

<p><b>Lens:</b></p> <p><b>Stakeholder Perspectives</b></p>	<p><b>Summary Question:</b></p> <p><i>“What questions do I need to ask in order to understand and achieve success as seen from the perspectives of key project stakeholders?”</i></p>
<p>This lens is about understanding key stakeholder perspectives and their impact on the project.</p>	
<p><b>Questions you should ask:</b></p> <ol style="list-style-type: none"> <li>1. <b>Are we clear about the</b> (explicit and implicit) <b>success criteria for the project, from the perspectives of key stakeholders</b>, and how these change on an ongoing basis?</li> <li>2. <b>Have we identified all the key stakeholders?</b> <ul style="list-style-type: none"> <li>- Do they include the business sponsors, our customer’s customers, major project resource providers etc. etc?</li> <li>- Do we understand their impact on the business objectives of the project?</li> <li>- Are some stakeholders becoming more important and influential?</li> <li>- Are stakeholders joining forces to increase their influence over the project?</li> </ul> </li> <li>3. Does this consideration of key stakeholders:           <ul style="list-style-type: none"> <li>- identify any <b>“hidden” or assumed requirements that are not explicit in the contract?</b></li> <li>- identify any <b>conflicts</b>, and how will we manage stakeholder expectations in this respect?</li> </ul> </li> <li>4. <b>Does the defined scope meet all these requirements</b> <ul style="list-style-type: none"> <li>- If not how will this be managed?</li> </ul> </li> <li>5. In our consideration of key stakeholders, <b>have we taken into account their individual perspectives</b>, including:           <ul style="list-style-type: none"> <li>- needs and wants, expectations and priorities</li> <li>- individual views on benefits realisation</li> <li>- ambitions, insecurities, concerns and prejudices</li> <li>- preferred communication styles and competencies?</li> </ul> </li> <li>6. Are we making assumptions <b>about stakeholder perceptions</b>, which may not actually be valid?           <ul style="list-style-type: none"> <li>- Is there a risk that we are too close to this to be objective?</li> <li>- Have we recognised that <b>stakeholder perceptions and expectations will change</b> through the life of the project?</li> </ul> </li> <li>7. Do we have a <b>structured methodology for capturing and analysing stakeholder perceptions</b>, and their impact on the project?           <ul style="list-style-type: none"> <li>- Does this cover a sufficiently broad range of topics to evaluate stakeholder perceptions on all aspects of the project, and their overall experience of involvement with the project?</li> <li>- Are we able to evaluate all this objectively and on an ongoing basis?</li> </ul> </li> <li>8. What <b>resources</b>, people, time, budget, have we allowed for stakeholder engagement and relationship management, including the independent review of stakeholder perceptions?</li> </ol>	

- Is this sufficient to carry out all the necessary activities
- If not how will the available resource and budget be prioritised?
- Do we have the authority and budget to bring in external expertise to support this as necessary?

9. Are we **involving the project team** sufficiently in stakeholder engagement and relationship management?

- Do they have the necessary competencies and confidence to deal with different perceptions and expectations
- What people development activities are planned in this respect?

10. **Does our organisation, including its processes, culture and power structures, actively support the need to manage stakeholder subjectivity** in achieving project success?

- If not, how will we manage this?

**Overall, are we clear about the explicit and implicit success criteria for the project, from the perspectives of key stakeholders, and how these change on an ongoing basis?**

### How you might use this:

You could consider things like:

- Discussing appropriate questions at a team meeting
- Taking the need to understand and manage stakeholder perspectives into account in the design of people development programmes
- Including experience of stakeholder perspectives in sharing programme/ project experiences through a Community of Practice
- Taking these activities into account in project planning, estimating and costing

### Issues this will help you address:

- Managing the variable, and often hidden, personal expectations of key stakeholders
- Highlighting the inevitable conflict in the perceptions and expectations of key stakeholders
- Increasing stakeholder confidence and trust in the programme/ project
- Flushing out hidden requirements, and potentially obtaining funding for them
- Improving the competence and confidence of the project team in stakeholder relationship management and in dealing with the subjectivity of project success.
- Influencing the culture of your organisation to support a broader view of programme/ project success criteria, and to create a better environment for success

### APM References:

Chapter 2.2 APM Body of Knowledge 5<sup>th</sup> Edition

APM Competence Framework, Chapters 2.2, 2.3 and others