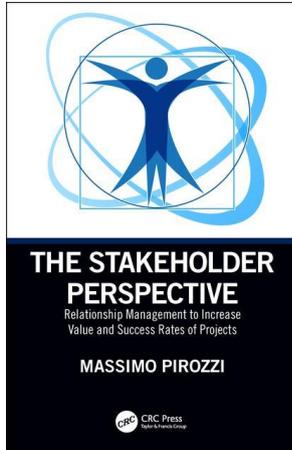


PM WORLD BOOK REVIEW



Book Title: ***The Stakeholder Perspective: Relationship Management to Increase Value and Success Rates of Projects***

Author: **Massimo Pirozzi**

Publisher: Taylor & Francis Group, LLC

List Price: \$59.95 Format: Hardcover, 170 pages

Publication Date: 2020 ISBN: 978-0-367-18476-6

Reviewer: **Philip Wiens, PMP**

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Introduction

Project success, and the subsequent realization of business value, can be a very elusive destination. Very capable and brilliant project managers have mastered their processes and tools but have overlooked a vital key to success...the human stakeholder. When I studied to become a certified project manager, I reserved a priority for stakeholder management that ranked thirteenth in comparison to the other knowledge areas. This of course resembles its relative position in the knowledge area matrix. Massimo Pirozzi shows us in *The Stakeholder Perspective* that stakeholders are not just a thing, they are the only thing!

Overview of Book's Structure

The book is structured in a way to facilitate a perspective change. The reader is going to be taken on a journey that begins with the current state of stakeholder management, shows you the gap, and introduces you to solutions. A large part of the book provides information needed to understand and teach to others the lessons of the stakeholder perspective. Pirozzi uses every relevant industry definition, diagram, and map to honor and abide by our industries most storied teachings, while at the same time introducing a brave and much needed paradigm shift.

The chapters are laid out as follows....

Part I. THE STAKEHOLDER PERSPECTIVE

Chapter 1. Stakeholders, Who Are They?

Chapter 2. The Recent Central Role of Stakeholders in Project Management

Chapter 3 Stakeholder Identification: Integrating Multiple Classification and Behavioral Models

Chapter 4. Effective Stakeholder Analysis: A Systemic Approach

Chapter 5. Key Stakeholders Management: Principles of Effective Direct Communication

Chapter 6. Stakeholder Network Management: Informative and Interactive Communication

Chapter 7. Basic Personal and Interpersonal Skills: Personal Mastery, Leadership, Teaming

Chapter 8. Ethics in Stakeholder Relations

Part II. THE RELATIONSHIP MANAGEMENT PROJECT

Chapter 9. Stakeholder Relations and Delivered Value: An Indissoluble Link

Chapter 10. Satisfying Stakeholder Requirements and Expectations: The Critical Success Factor

Chapter 11. Facing Successfully Different Levels of Project Complexity

Chapter 12. Targeting Both Project and Business Value Generation by Using KPIs

Chapter 13. Relationship Management Project: A Structured Path to Effectiveness

Chapter 14. New Stakeholder-Centered Trends: Project Management X.0

Highlights

There is extensive use of models, maps, and figures. This is particularly valuable if you have never seen them before. But even if you are a certified project manager or have studied project management, a lot of the figures are presented with new insight.

A couple great themes are introduced throughout....

- The trouble that can come from adherence to processes over people
- Project complexity and the appropriate management for each
- The importance of leadership and communication competencies
- Requirements and expectations
- The value chain showing how value is exchanged

Pirozzi also spends time on the future of project management, which must include a stakeholder focus.

Highlights: What I liked!

I really like the perspective change introduced by reading this book. It was good for me personally, good for the companies we lead, and good for our profession. This book helped me put into words what I had been seeing and feeling but could not yet explain. I thoroughly enjoyed when all of the themes came together to describe how value gets exchanged between stakeholder groups.

Who might benefit from the Book?

People who are crazy about increasing their effectiveness as project managers, or educators. This book is not for those mildly interested in project management.

Conclusion

We can do better as a project management community! Let's accept that there are some things we do well, and some things we don't do well. One of those is stakeholder management. Stakeholders are not problems, they are opportunities! Opportunities for us, as leaders, to increase our effectiveness in leading projects and help move us into the next era of project management.

For more about this book, go to: <https://www.crcpress.com/The-Stakeholder-Perspective-Relationship-Management-to-Increase-Value-and/Pirozzi/p/book/9780367184766>

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.

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Philip Wiens is a certified and experienced project manager who leads companies to their strategic objectives by managing successful IT projects. He is committed to daily professional and personal growth.

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