

Literaturkonspekt

CIPM Certification
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Stakeholder Management

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Project Environment- / Stakeholder Management

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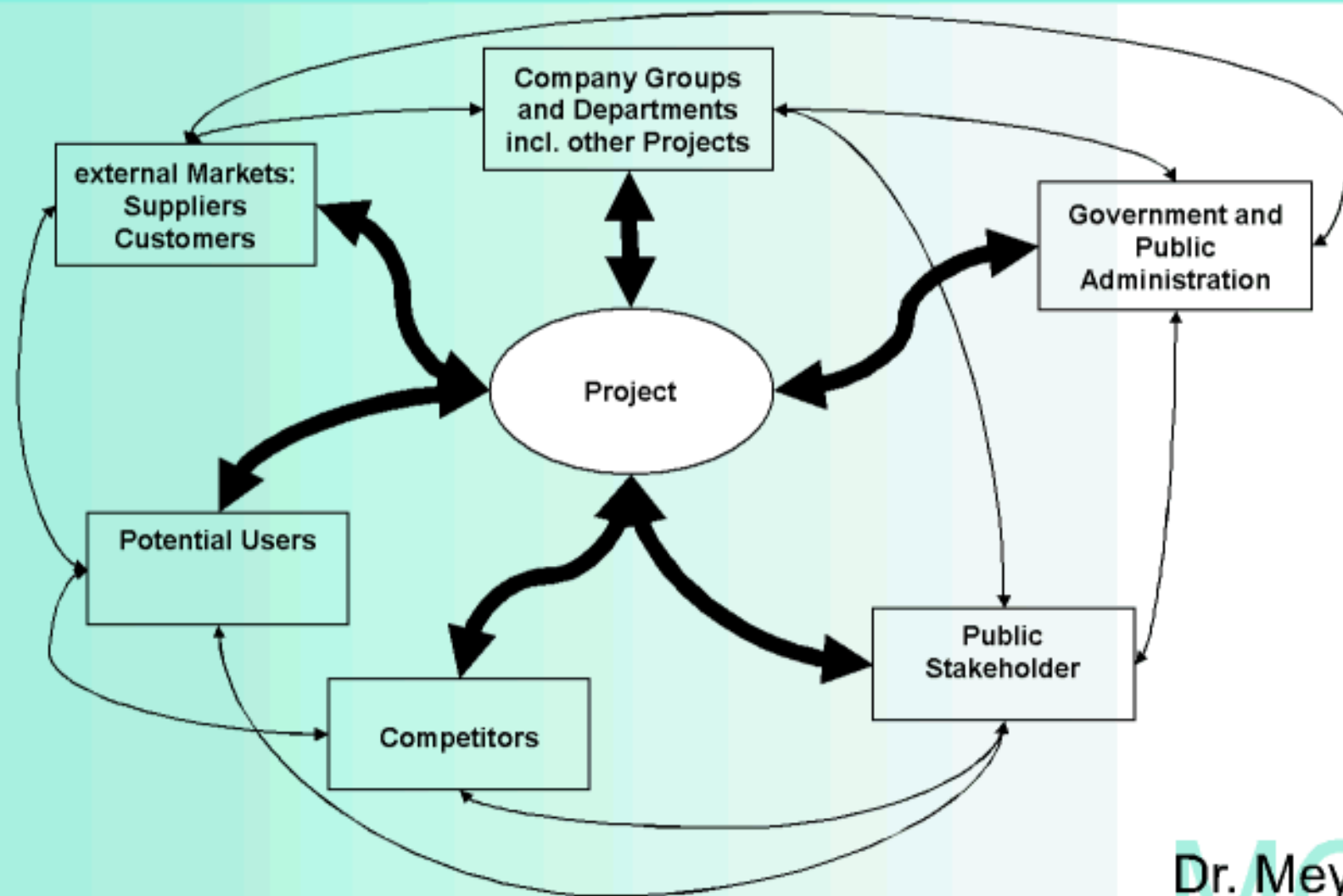
Project Environment- / Stakeholder Management

The Project as an Open System – Systemic View

- A project is based on interests, should enforce interests and following provokes conflicts of interests
- A project can be considered as an open system with the following characteristics:
 - Persons act in subsystems and elements
 - internal and external factors
 - direct and indirect factors
 - Interaction from elements (subsystems) to the project and among each other
 - high complexity (chaotic system in the physical sense)
- Project Environment Management is part of an integrated Project Management System and aims towards conflict solution and compliant objectives to a large extend

Project Environment- / Stakeholder Management

The Project as an Open System – Systemic View



Project Environment- / Stakeholder Management

Classification of Project Environment (Patzak, Rattay)

- natural environment
- technical environment
- economical environment
- legal-political environment
- social-cultural environment

The authors subsume project related external and internal Stakeholder under social environment (contradictory to my definition; see below).

- Customers
- Employees
- Entrepreneurs
- Suppliers
- Society / Public

This classification may not be unambiguous but could be helpful as basis for an environment factor checklist

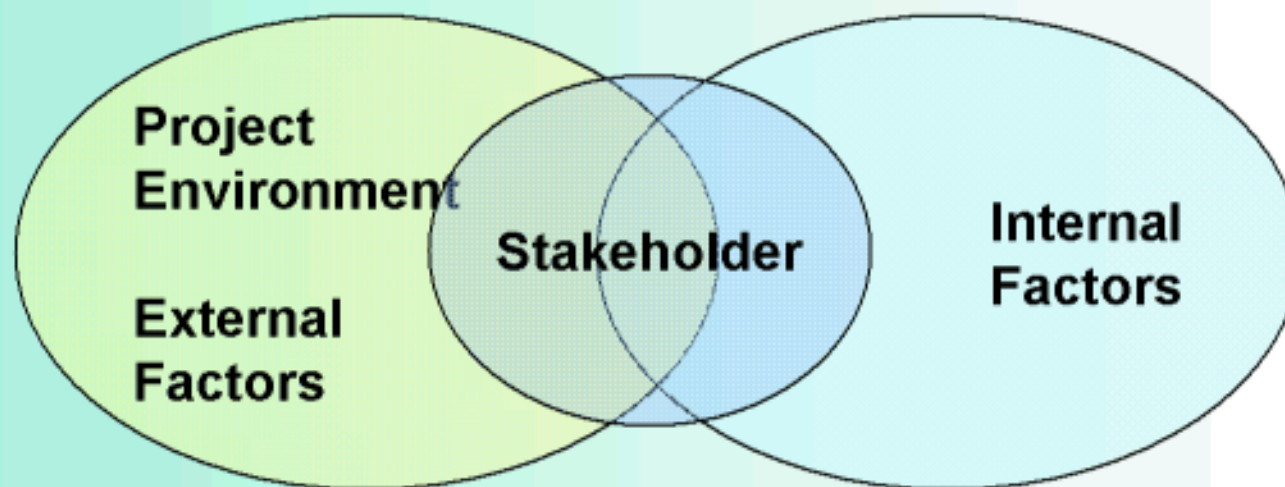
Project Environment- / Stakeholder Management

Definition

- Project Environment comprises all external factors which influence a project
- Project Environment Management (PEM) is the active management of the set of external but project related interactions and connections
- Stakeholder (Mason 1980): "... all those claimants inside and outside the project who have a vested interest in the project and its outcome"
 - social-factor-subset of project environment
 - social-factor-subset of project internal factors

Project Environment- / Stakeholder Management

Project Influence Factors



Project Environment- / Stakeholder Management

Classification of Stakeholder

- Stakeholder Classes
 - Stakeholder with concernment
 - objective concern
 - subjective concern
 - Stakeholder with interests
 - conflicts
 - synergy
 - Stakeholder with power
 - decision
 - manipulation
- Remarks
 - A mix of these classes is applicable in general.
 - Finding possible measures to make stakeholder to project promoters is facilitated with this classification.

Project Environment- / Stakeholder Management

Elements of PE Management

- PE Management is an integrated management and leadership task with the elements:
 - Analysis
 - Planning
 - Monitoring
 - Controlling
- PE Management utilizes elements of other (project) management functions
 - Stakeholder Management
 - Team development, Team Management
 - Human Resources Management
 - Risk Management
 - Project Marketing
 - Conflict Management (see part II)
 -
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Project Environment- / Stakeholder Management

Main Characteristic of PE-/S-Management Elements in different project phases

Element of Management	Project Phases			
	Start up / Concept	Planning	Realization	Verification / Close Out
Analysis	PE-/S-Analysis	Analysis update	Analysis update	none
Planning	none	Detailed analysis planning of measures	Update of measures by feed back	Verification of measures for future projects
Monitoring	none	First reactions	Generating feed back	Feed back for verification
Controlling	none	Feed back to planned measures	Application of strategies, conflict management	Target group related close out measures

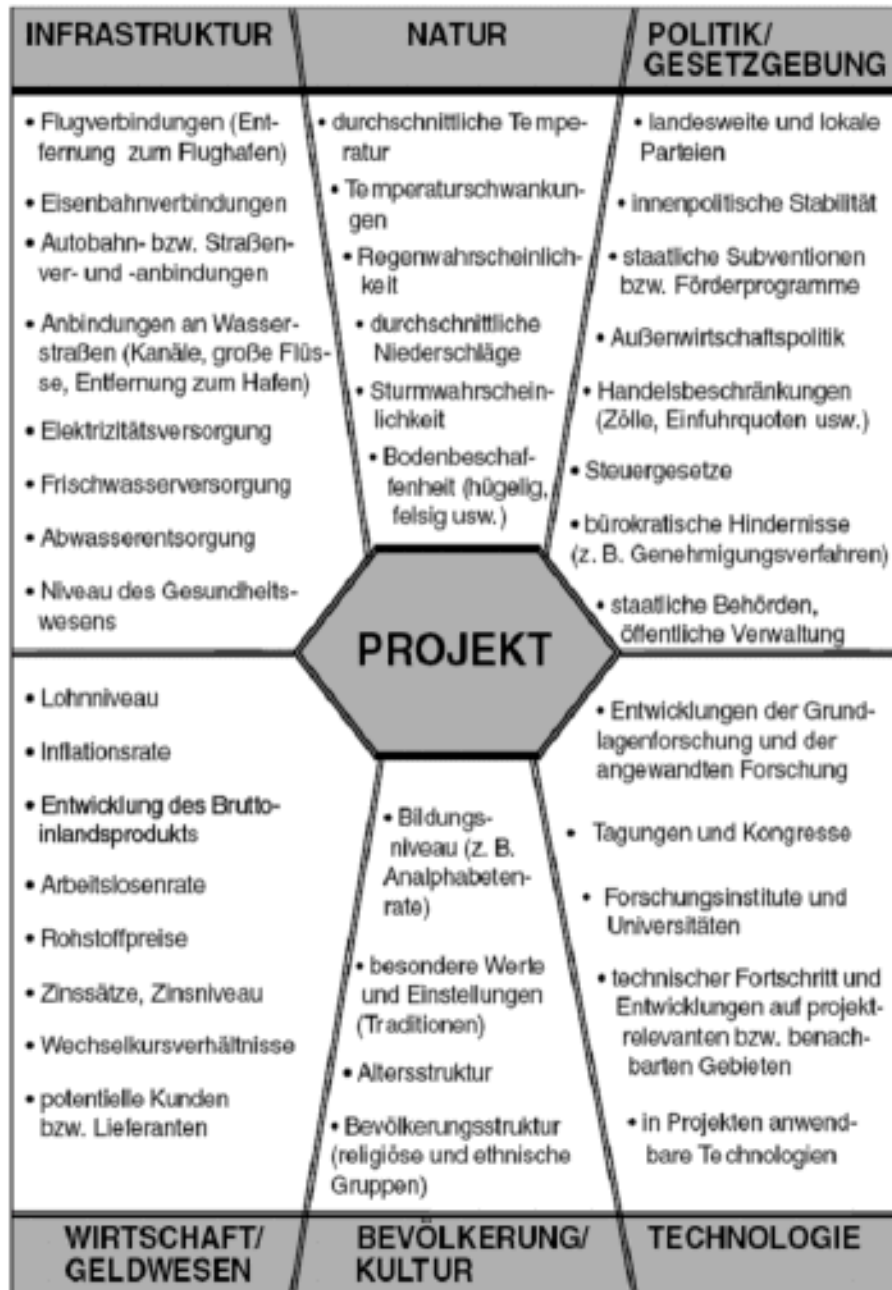
Project Environment- / Stakeholder Management

Approach

- Systematic environmental scanning
 - Fields of interest
 - Fields of problems
 - Scanning search fields for environmental factors
- Analysis and judgment of environmental factors
 - General :
 - Definition of criteria
 - Setting of scales
 - mathematical exact approach:
 - Weighing factors
 - Project related performance degree
 - Priority indicator, priority list
 - Pragmatic approach:
 - Generation of Project Environment- / Stakeholder Portfolios
- Development of strategies, measures and actions

Project Environment- / Stakeholder Management

Example for a search field checklist (George, PEM)



Project Environment- / Stakeholder Management

Methods (exemplary)

- Analysis / Planning
 - Systematic environmental / stakeholder scanning
 - Strength-weakness analysis
 - Concernment analysis
 - involvement analysis
 - Stakeholder Portfolio
- Monitoring / Controlling
 - all kinds of leadership and HR management strategies e.g.:
 - by participation
 - by discourse
 - by repression
 - Conflict management (see part II)
- Verification / Close Out Phase
 - check and break up environment relations
 - Customer satisfaction enquiry
 - Employee / project team member enquiry
 - Verification of planning vs. results

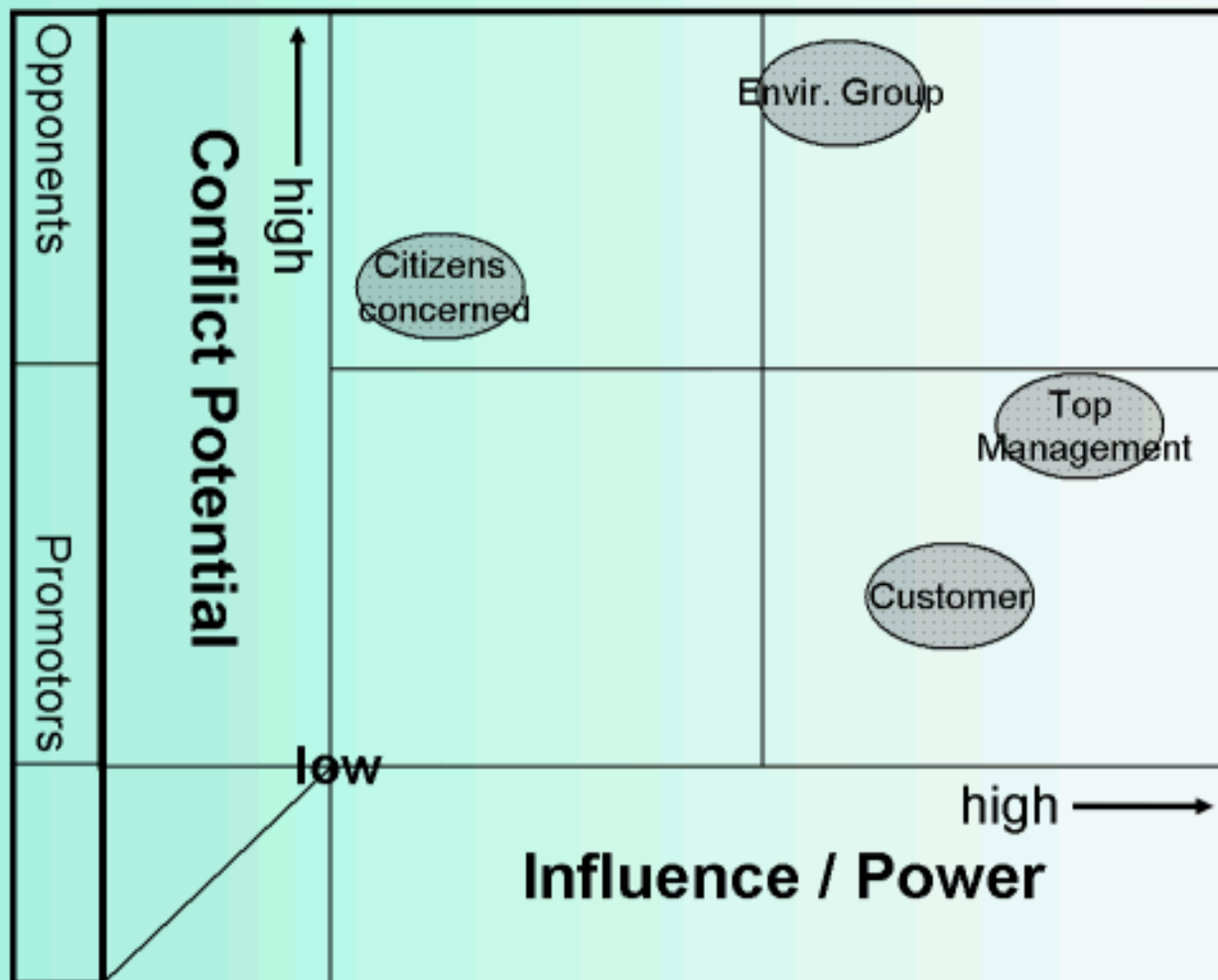
Project Environment- / Stakeholder Management

Stakeholder Assessment Checklist (Patzak, Rattay: PEM)

Umfeldgruppe	Einstellung, Klima +/-	Bedeutung, Macht 1 5	Erwartungen (+) Befürchtungen (-) der Umfeldgruppen	Strategien, Maßnahmen
Geschäftsführung				
interner Projektauftraggeber				
Projektleiter				
Projektteam				
vom Projekt betroffene Abteilungen				
formale Entscheidungs- träger				
informelle Entscheidungs- träger und Meinungsbilder				
gelegentlich Mitwirkende aus dem Unternehmen				
Kunden - Auftraggeber/ Finanzier - Nutzer, Betreiber - Projektleiter, Projektteam (Kunde)				
Partnerfirmen (Konsortium)				
Lieferanten				
Mitbewerber				
Behörden				
Politiker				
Medien, Öffentlichkeit				
Anwainer				
Bürgerinitiativen				
Umweltschutz- gruppen				

Project Environment- / Stakeholder Management

Stakeholder Portfolio (exemplary, according to Abresch, PMF)



Project Environment- / Stakeholder Management

Close Out Checklist

(Patzak, Rattay: PEM)

Umfeld- gruppe	Was ändert sich durch das Projekt?	Kosten (-) Nutzen (+)	Maß- nahme in der Nach- Projekt- phase	Verant- wortliche

Abb. 4.2.6-10: Umfeldanalyse zum Projektende

Project Environment- / Stakeholder Management

Customer Satisfaction Checklist (Close Out Phase)

(Patzak, Rattay: PEM)













Erhebung der Kundenzufriedenheit mit dem Projekt	
1. In welcher Form waren Sie am Projekt beteiligt?	
2. Wie zufrieden waren Sie mit dem Projektstart, der Zielformulierung und den Projektplänen?	 1 2 3 4 5 6 
Anmerkungen:	
3. Wie zufrieden waren Sie mit der Aufgaben- und Kompetenzverteilung sowie dem Informationsfluß?	 1 2 3 4 5 6 
Anmerkungen:	
4. Wie zufrieden waren Sie mit dem Einsatz und der Arbeitsweise des Teams?	 1 2 3 4 5 6 
Anmerkungen:	
5. Wie zufrieden waren Sie mit der Betreuung durch die Projektleitung?	 1 2 3 4 5 6 
Anmerkungen:	
6. Wie gut wurden die Teil-/Projektziele erreicht?	 1 2 3 4 5 6 
Anmerkungen:	
7. Wie schätzen Sie das Projekt bezüglich des erbrachten Zeit- und Kostenaufwands sowie des erreichten bzw. zu erwartenden Ergebnisses ein?	 1 2 3 4 5 6 
Anmerkungen:	
8. Welche Verbesserungen sollten bei der Realisierung weiterer Projekte berücksichtigt werden?	

Abb. 4.2.6-11: Fragebogen Kundenzufriedenheit

Project Environment- / Stakeholder Management

Conclusion

- Project environment and stakeholder management are essential success factors in all project phases
- Phase related management elements to be applied
- Application of methods and strategies in a flexible manner according to target group and stakeholder intention
- Checklists help to formalize the procedure
- Situation adapted detailing
- Successful PE-/Stakeholder Management requires
 - Top (Project) Management attention
 - High management skills of the Project Manager
 - Leadership

Project Environment- / Stakeholder Management

References

- Jens-Peter Abresch: Projektumfeld und Stakeholder (PMF 7.Auflage)
- Heinz Schelle: Projekte und Projektmanagement (PMF 7.Auflage)
- Heinz Schelle: Projektabschluß und Projektauswertung (PEM 23. Akt.)
- Rolf Kaestner: Systemdenken und Projektmanagement (PMF 7. Auflage)
- Gerold Patzak, Günter Rattay: Die Projektumfeldanalyse - Das soziale Umfeld eines Projekts (PEM 23. Akt.)
- Gunnar George: Kennzahlen und Kennzahlensysteme für das PM (PEM, 23. Akt.)

Literaturkonspekt

Part II Conflict Management

Emergence of conflicts
Escalation of Conflicts
Conflict as a Chance
Conflict Solving Strategies
Conflicts and Synergies
References

Conflict Management

Emergence of Conflicts I

- Differences in needs and interests
- Different expectations
- Fear of changes in the current situation
- Insufficient arrangement of interaction:
 - Product design process
 - Project management process
 - Team development process
 - Decision process
- Technical differences
- Team development storming phase (conflict phase)
- Unclear decision and power situation
- Overvaluation of
 - speed factor
 - competition orientation
 - technocratic approach

Conflict Management

Emergence of Conflicts II

- Situations with conflict potential (exemplary)
 - lengthy discussions in meetings
 - project manager enforces his own opinion
 - none satisfactory results
 - continuous technical disputes
 - impatience among certain team members
 - denigration and/or distrust within the team
- Conflicts are relationship disturbances and appear on the two levels
 - logical / technical level
 - emotional level

Conflict Management

Escalation of Conflicts

- hardening of positions
- logical/technical conflicts become increasingly emotional
- dispute
- personal attacks
- scapegoats instead of logical problem solving
- create facts against other's opinions
- gathering of "troops"
- loss of face
- threats and ultimatums
- total confrontation

Conflict Management

Conflict as a chance

- Conflicts emerge in any relationship, let it be private or business
- Conflicts cannot be prevented, but can be managed, that it does not come to an uncontrolled escalation.
- Active management of conflicts bears the chance to improve
 - personal relationships between team members
 - project organization
 - decision process
 - project results in general
 - organization / corporation structure

Conflict Management

Conflict Solving Strategies

- Strategies depend on conflict category and escalation level
 - solving of low escalation level conflicts is prevention of higher level conflicts and is part of the (project) management tasks
 - high escalated conflicts require professional treatment by specialists
- Strategies comprise personnel management techniques:
 - by participation
 - by discourse
 - by repression
- Strategy of communication improvement (active listening)
- Cooperative conflict management

Conflict Management

Conflict and Synergies

- Conflict solving activates a personal change process in personal needs, expectations and attitude
- Fears can be changed in active arrangement with a new situation
- A change in attitude opens the mind for new ideas

Conclusion

The process of conflict solving sets free synergies

Conflict Management

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- Johannes K. Triebe, Marion Wittstock: Konfliktmanagement (PMF 7. Auflage)
- Daniela Mayrshofer, Stefanie Ahrens: Konflikte im Projekt (PEM, 23.Akt.)
- Günther Raberger: Konfliktmanagement in der Bau- und Anlagenindustrie (PEM, 23. Akt.)