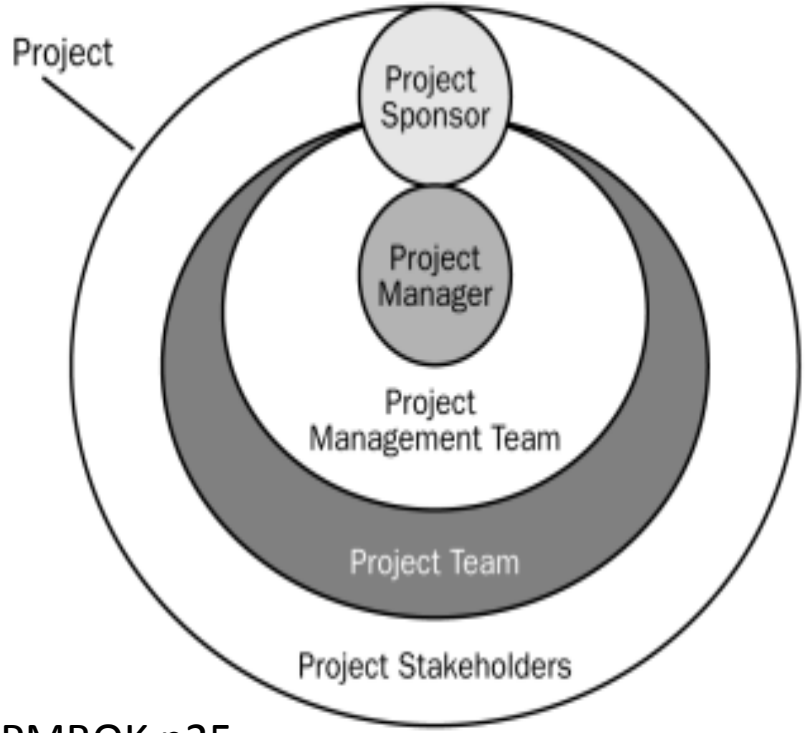
Project Interfaces

Heerkens Chapter 8

PMBOK p24-28



PMBOK p25

People interfaces are called stakeholders

Key stakeholders on every project include:

- Project manager
- Customer/user
- Performing organization
- Project team members
- Project management team
- Sponsor
- Influencers
- PMO

What characterises a project stakeholder?

- **Stands to gain** (or lose) through the success (or failure) of the project
- **Provides funding** for the project
- Has **invested resources** in the project
- **Participates** in (works on) the project
- Is **affected by the outputs** of the project
- Is **affected by the outcome** of the project
- Is in the **"chain of accountability"**
  - often found in complex matrix organizations
  - Everyone who signs off on the project approval

What Do You Need to Know About Stakeholders?

- **Who** they are (by name)
- The nature of **their stake**
- What **they expect** from you
- What **you expect** from them
- Their **priorities**
- The **rules of engagement** - mode of communication
- Whether they are **friend or foe**

Internal Stakeholders

- Internal Customers
- Project Sponsor
- Upper Management
- Core Project Team
- Functional Supervisors (Resource Providers)
- Functional Supervisors (Resource Providers)
- Support Groups - Legal, Accounting, and Clerical Support

External Stakeholders

- External Customers
- Users and User Groups
- Suppliers (materials)
- Contractors & Consultants (labour & services)

Other Stakeholders – non-people

- Regulatory Agencies
- Organizational Policies and Procedures
- Systems
- Culture and Politics

Stakeholder Management

https://www.youtube.com/watch?v=RS4djBoGSRA

PMBOK p235-236

- **managing communications** to
  - satisfy the needs of
  - resolve issues with, project stakeholders.
- increases the likelihood that the project will **not veer off track** due to unresolved stakeholder issues,
- enhances the ability of **persons to operate synergistically**, and
- **limits disruptions** during the project.
- The **project manager is usually responsible** for stakeholder management.

The Organizational Management Perspective

Organisational Environment, Culture and Attitude to PM

- Top management views of PM
  - many organizational managers still view project management as a technical discipline, not a business discipline
- Silo Mentality
  - Getting people to work across functional lines

https://www.youtube.com/watch?v=pbtqqZm8Ak0

Organisational Structure (PMBOK pp28-31)

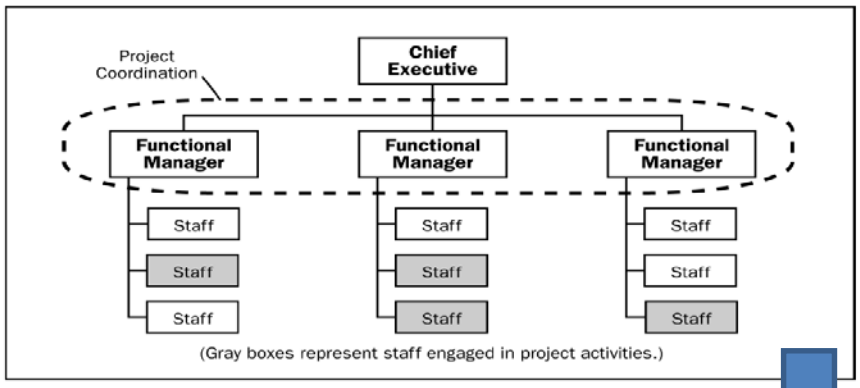


Figure 2-7. Functional Organization

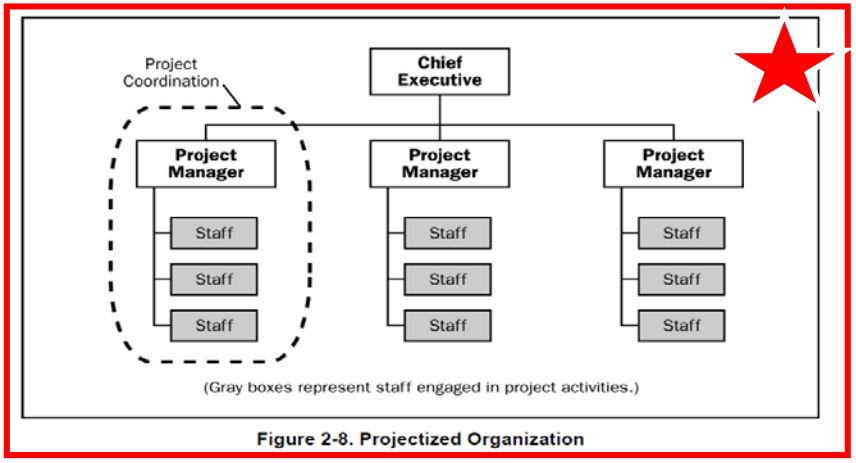


Figure 2-8. Projectized Organization

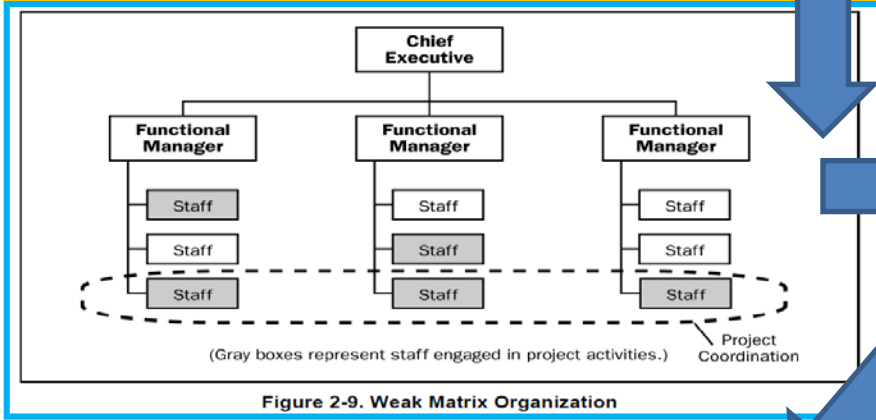


Figure 2-9. Weak Matrix Organization

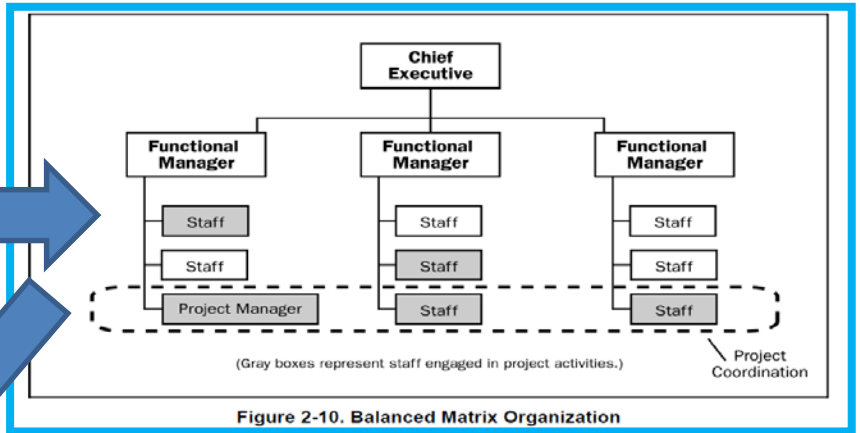


Figure 2-10. Balanced Matrix Organization

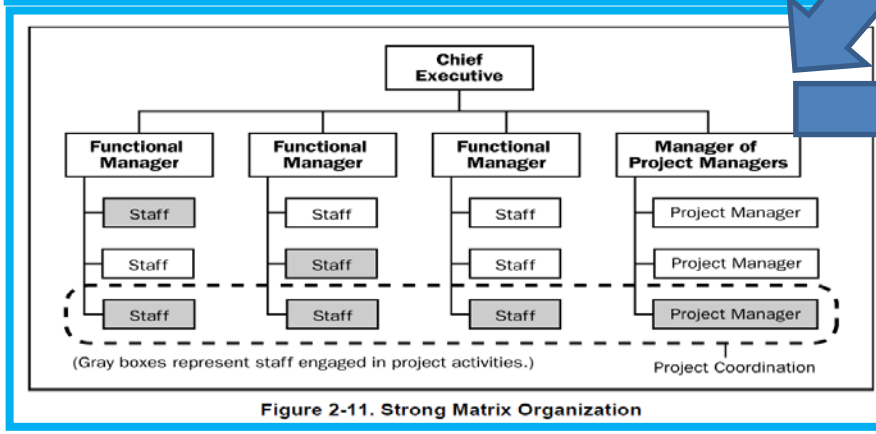


Figure 2-11. Strong Matrix Organization

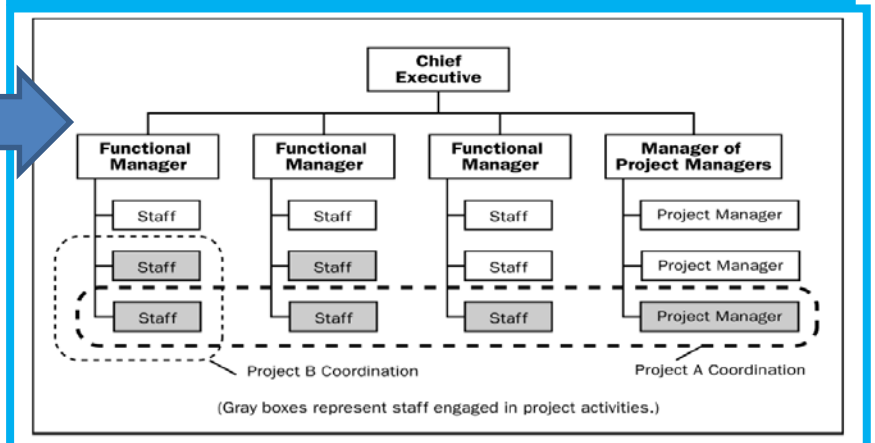
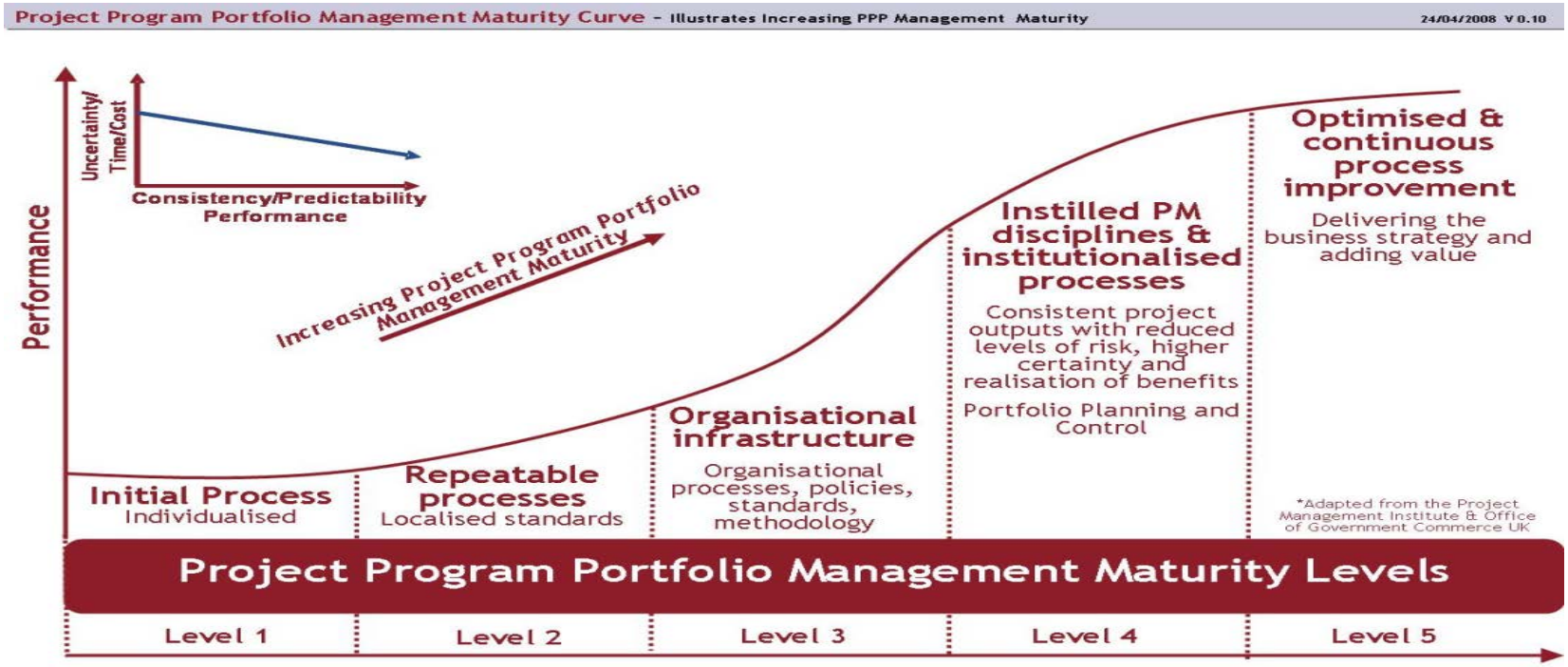


Figure 2-12. Composite Organization

Organisational PM Maturity

- has a significant effect on how the project management discipline is carried out
- Numerous models