

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

Dennis Lock



Field Guide To Project Management:

Field Guide to Project Management David I. Cleland, 2004-07-29 Publisher Description *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 Drill Book** Carl L. Pritchard, 2018-12-19 A self study guide that includes clear instructions or drill book on Project Management It includes sections on The Math of Project Management Networking and looking at task times looking at rules during project preparation and also includes a section on communication and human relations A useful list of project management acronyms is also included **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 *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 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

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

Project Management Dennis Lock, 2020-07-30 Dennis Lock s masterly exposition of the principles and practice of project management has been pre eminent in its field for 45 years and was among the first books to treat project management as a holistic subject But Project Management has been kept completely up to date by regular and sensitive revisions to ensure that it remains fresh and totally relevant Project Management explains the entire project management process in great detail demonstrating techniques from simple charts to detailed computer applications Everything is reinforced with clear diagrams and case examples many new for this edition The author has expanded discussion of topics such as supply chain management and the project management office PMO and there are new chapters about implementing change management projects and the role of senior managers in supporting projects Obsolete or less frequently used methods have been stripped out but readers of the hardback Tutor s Edition will find that this deleted material lives on as new chapters on the accompanying downloadable resources which have been thoroughly revised Importantly that disc includes comprehensive Power Point presentations with hundreds of well designed slides that tutors can use directly as a valuable resource for their lectures Students have always commented on this book s reader friendly style which is free of unnecessary jargon with clear diagrams and a construction that is logically organized well indexed and simple to navigate This Tenth Edition is certain to maintain the book s acclaimed status as the standard work for managers and students alike

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 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 management methods and explains why and how innovation projects should be managed differently The Second Edition includes exclusive insights from world class organizations such as IBM Hitachi Repsol Philips Deloitte IdeaScale KAUST and more It includes six all new case studies featuring a dive into brand management innovation from Lego Each case study contains questions for discussion and instructors have access to an Instructor's Manual via the book's companion website Specific ideas discussed in Innovation Project Management include Continuous versus discontinuous innovation incremental versus radical innovation understanding innovation differences and incremental innovation versus new product development Identifying core competencies using SWOT analysis and nondisclosure agreements secrecy agreements and confidentiality agreements Implications and issues for project managers and innovation personnel active listening pitching the innovation and cognitive biases Measuring intangible assets customer stakeholder impact on value metrics customer value management programs and the relationship between project management and value With its highly detailed and comprehensive coverage of the field and with case studies from leading companies to show how concepts are applied in real world situations Innovation Project Management is a must have title for practicing project managers as well as students in project management innovation and entrepreneurship programs

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 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

Construction Project Management S. Keoki Sears, Glenn A. Sears, Richard H. Clough, 2010-09-29 For more than thirty years Construction Project Management by Clough and Sears has been considered the preeminent guide to the Critical Path Method CPM of project scheduling It combines a solid foundation in the principles and fundamentals of CPM with particular emphasis on project planning demonstrated through an example project This Fifth Edition features a range of improvements New pedagogical devices improve absorption of the material Updated labor material and equipment pricing is incorporated into the text Coverage is enhanced by discussions of contemporary planning and management methods such as Work Breakdown Structures WBS and the Earned Value Management System EVMS A highway bridge with a complete cost estimate including SI units illustrates each of the principles of project management Using this basic information and the case studies in the appendix readers are given project management problems and hands on project management experience The Fifth Edition features include Complete coverage of planning and scheduling principles that apply to every type of construction project Expanded coverage of production planning Large foldout illustrations conveniently integrated throughout the book Thorough and up to date Construction Project Management Fifth Edition is a superb text for students and an indispensable on the job reference for builders architects civil engineers and other construction professionals

Roadmap towards ending TB in children and adolescents World Health Organization, Kerri Viney, 2023-11-14

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 Project Management Field Guide 2nd Edition with Microsoft Project 2002 Trial Edition and Microsoft Office 2003 Bible with CD Set David I. Cleland, 2005-06-23 Offering three of the best books in the area this set provides all the know how required to help readers effectively project manage and achieve their desired outcome The first of the set Field Guide to Project Management features a who s who roster of expert authors that present practical explanations and advice on all aspects of project management planning techniques concepts paradigms processes tools and techniques No other volume offers such a wealth of reliable information on project management systems in such a concise authoritative and accessible format The second set component provides a comprehensive resource covering the basics as well as advanced topics such as customizing Project using macros and importing and exporting information It also includes coverage of building tasks using views modifying the appearance of a project and resolving scheduling and resource problems plus new sample projects and a new chapter on using Visual Basic for Applications VBA and VBScript with Project The final set component is a CD ROM that presents a trial of Microsoft Project 2002 **Project Management Field Guide 1st Edition with Microsoft Project 2002 Trial Edition and Microsoft Office 2003 Bible with CD Set** David I. Cleland, 2004-06-25 **Subject Guide to Books in Print** ,1991 *Proceedings of the IEEE 1999 Custom Integrated Circuits Conference* ,1999 **Project Management Field Guide with Microsoft Project 2003 Bible, Set** David I. Cleland, 2004-04-28

Unveiling the Magic of Words: A Overview of "**Field Guide To Project Management**"

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web as a former classmate of marshal ion antonescu the leader conducător of romania between 1940 and 1944 filderman was partly responsible for indefinitely suspending plans to deport the jews in the romanian old kingdom and southern transylvania to nazi death camps in poland in turn this led to the majority of the jews in romania surviving

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