

# Key Roles and Responsibilities

There are many **stakeholders** on most projects, both internal and external to the organization performing the project work. It is very important for the Project management team to identify the stakeholders, determine their needs and expectations, and then proactively manage those expectations, in order for the project to be successful.

The PMBOK® Guide defines a Project Stakeholder as follows:

*A Project Stakeholder is an individual or organization involved in a project, or those whose interests may be positively or negatively affected as a result of project execution or completion.*

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Stakeholders may influence the goal, objectives and outcome of the project.

Different stakeholders may have competing needs and expectations. Some stakeholders may perceive your project positively and will try to help achieve the project goals. Others may view the project negatively and do what they can to prevent the project from proceeding.

For example:

*A project is building a new building on the site of an older, historical one. One group of stakeholders may see business benefits and see the redevelopment as positively affecting the downtown core of a city. A second group of stakeholders may see it as environmentally damaging, or as a threat to the historical integrity of the city. The project management team needs to understand these different needs and expectations and manage them appropriately.*

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The **Project Manager** is accountable to the project. A successful project manager must:

- Coordinate all the efforts of the project team to achieve a successful result.
- Communicate effectively.
- Lead the project team by example in order to solve problems as they arise.
- Make project decisions. A successful project manager must not be afraid of making decisions when they are required.
- Build a supportive atmosphere so that the key project stakeholders, customers and the project team can work together cohesively.
- Understand the business problem that is solved by the project.
- Ensure the quality of the project and the product it delivers.

A successful project manager needs many skills. The good news is that most of these skills can be developed and enhanced through training, education and most importantly, *experience*.

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The **Project Team** is comprised of all the people who have roles and responsibilities on the project.

Choosing project team members is based upon the skills required to perform the project tasks. People with the necessary skills are selected and arrangements are made for them to participate in the project. The type and number of project team members can often change as the project progresses.

Project team members are chosen based on

- Previous experience and performance in similar or related work
- Personal interests related to the project
- Personal characteristics such as being a team player
- Availability
- Competence and ability to perform the work

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The **Project Sponsor** champions the project and uses their influence to gain approval for the project. Usually the sponsor is a high-level executive in the organization.

Ultimately, the success of the project rests with **customer** satisfaction. The project manager must be responsive to changing customer needs and requirements in order to meet their expectations successfully.