

Rethink! Project Stakeholder Management

Prof. Dr. Martina Huemann
WU Vienna



RESEARCH PROJECT
RETHINK!
PSM!

Research Team



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Webster University

Overview

- Research Project: Rethink! Project Stakeholder Management
- Stakeholder Approaches for Projects
- Demonstration Case Study: Planning the Westlink
- Promising Next Stakeholder Practices

Polling Question 1

Do you find project stakeholder management important in your projects to reach project success?

Option 1: Yes

Option 2: No



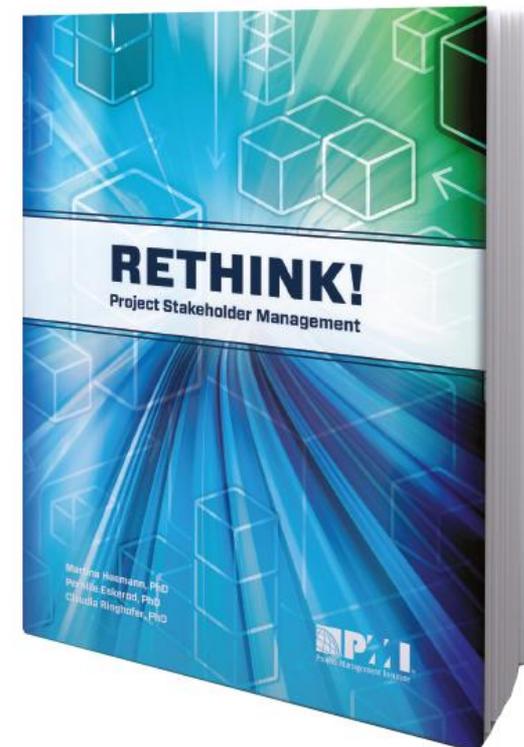
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Research Objectives

- Develop a more comprehensive project stakeholder management approach
 - in the context of sustainable development
 - to better support benefit creation for project investors and other project stakeholders
- Investigate potentials and limitations of systemic methods for project stakeholder analysis
- Co-creation of knowledge
 - based on theory and in cooperation with practice
 - practice case studies, demonstration case studies, focus group workshops

Key Facts & Figures

- * Project duration: 2012 -2016
- * Book: Huemann, M., Eskerod, P. & Ringhofer, C., 2016, Rethink! Project Stakeholder Management. Newtown Square, PA: PMI
www.pmi.org/Learning/Research-Completed-Research/rethink-project-stakeholder-management.aspx
- * Engagement with more than 500 practitioners in more than 30 events
- * Practice Partner: NETLIPSE
- * Sponsor: Project Management Institute



Research Project: Case Studies

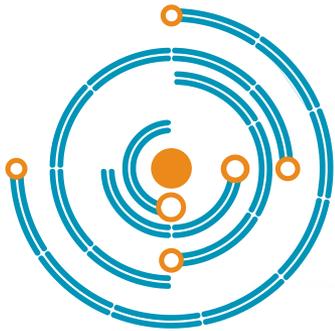
Project: Branding Slagelse Strategy	Project: IT System Implementation	Project: Planning The West Link (Västlänken)	Project: Establishing WU New Campus
Slagelse Municipality, Denmark	IT Company, Denmark	Trafikverket, Sweden	WU Vienna, Austria
Public (change)	Private (IT)	Public (infrastructure)	Public (construction +)
Practice case		Practice case	Practice case
Demonstration case <ul style="list-style-type: none"> • Systemic constellation (Focus: PM) 	Demonstration case <ul style="list-style-type: none"> • Systemic constellation (Focus PM) 	Demonstration case <ul style="list-style-type: none"> • Systemic Board • Systemic Constellation (Group) 	

Interactions



Presentations and Workshops





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Stakeholder Approaches for Projects

Stakeholder approaches

	Managing of Stakeholders	Managing for Stakeholders
Perception of stakeholders	<ul style="list-style-type: none"> Stakeholders are instruments for achieving project success Stakeholders that have no harm or help potential are ignored 	<ul style="list-style-type: none"> Stakeholders are a source of ideas
Range of stakeholders considered	<ul style="list-style-type: none"> Exclusive: Only the most important key project stakeholders are considered Most important is the project investor Different stakeholder interests are disturbance for achieving the project outcomes, than explicitly managed 	<ul style="list-style-type: none"> Inclusive: Many project stakeholders are considered and all their different interests are collected Different stakeholders are explicitly invited as co-creators

Stakeholder approaches

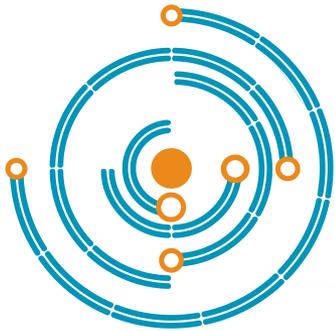
	Managing of Stakeholders	Managing for Stakeholders
Values	<ul style="list-style-type: none"> • Manipulative orientation, lack of ethical consideration • Solely economic perspective • Rather short-term oriented 	<ul style="list-style-type: none"> • Ethical consideration, fairness, transparency, and participation • Balancing economic, ecologic and social interests • Short-term and long-term oriented, consideration of impact beyond the project.
Potentials	<ul style="list-style-type: none"> • High result-orientation, fast processes 	<ul style="list-style-type: none"> • Thrive for project outcomes that benefit broad range of stakeholders • Suited to achieve sustainable development goals
Limitations	<ul style="list-style-type: none"> • Short sighted project outcome, which are not accepted by stakeholders • No sustainable solutions or outcomes not used 	<ul style="list-style-type: none"> • Overburdened project manager/team • Slow decision processes • Under-ambitious project outcomes

Polling Question 2

Which project stakeholder management approaches do you apply in your project?

Option 1: I apply more a Managing of Stakeholder approach

Option 2: I apply more a Managing for Stakeholder approach



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Demonstration Case Study: Planning the West Link

Case study team: Planning the West Link



The Project: Planning the West Link

- *Project: Planning the West Link* is part of a chain of projects
- Part of the so-called West Swedish Package: infrastructure projects in West Sweden in order to enhance development of the region of Gothenburg
- Chain of projects is included in the national plan for the Swedish Transport System 2014-2025
- West Link: 8 km long double track railway, which includes a 6 km railway tunnel, through the centre of Gothenburg that will connect commuter traffic to lines passing through three new stations
- The tunnel will contribute to the more efficient use of commuter trains and regional trains because train frequency can be increased; Passengers can get access to more places, institutions and can reach more destinations

The Project: Planning the West Link



Workshop agenda

Day 1, 13:00-18:00

Time	Topic
13:00 – 14.30	<ul style="list-style-type: none">• Start up• Input: Rethinking Project Stakeholder Management• Agreements for Workshop
Break: 14.30-14.45	
14.45 – 17.30	<ul style="list-style-type: none">• Stakeholder Analysis<ul style="list-style-type: none">◦ Systemic Board
17.30-18.00	<ul style="list-style-type: none">• Final reflections, agreements for next day
Evening event	

Day 2, 9.00- 16.00

Time	Topic
9.00-10.45	<ul style="list-style-type: none">• Start up, agreements topics for systemic constellations• Systemic Constellation: Issue 1• Reflections
Break: 10.45-11.00	
11.00 – 12.30	<ul style="list-style-type: none">• Systemic Constellation: Issue 2• Reflections
Break 12.30-13.30	
13.30-16.00	<ul style="list-style-type: none">• Final reflections, next steps





Authorities

Budget

Unknown

Schedule

People near construction

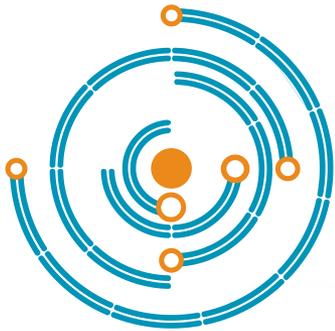
Gothenburg Post

Polling Question 3

Are you well enough equipped with methods to deal with the increasing complexity of project stakeholder landscapes?

Option 1: Yes

Option 2: No



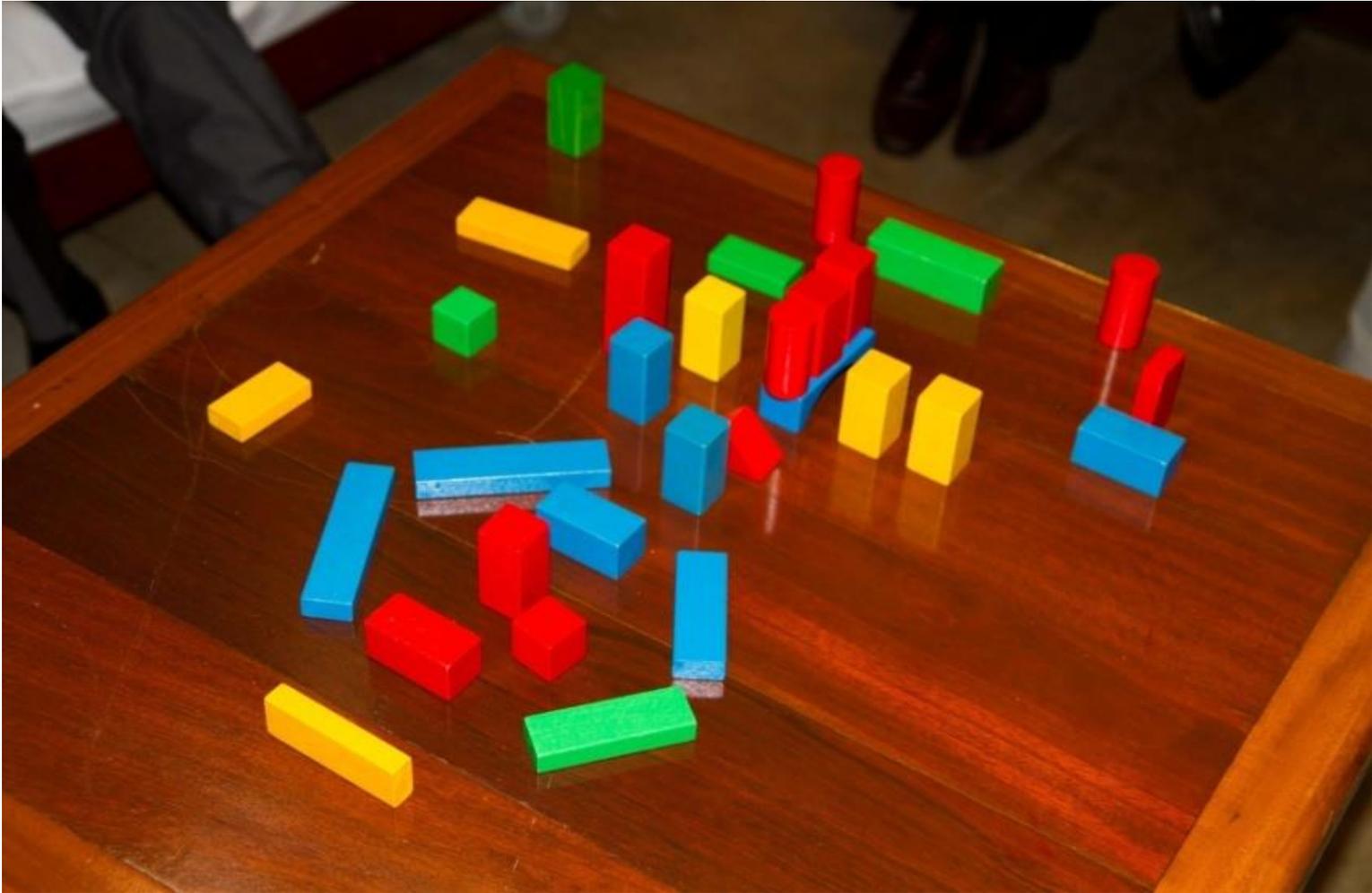
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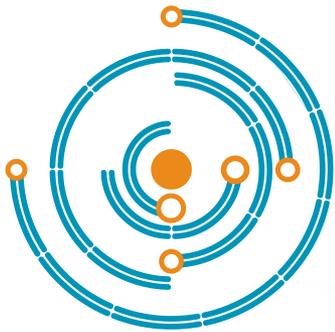
Next Practices

Systemic Methods

- Systemic methods examine systems and models which work in our unconscious mind.
- The aim is to be explicit about the inner 'stakeholder landscape' – and point to improvements.
- Widespread in family therapy - and also used to solve organization and management issues.
- Stakeholder analysis can be made in more ways, e.g. with blocks (Systemic Board) or with humans (Systemic Constellation).
- Advantage of using humans: humans can give response but it is more resource demanding.
- Emotional involvement (low, mid, high, very high) – based on type of method.







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References and Researchers

Thank You

Martina Huemann

Pernille Eskerod & Claudia Ringhofer

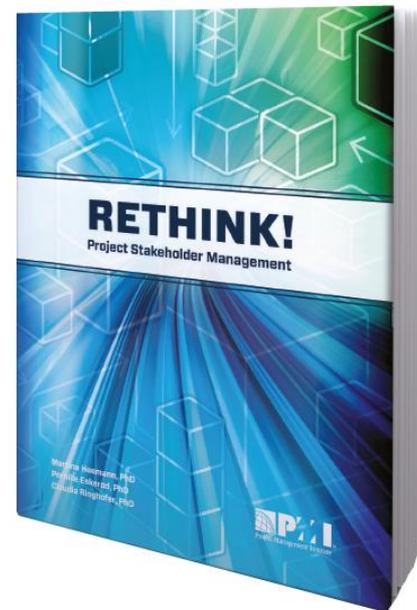


This research was carried out with the support from PMI under their research grant program. We thank our practice partners and all the practitioners, who made this co-creation process possible

Reference

Huemann, M., Eskerod, P. & Ringhofer, C., 2016, Rethink! Project Stakeholder Management. Newtown Square, PA: Project Management Institute.

www.pmi.org/Learning/Research-Completed-Research/rethink-project-stakeholder-management.aspx



Research team: Prof.Dr.Martina Huemann



Prof. Dr Martina Huemann is Head of the Project Management Group in the Department of Strategy and Innovation at WU Wien, Austria. She is Academic Director of the Professional MBA: Project Management, WU Executive Academy. Martina is Associate Editor of International Journal of Project Management. In her research, she focuses on Human Resource Management in project-oriented organizations, relates sustainable development principles to management and enriches stakeholder management with systemic methods. Her theoretically based research engages co-creation processes with practitioners and other researchers to create viable models and methods that enhance theory and practice. Martina is member of the PMI Academic Advisory Board. Outside academia, she is co-founder and manager of enable2change an network of independent experts (www.enable2change.at).

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Research team: Prof.Dr.Pernille Eskerod



Prof. Dr. Pernille Eskerod is full professor and senior researcher at the Department of Business and Management, Webster University Vienna. She has almost 20 years of experience in research and teaching within project management and managing the project-oriented organization. Her current research addresses project stakeholder management and basic assumptions within project management. In 2008 she was the initiator of a professional master program in project management at University of Southern Denmark. Until 2015 she has been head of the study program. Prof. Eskerod teaches in the professional MBA program: Project Management at the WU Vienna University of Economics and Business, Austria. In 2010, she was a visiting professor at a six month research stay at Stevens Institute of Technology, New Jersey, USA.

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Research team: Dr. Claudia Ringhofer



Dr. Claudia Ringhofer is a researcher and lecturer at Project Management Group, WU – Vienna University of Economics and Business (WU Vienna). Born in 1985, Claudia holds a Magister Degree in Project Management and Information Technology from the University of Applied Sciences bfi Vienna and a doctoral degree in Project Management of the WU Vienna. In her research, she focuses on sustainable development in project initiation and project management, stakeholder management in the context of sustainable development as well as HRM in projects and project-oriented companies.

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