable of the project as well. Failure to properly fund the project can lead to the completed project not being up to the standards set by the Head Office, and in some cases, even lead it to be terminated prematurely, wasting time, money and staff resources.

ID:	**Risk/Threat**	**Description**	**Risk Type**	**Affects**	**Originator/ Responsibility**
3	Lack of communication	Lack of cooperation between departments	Organizational	Head Office, Departments, Project Manager	Originator: Finance Heads Responsibility: Head Office, Project Manager, Finance Heads

- The case study highlights a particular “lack of cooperative approach between departments” at Deep Blue Seaways. This can be detrimental to this project in particular, as employees might not know what is expected of them in regard to the implementation of the new system.

ID:	**Risk/Threat**	**Description**	**Risk Type**	**Affects**	**Originator/ Responsibility**
4	Risks with new technology	Lack of compatibility with existing systems	Specialist	Entire Project	Originator: Consultants Responsibility: IT Team, Staff Members, Head Office, Project Manager

- There is always a risk being taken when adding new technology into a system. Many companies tend to keep both systems running concurrently in case there are any issues

with one or the other. For Deep Blue Seaways, the main issue would be the new system's compatibility with the existing systems that they have in house. There is also a risk that the IT infrastructure that Supreme Financial Solutions brings along, might not be compatible with the other companies that Deep Blue Seaways works with, as they outsource all of their "IT works to a number of leading consultancies".

ID:	Risk/Threat	Description	Risk Type	Affects	Originator/ Responsibility
5	Skill shortages	Skill and staff shortages within IT team	Organizational	Entire Project	Originator: IT Team Responsibility: IT Team, Head Office, Project Manager

- There is a risk that the IT team will not be able to play its part in the integration of the new system and the standardization of the data, as they are themselves, understaffed and taking on too many responsibilities. Their morale is also low, so they might not be motivated enough to produce their best work.

5.2 Risk Analysis and Heat Map

ID	Risk	Probability	Business Impact	Rank on Heat Map
1	Staff members resisting the project	Medium	High	
2	Project being underfunded by £1 million	High	High	
3	Lack of cooperation between departments	High	Medium	

4	Lack of compatibility with existing systems	Low	High	
5	Skill and staff shortages within IT team	High	High	

5.3 Risk Management Strategy

ID	Risk	Strategy			
		Avoidance	**Transfer**	**Mitigation**	**Acceptance**
1	Staff members resisting the project **Best Strategy:** Avoidance	Make sure that all staff members feel valued and appreciated for their efforts.	Temporarily recruit external staff members and consultants that can ensure their commitment.	Make sure that staff members that aren't 'resistors' stay motivated throughout the project.	Accept the resistors and their negative influence, and hope for the best.
2	Project being underfunded by £1 million **Best Strategy:** Avoidance	Emphasize the importance of the extra £1 million and secure the added investment.	Transfer the risk to a third-party investor/fund raise for the extra funds.	Revaluate the scope of the project with the board so that it fits the given budget for the project.	Continue the project with lack of proper funding and hope for the best.
3	Lack of cooperation between departments **Best Strategy:** Avoidance	Ensure that the communication problem is fixed by addressing departmental issues.	Transfer the risk to a 3rd party company that can train employees about workplace behaviors (employee training modules).	Make sure to include the most cooperative of department heads involved with the project and focus less on the others.	Continue the project with the same cooperation levels as before, and hope for the best.

4	Lack of compatibility with existing systems **Best Strategy:** Mitigation/Avoidance/ Transfer	Implement systems/databases that nullify the possibility of compatibility problems.	Transfer the risk to an expert third party company that constantly monitors the system's progress.	Implement a system that notifies the company of potential integration issues.	Accept the fact that the new system might not be compatible, and hope for the best.
5	Skill and staff shortages within IT team **Best Strategy:** Avoidance	Make sure to relieve all IT staff of unnecessary responsibilities so they can focus on their tasks. Bring in new members as well.	Recruit external IT consultants that can ensure the success of the project.	Relieve the less skilled IT members of their duties and keep only the most skilled ones.	Continue working with deprived IT teams and hope they can deliver and increased pressure.

6. **The organisation has 2 strategic objectives: to lower its cost base by 10% within the next 2 years, and to introduce new services that generate an additional 20% revenues within the next 18 months. Which of these strategic objectives does this project most align itself to and why?**

Deep Blue Seaways has set a pretty clear goal for the outcome of the project; to "improve their ability to make sound commercial decisions" via the enhancement of their information systems. Companies often outsource their processes for 2 main reasons; to generate revenue and/or to cut costs. Ironically these two options describe the scenarios in the question. While both choices might be feasible given more information (for example: the annual profit to make an ROI estimation), an assumption can be made that Deep Blue Seaways are not taking any more risks regarding the future of their company. These ideologies, as well as others hinted in the case study, directly align with some of the cost base reduction strategies shown below, as discussed by Ravindranathan (2017) in his article, '6 ways how to reduce your cost base':

1. **Rethink processes and workflows:** Deep Blue Seaways have already been investing in a number of recent changes, also outsourcing different parts of their IT works to a number of other "leading consultancies". An assumption can be made here that this has been done purposefully to change the processes within the organization. It also seems like they have not been making the best financial decisions for whatever reason (departments not collaborating etc.) and they need to improve their strategic decision making to save on costs.

2. **Add in higher yield services:** Deep Blue Seaways are investing in this project in order to "streamline the data" that goes to the Head Office from the various divisions. Old practices, such as manually separating data by department, have been extremely inefficient and time consuming, and are not yielding the results warranted for the amount of effort it takes. Time is money, and saving time, will ultimately save them money.

3. **Invest in workflow and process automation:** The Senior Executive of the company is expecting the project to enable them to "save on staff numbers within the Finance areas". An assumption can be made that the executive is planning to get rid of some

of the staff members that might not be as productive as the computers. Computers can perform multiple processes with just one click of a button, and do not have to be paid a salary, take days off, or work set hours, improving productivity while also saving time and money. Wage costs are part of cost bases, and in this case, they would be reduced upon/soon after the completion of the project.

Lastly, an assumption can be made that Deep Blue Seaways are also paying millions to the other outsourcing companies, as they are the 'best in the business'. Due to this, it is probably unlikely that they will be generating much revenue over the first few years, as they are making multiple commitments to various projects. It seems like Deep Blue Seaways are engaging in frequent changes and trying to fix all of their issues now, in order to cut costs and reap the benefits of generating additional revenues later on down the line. Due to this, I think that this project is best suited to address the first objective, which is to lower the cost base by 10% over the next 2 years.

7. **Communication is another very important aspect of project management. What steps would you take to ensure that all stakeholders received the right level of communication during the project and what form should that communication take?**

Deep Blue Seaways has a clear communication issue between heads of departments, and everyone within the company seems to have a different view on the project. It is important to make sure that communication is as clear and concise as possible, and that all stakeholders feel as if they are part of the change process. This is another issue that Deep Blue Seaways have, as there are also vast differences in the attitude towards the project. This is justified though, as there are always going to be different opinions/types of people, and it is the job of the project manager to make sure that communication is carried out effectively. Shown below are the steps that I would take to communicate with the main stakeholders described in the case study:

1. **All Stakeholders**
    - Avoid being overly agreeable: This helps to avoid any unrealistic expectations as the project life cycle continues.
    - Be careful not to use email when communicating a risk/issue: Some of these conversations might be highly sensitive and emotional, and emotion cannot be effectively/healthily conveyed via email.
    - Adapt style to match the culture/conditions that they are used to working under: This will help the stakeholders feel much more comfortable working with you.
    - Be as open as possible about the impact of the system to the team: This will help the stakeholders prepare for any changes, and not be caught off guard by any requirements or new developments.
    - Make sure that every team member understands what you want from them: make them repeat what they have understood from your instructions.

2. **Head Office and Finance Heads of each Division**

    Communication Strategy: Underscore and Explore

    Medium for communication: Face to Face, Meetings, Emails, Telephone Calls

Actions:

- Make sure that finance heads are regularly meeting, as the case study has explicitly highlighted their lack of cooperative approach with other departments. A few initial meetings should also be set up with the Head Office, Department Heads, consultants and the outsourcing company in order to discuss all project deliverables and costs. Meetings like this would also be a good place to start regarding bringing up the issue of the underfunded project budget. Using the 'Underscore and Explore' strategy after the initial meetings will ensure that the management only has to focus on the important messages that are going to make them successful moving forward, as everyone has already been briefed. It is also a good plan as it embraces the idea of junior members offering up ideas to the management team, so there will be better communication in that regard. The type of information that is given to the Department Heads early on should also be monitored, as it could be misinterpreted and passed on to the Divisional Staff incorrectly.

3. **Divisional Staff**

Communication Strategy: Tell and Sell

Medium for communication: Face to Face, Meetings, Emails, Telephone Calls, Publications

Actions:

- Implement an open-door policy for them to discuss any concerns that they might have about the implementation of the new system. Understand that some communication about sensitive matters, such as potential redundancies, should be done in person to alleviate any anxiety and attempt to control the reactions of the staff. The staff are also not particularly happy about the new system, so the 'Tell and Sell' strategy might work best here; some of the staff members might not be particularly interested in what the system does, but rather why they should jump on board. They need to sell the idea of the project to them. In this case, the managers should only inform staff of the key issues/developments of the project. This can be done via regular emails, bulletins, and the occasional meeting. It is also best that a member from their own team (maybe the head?) is briefed about what to say to the rest of the divisional members, as they will know how to best convey the information down to the 'subordinates'. A meeting might need to be had to collectively decide what works best for the staff members, in

an attempt to change their perspective on the project. An appearance by the Head Director might even help to boost morale. Arrange calls with staff members that need help adapting, so that they can be talked through the process step by step, this can perhaps be done in groups as well.

4. **I.T. Team**

Communication Strategy: Identify and Reply

Medium for communication: Face to Face, Meetings, Emails, Telephone Calls

Actions:

- Implement an open-door policy for them to discuss any concerns that they might have about the implementation of the new system. Unlike the divisional staff, an assumption can be made that the I.T. staff are guaranteed job security because they are understaffed, and there is no mention cutting their numbers specifically in the case study. After the first few initial meetings, the I.T. Department Head, who should have been present for the meetings with the Head Office, will communicate the most important information to the junior members of the I.T. team. This should be done in person. Once the requirements are fully understood, telephone calls and emails are the best route to entail the basics of the system change or clarify straightforward information. Anything other than that should be dealt with in person. They should also be sent regular progress emails and bulletins.

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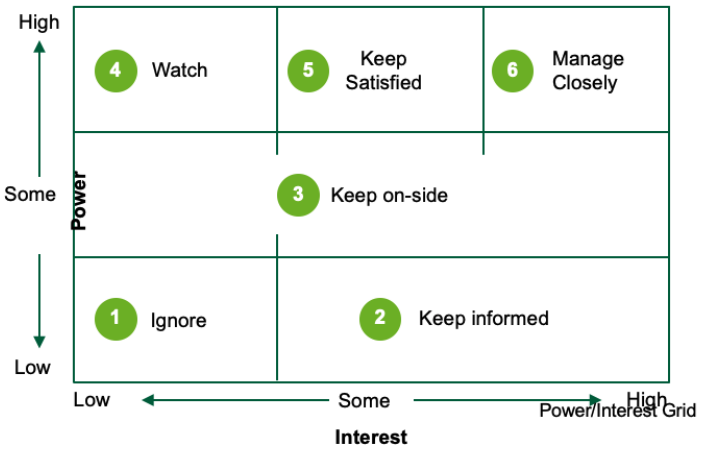
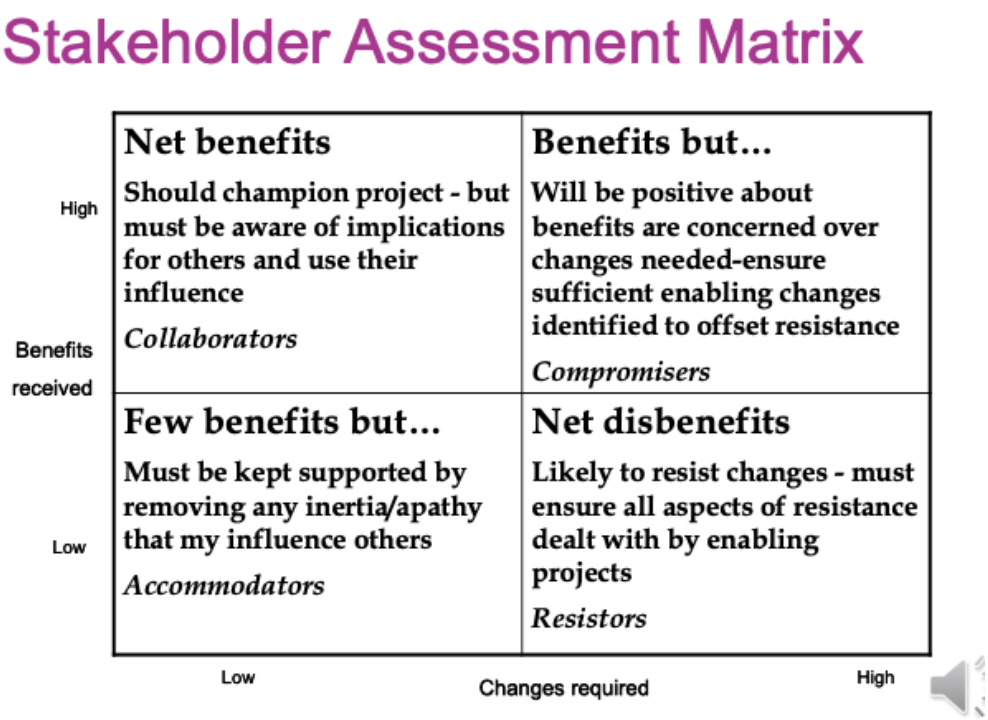
9 Appendix

9.1 Power/Interest Grid



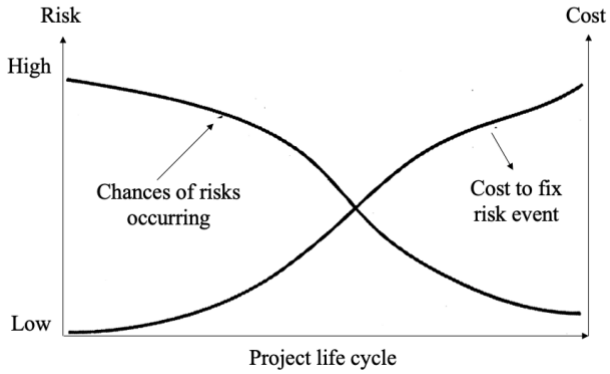
9.2 Stakeholder Assessment Matrix



9.3 Risk Event Graph

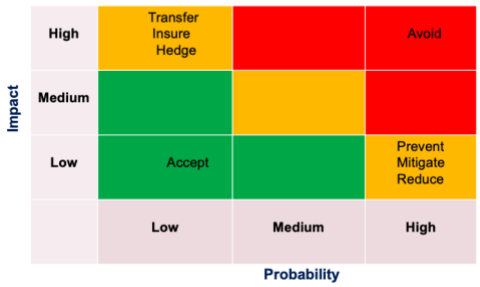
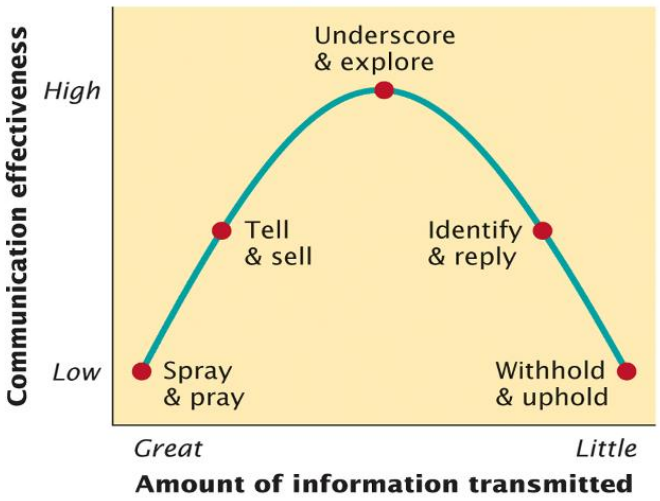
Risk Event Graph

gure 5-1



9.4 Risk Heat Map

Risk Heat Map



9.5 Communication Strategy Map