

## 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:

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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

**Harold Kerzner, Al Zeitoun, Ricardo  
Viana Vargas**



## **Field Guide To Project Management:**

*Field Guide to Project Management* David I. Cleland, 2004-07-29 Publisher Description      **Project Management Drill Book** Carl L. Pritchard, 2003-09-15      *Off the Beaten Path* Nicholas James Errico, 2017-02-23 Though project managers serve as leaders of change the fact is that we are not changing ourselves Over the last twenty years the total percentage of failed business projects has not decreased It is time for a fresh perspective on the profession of project management a perspective that questions everything so that we can continue turning fledgling projects into full blown successes This new angle focuses on the art rather than the science of project management presenting instructive stories and critiques rather than dry theory and process With his characteristic humor author and longtime project manager Nicholas James Errico defines the task of project management as predicting the future and increasing the likelihood of project success He explains that a good project manager will turn projects into graceful swans on the outside the project should glide along smoothly even while under the water feet are paddling like crazy Errico's keen observations and advice cover both broad topics such as comprehending the contract and fine details such as the importance of the team buying into the plan As project managers it's crucial that we widen our perspectives and challenge our preconceived notions in order to achieve flawless project success      *Project Management, Planning and Control* Albert Lester, 2007 This fifth edition provides a comprehensive resource for project managers It describes the latest project management systems that use critical path methods      **How to Start a Project Management Business Jr** John Tuman, 2011-04-01 You can live with the volatility insecurity and stress of today's job environment or get out of that environment start a business and be the master of your own future This book is a practical and straightforward guide that shows you how to start a business that is organized and operated like a project This book will tell you what a project management business is and why it is ideal for today's global economy explain how to start your business with little capital and minimal risk show you how to make a substantial profit without killing yourself and give you a model for managing your business and your life in a way that is balanced enjoyable and financially rewarding This book is for the professional who is fed up tired or jaded by the corporate environment the employee who is out of work or facing job loss the college graduate who cannot find a job or a college student who is thinking about becoming an entrepreneur

**Project Management for Experienced Project Managers** Victor Allen, Ron May, 2016-12-30 This book was written for experienced project management professionals and executives who find themselves in front of difficult projects and want to be successful Managing projects in today's rapidly changing business environment has proven to be more challenging than most project managers and executives would like to admit This is evidenced by the alarming number of projects that fail to complete within budget on time with the right scope with the right quality and a highly satisfied customer The chapters are laid out in a logical sequence and the information is structured in a way that it can be followed like a recipe book Each chapter includes the following sections Overview Why is this important Who is involved When should someone use this

process Initial set up Execution how to do it Summary Conclusion More than you wanted to know and Bibliography This book also provides an extensive companion website The companion website contains tools processes and templates that may be used immediately to complete any size project or program The objective of this book is to share best practices enabling project and program managers to make better decisions and be more successful This book contains the most critical aspects of initiating planning executing controlling and closing out a project      **Project Orienteering** Denise

Brinkmeyer,2021-11-16 EVERY PROJECT IS A JOURNEY Many of us still approach project management as a set of best practices and processes that follow a structured and linear path to delivering a project s intended outcome But what often happens during the course of a project is that communication generates confusion schedules get off track sponsors disengage and teams can end up far away from their intended destinations You ll be well prepared to address whatever might go off course in any project if you anticipate and plan ahead by following the guiding principles outlined in this book With Project Orienteering author Denise Brinkmeyer takes readers through every phase of a project s journey with attention to a project s most variable elements its people She argues that the most important skill we bring to a project is an ability to adjust flex and pivot in ways that remain sensitive to the delicate balance among time requirements funding allotments and a project s overall value Brinkmeyer speaks primarily to project managers but has something to say to everyone involved from stakeholders sponsors and project teams to customers and end users She shows that successfully achieving a vision within a project s designated budget is possible as is creating a collaborative team environment in which everyone remains focused on the value being delivered expectations are aligned along the way and team members practice an adaptive predictive approach to navigating the project s changing terrain      *Legal Project Management Field Guide* Steven B. Levy,2014-09-04

Five years ago with the book Legal Project Management Manage Projects Meet Schedules Control Costs and Maintain Sanity Steven B Levy mapped the field of traditional project management to the legal world Legal Project Management Field Guide Five Tools for Busy Professionals distills Legal Project Management into five core tools that you can master and begin applying to your projects It doesn t try to present the whole picture Rather as the subtitle suggests it will help busy professionals get through their workdays with greater effectiveness and reduced stress You re busy Let s focus on what you can do right now Start using these five tools      **Innovation Project Management** Harold Kerzner,2022-11-21

INNOVATION PROJECT MANAGEMENT ACTIONABLE TOOLS PROCESSES AND METRICS FOR SUCCESSFULLY MANAGING INNOVATION PROJECTS WITH EXCLUSIVE INSIGHTS FROM WORLD CLASS ORGANIZATIONS AROUND THE WORLD The newly revised Second Edition of Innovation Project Management offers students and practicing professionals the tools processes and metrics needed to successfully manage innovation projects providing value based innovation project management metrics as well as guidance for how to establish a metrics management program The highly qualified author analyzes innovation from all sides through this approach Innovation Project Management breaks down traditional project

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Project Management Next Generation Harold Kerzner, Al Zeitoun, Ricardo Viana Vargas, 2022-06-21 PROJECT MANAGEMENT NEXT GENERATION Strategic guidance on enabling transformational change in the project management landscape In Project Management Next Generation The Pillars for Organizational Excellence a team of world renowned project management leaders delivers an expert discussion on project management implementation in organizations of all kinds The book explores 10 pillars of project management that will be critical for companies in the coming decade It offers contributions from industry changemakers and thought leaders that provide the perfect balance between practical experience across a variety of programs projects and transformation initiatives It s a must have title for practicing project managers who seek hands on guidance and insightful case studies complete with discussion questions and instruction materials including PowerPoint lecture slides and a full Instructors Manual on the companion website In addition to the perspectives of several global commercial organizations on the project management industry s future readers will find Thorough introductions to project management as a strategic competency and corporate project management cultures Comprehensive explorations of workforce upskilling and defining project success Practical discussions of flexible project management frameworks and flexible life cycle phases and project governance In depth examinations of value driven project management and metrics as well as metrics for intangible assets and strategic metrics Perfect for mid level corporate project and team managers as well as executives and business consultants Project Management Next Generation The Pillars for Organizational Excellence will also earn a place in the libraries of students in courses on advanced project management at the upper level undergraduate and graduate levels

The Essentials of Project Management Dennis Lock, 2001 This is a practical primer drawn from the author s bestselling Project Management giving a

concise account of project management techniques concentrating on the key tasks of project definition organisation estimating planning and control      *Project Management* David Cleland, Lewis Ireland, 2002-07-21 The first book to truly apply the theory processes practices and techniques of project management to strategic planning New to this edition risk management earned value project recovery project maturity models partnering PM certification and much more

**Fundamentals of Project Management** Rory Burke, 2010 Fundamentals of Project Management explains how to use the latest project management planning and control tools and techniques used by the planning software the APM BoK 5ed the PMBOK 4ed and the unit standards level 4 The text uses plenty of worked examples and exercises to explain how to use all the body of knowledge topics and particularly the Project Management Process and the Project Management Plan Target Market Project managers new to project management who are managing projects of limited complexity Project team members who are responsible for performing all the calculations reporting and the administration functions Contractors suppliers and consultants who participate in projects Support Material An INSTRUCTOR GUIDE and POWERPOINTS SLIDES are available upon request

**Field Guide for Construction Management** Dennis H. Sanders, 2011-12-19 From any perspective the ideal construction project is one in which the contractor shows up on your doorstep with the right price and all of his tools people and equipment ready to start and builds exactly what you want for the price you want and finish on schedule Everyone then goes away happy as clams This is the ideal but it never occurs The world is a competitive place to survive contractors must think competitively in order to win work They must find a way to complete a quality project for the lowest price Circumstances can easily derail even the best plans and contractors but with planning delays and cost overruns can be minimized This handbook helps guide the construction manager through the trials and tribulations of selecting expecting rejecting prompting requiring and documenting what the contractor produces on the project Contracts can be written that foresee common problems and provide the construction manager with their resolution The concepts in Field Guide for Construction Management can help you do just that

**Forthcoming Books** Rose Arny, 1997-12      **Project Management for Automotive Engineers** Jon M Quigley, Roopa Shenoy, 2016-09-01 Project Management for Automotive Engineers A Field Guide was developed to help automotive engineers be better project managers as automotive projects involve suppliers dispersed across the globe and can often span multiple years Project scope change is common and so too are the budget constraints and tight deadlines This book is an excellent guide on how to manage continuous change As project management in this particular industry is intrinsically linked to product development the chapters focus on the project management aspects that are significant during the various stages of a product development cycle including business case evaluation process development cycle test phases production ramp up at the plant and at the Tier 1 supplier level and how to work within a matrix structured organization The principles of value projects and how to revive failing projects are discussed Together with demonstrating metrics and the techniques to ensure the project remains on schedule and on budget

it is a must have for professionals getting started on this activity The authors Jon M Quigley and Roopa Jha Shenoy are certified project managers and have 33 years of combined experience of doing so particularly in the automotive industry

Subject Guide to Books in Print ,1991      *The Manager's Pocket Guide to Project Management* Michael Greer,1999 If you want a concise distillation of all the essential tasks an effective project manager should be executing The Manager s Pocket Guide to Project Management is the book for you The author presents a performance support system based on the Project Management Institute s Project Management Body of Knowledge It reflects the best practices in the emerging field of project management The Manager s Pocket Guide to Project Management is a set of worksheets guidelines checklists and other tools for use by novices to perform specific project management tasks in a step by step fashion It s not necessary to read through the entire book to apply a particular tool The Manager s Pocket Guide to Project Management allows those new to project management to quickly acquire broad knowledge and skills related to the project management processes terminology tools and techniques product description      CDOT Design Guide: Project development manual Colorado. Department of Transportation,1995      *Guide to Project Management* Paul Roberts,2007-08-01 Most projects fail to reach their desired results when an organization views a project as the responsibility of only one individual the project manager Experience demonstrates that significant ventures require a great number of people including those who commission the project those who finance it those who carry it out and even those who use the end product to be successful This guide offers an in depth approach to getting project management right Guide to Project Management shows why projects of any scale require that an entire organization contribute to achieving results It focuses on the steps essential for successful management initiation planning delegation and closing Author Roberts has successfully managed projects at major companies such as Pfizer and British Airways In this book he details how all stakeholders can manage a project properly and successfully

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