Field Guide to Project Management, 2nd Edition
Chapter 17
How to Motivate All Stakeholders to Work Together

Introduction

Who are the stakeholders and why should we worry about them? The answer is that project management is about running a successful project and the degree of that success is ultimately measured by the success of the product that is delivered. The problem is that such success is often a matter of perception and that perception is in the eyes of the stakeholders.

So, anything that can be done within the scope of the project to influence stakeholders to take a positive view also will help in managing the project. This is good reason to "worry" about the stakeholders and their expectations.

In the following sections we will look at some issues around success, the stakeholders involved and how to energize them.

Achieving Success can vary with the Type of Project

Looking For Success? First know your Project Type, because Achieving Success can vary with the Type of Project. For complete paper, please refer to separate upload file: *AchievingPrjTypeSuccessR1.pdf*

This paper by R. Max Wideman was previously published as a part of Chapter 17 in *A Field Guide to Project Management*, 2nd Edition, edited by David I. Cleland and published by John Wiley & Sons, Inc. New Jersey, 2004. The original paper has received minor updates.

Mounting a Project Public Relations Program

Achieving Success on Large Projects through Public Relations. Public Relations may be defined as: "A set of activities calculated to improve the environment in which the enterprise operates, and hence improves its performance." For complete paper, please refer to separate upload file: *AchievingPubReltnsSuccessR0.pdf*

In the text, the term *stakeholder* is used to refer to stakeholders and constituents collectively. If the project is large, significant, or critical, it will be necessary to mount a formal program that establishes and maintains constant stakeholder linkages. Often called a *Project Public-Relations Program* (PPRP), it is designed to deal with the public and the media and requires expert staff to undertake this work.

This paper by R. Max Wideman was previously published as a part of Chapter 17 in *A Field Guide to Project Management*, 2nd Edition, edited by David I. Cleland and published by John Wiley & Sons, Inc. New Jersey, 2004. The original paper has received minor updates

Biographical Sketch – R. Max Wideman

R. Max Wideman is a retired engineer and professional project manager with experience in systems, software, social and environmental projects, as well as design and engineering projects, from hydroelectric, river and marine work to commercial and residential construction. He is a Fellow, Institution of Civil Engineers (UK), as well as Fellow of three Canadian engineering societies. He developed the 1987 version of the Project Management Body of Knowledge (PMBOK) and wrote two supporting books. He has presented papers, and seminars in many countries and his project management work can be seen at http://www.maxwideman.com. He was president of the Project Management Institute in 1987 and Chairman in 1988.

Field Guide To Project Management

Anthony S. Fauci

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