
PM WORLD BOOK REVIEW



Book Title: ***Project Stakeholder Management***

Author: **Pernille Eskerod and Anna Lund Jepsen**

Publisher: **Gower Publishing Limited**

List Price: £26.50

Format: soft cover; 101 pages

Publication Date: 2013

ISBN: 978-1-4094-0437-8

Reviewer: **Rodger L. Martin, PMP**

Review Date: June 2013

Introduction to the Book

The authors' premise is that a recurring theme in projects that have failed is due to projects managers who have not sufficiently taken into account the interests and motivations of the persons and entities that can affect or be affected by the project – the project stakeholders.

They suggest a better method to improve project stakeholder management. It is a short synopsis of a broad range of techniques affecting Stakeholder Management.

Overview of Book's Structure

Chapters include:

1. Concepts and Issues Behind Project Stakeholder Management
2. What Motivates Project Stakeholders to contribute?
3. Methods for Stakeholder Analysis
4. Planning Project Stakeholder Management
5. Ethical Issues
6. Easy to Understand, Difficult to Master
7. Four Mini Cases to Illustrate the Concepts
8. About 60 references

Highlights: What's New in this Book

A more structured approach in a Stakeholder Analysis Framework includes identification of stakeholders, assessment of stakeholders, and prioritization of needs for attention. An understanding of the major motivators behind a stakeholder's contribution to the project is essential in planning for stakeholder interactions. A Stakeholder Register will identify each Stakeholder's Necessary and Wished for Contributions, Requirements and Wishes, and Concerns. The next step is to assess the Stakeholder's Potential Harm and Help on a matrix type scale (Low to High). This leads to Assessment of a scale of Active/Passive Opposition through Neutral to Active/Passive Support. A three dimensional approach also assesses the Stakeholder's Attitudes (Positive or Negative).

After the Analysis is completed, the Project Manager can then determine the appropriate communication options. This can be matrixed into axes of Interpersonal/Impersonal and Push/Pull. The authors provide some tactical suggestions for stakeholder communications. They also discuss the Ethical Issues of Stakeholder Management. The final conclusion is that Stakeholder Management is "Easy to Understand," but "Difficult to Master."

Highlights: What I liked!

The identification of Analytical tools and techniques was very helpful in building a substantive Stakeholder Management Plan.

The Assessment categories following the Analysis were helpful to formulate effective strategies and approaches for interacting with stakeholders.

Shortfalls: What was Missing!

As the Mini-Cases illustrate, the techniques and analysis appear to be best suited to "public" projects. Those would be projects with widely diverse stakeholder groups which do not involve an over-reaching management structure. Some of the techniques would be overkill when used in organizations that have internally focused projects and stakeholders.

Who might benefit from the Book

Project Managers who don't know or understand their stakeholders. Without sufficient analysis and techniques to deal with various stakeholder needs, project managers will put their project at a higher risk.

Conclusion

Project success is more than just on- time, on-budget delivery. It also has stakeholder implications that must be included into a complete project methodology.

More about the book at

http://www.ashgate.com/default.aspx?page=641&title_id=9614&edition_id=9909&promotion_id=d2333818-45b8-49af-9a18-e9805f6a9dec&calcTitle=1

About the Reviewer



Rodger Martin, JD, MBA, BSEE, PMP



Rodger Martin has a broad background in business, law, engineering and Project Management. He is a retired US Air Force officer with expertise in rockets and National Ranges. His work experiences include government, military, public corporations, small business consulting and high-tech non-profit organizations. For the last 12 years, he has worked on Document Management, Knowledge Management and Process Management/Modeling projects commercial companies. He acquired his PMP certification in 2007.

Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – www.pmidallas.org). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@peworldjournal.net.