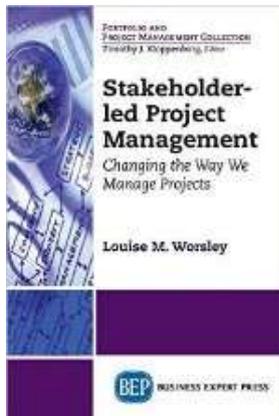


## PM WORLD BOOK REVIEW



Book Title: **Stakeholder-led Project Management:  
Changing the Way We Manage Projects**

Author: **Louise M. Worsley**

Publisher: Business Expert Press

List Price: \$19.95                      Format: Paperback, 180 pages

Publication Date: Sep 2016              ISBN: 978-1-63157-467-2

Reviewer: **Raghuvveer Gadiraju**

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### Introduction

This book addresses the emerging topic of stakeholder management and engagement. In PMI's PMBOK V edition, project stakeholder management was introduced as a new knowledge area, separating it from project communication management. This book elaborates this area beyond the classic stakeholder process from identification of stakeholders to control of stakeholder engagement by analyzing the entire cycle of process in the context of different project scenarios, while providing corresponding case studies and the lessons learnt.

Depending on the nature of project, stakeholders' influence and impact varies on the project's success. Stakeholders are classified as role based and agenda based and projects are categorized as stakeholder neutral, stakeholder sensitive and stakeholder-led. The wide gamut of examples including complex socially sensitive projects help in understanding the influence of stakeholders in various contexts and book explains the extended process, the tools, techniques and tips which can be applied for engaging the stakeholders to the project's benefit.

### Overview of Book's Structure

The book is structured as per the stakeholder management process of (1) identifying and documenting, (2) analyzing, (3) developing strategies, (4) planning the approach, (5) engaging and (6) watching, listening, reacting & reviewing. Each process step is critically analyzed vis-à-vis the project continuum of stakeholder neutral to stakeholder-led with the help of relevant examples and appropriate content from other sources.

The initial chapter reflects on the various definitions of stakeholders and the likely confusion about who is a stakeholder and who is not and helps the reader understand the stakeholder groups to be engaged depending on the nature and the stage of the project. Further chapters are devoted to each step of the stakeholder management process, detailing the tools and practical techniques recommended to

be used in various scenarios along with case studies. Final chapter summarizes the six principles of stakeholder engagement for successful projects. These principles have been validated from the discussions with project managers working on stakeholder sensitive projects.

## **Highlights**

This is a very timely publication on a very important knowledge area of project management, especially in the context of complex stakeholder sensitive or stakeholder led projects which involve working with a wide range of stakeholders at various stages of the project. The author addresses the myths such as “we manage our stakeholders”, “everybody is a stakeholder”, “we know our stakeholders”, “it’s all about communication and more communication is better”, and “some projects don’t need stakeholder engagement”.

The separation of stakeholders as role based and agenda based and classification of projects as per the project continuum (from stakeholder neutral to stakeholder sensitive to stakeholder-led) brings clarity which helps in tailoring the process depending on the context. There are several techniques discussed alongside case studies which further help in understanding.

## **Highlights: What I liked!**

The author has taken up a complex project management subject and provided in-depth analysis of the project of stakeholder management/engagement process in an easy to understand way with many graphs, charts and real life example scenarios. I had some confusion with regards to the book definitions of stakeholders and used to believe in the some of the myths mentioned above in the highlights section. It has been a highly enriching experience after reading this book and I believe it helps to me to become a better project manager.

## **Who might benefit from the Book?**

Project management professionals will get an in-depth insight into the stakeholder related processes. For those who are yet to manage highly stakeholder sensitive or stakeholder led projects (social projects, large public infrastructure projects etc.), the case studies in the book and the techniques described will help in managing such projects better, when the opportunity arises. For those who are already in such responsibilities, this book might give additional wisdom about the risks and pitfalls with respect to engaging stakeholders and help in better project results, through the application of a structured approach as recommended in the book.

## **Conclusion**

Project stakeholder management/engagement is an extremely important soft skill needed by project managers and there is growing awareness among the community and experts about the need. This book bridges the gap between the available knowledge and the needs of the community and is extremely relevant in the current context of complex, global, multicultural projects. Project management professionals

will unlearn certain aspects of their current understanding, learn to better identify and classify the stakeholders depending on the nature of the project and to use the tools and techniques in a structured manner throughout the project lifecycle for engaging them such that project is steered towards success.

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For more about this book, go to: <http://www.businessexpertpress.com/books/stakeholder-led-project-management-changing-way-we-manage-projects/>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and 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 can keep the books as well as claim PDUs for PMP recertification when their reviews are published. 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](mailto:editor@peworldjournal.net).*

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## About the Reviewer



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**Raghuveer Gadiraju** is a program manager with 17 years of experience in Information Technology including 12 years in project/program management of SAP ERP related projects and 5 years of SAP ERP consulting in Japan and Europe. Prior to entering the IT industry, he worked for 10 years as an engineer in Govt. of India's Atomic Energy Department. Mr. Gadiraju moved to USA in 2016 and is currently working as an independent project management consultant and an active volunteer for PMI Dallas. He is a certified PMP, PRINCE2 Practitioner and ITIL Expert.

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