

University of Maryland

# Project Management Symposium

*NEXT SESSION*

## Relationship Management: Internal vs External Stakeholders

Jeremy Busby

Program Manager, Gresham Smith



PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department

This session will be recorded.

# Project Management Symposium

# Relationship Management: Internal vs External Stakeholders

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# Agenda:

- Role of the Project Manager
- Internal vs. External Stakeholders
- Relationship Management & Communication Planning





# Role of the Project Manager



# Role of a Project Manager

- Anecdotal Project Manager Roles/Responsibilities:
  - Scope
  - Schedule
  - Budget



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# Definitions

- A **project** is a temporary endeavor undertaken to create a unique product, service, or result.
- **Project Management** is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

*Definitions from PMI.*



# Definitions

- How does a **project manager** lead a project that will accomplish the project's goals?



# Project Environment

External Project  
Environment



Internal Project  
Environment







# The How: Recognizing Complexity.

Complicated Issue

(Process)

Complex Issue

(People)





# Role of a Project Manager

- Treating a complex issue like complicated issue sets us up for failure.





# Role of a Project Manager

- Project Manager Rolls/Responsibilities:
  - Scope
  - Schedule
  - Budget
  - Relationship Management / Effective Communication





# Internal vs. External Stakeholders

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# Definitions (Cont'd)

- A **stakeholder** is a general term used to describe individuals, groups, or organizations that have an interest in the project and can mobilize resources to affect its outcome in some way.

*Definitions from PMI.*





# External Stakeholders

- In communication planning, we often default to external stakeholders.
  - Public Relations
  - Contractual Obligations
  - Consensus





# Internal Stakeholders

- Often overlooked in communication planning.





# Stakeholders

External Stakeholder	Internal Stakeholder
Project Focused	Not Necessarily Project Focused
Functional SME by Competitive Process	SME-Position, but with limiting experience.
Outside the Organization's Culture	Integrated with Organization's Culture
Successfully complete assignment; generate satisfaction; earning fees and ROI; extend the engagement	Beginning and ending undefined; little reward; transactional / routine.





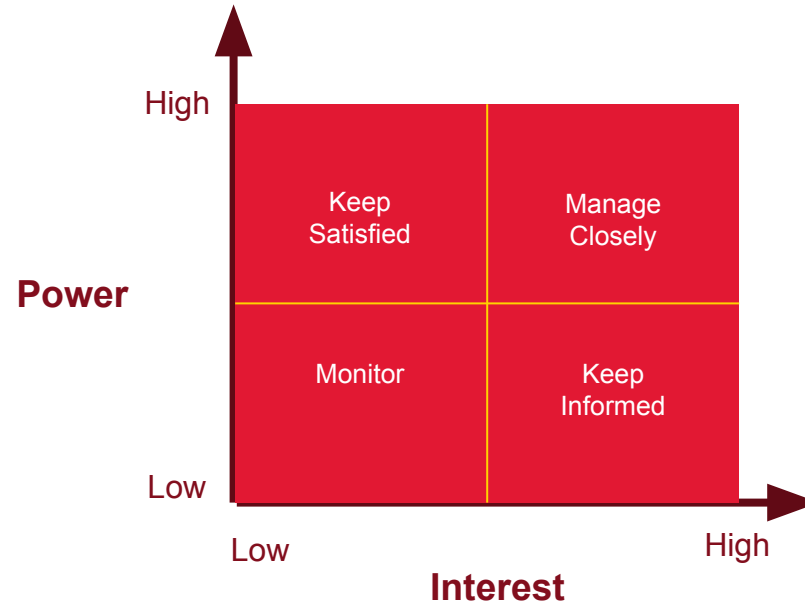


# PM Challenge:

- Resolving conflict between expectations of external stakeholders and performance measurement of internal stakeholders.



# Stakeholder Analysis





# Considerations for Stakeholder Analysis:

- Constraints
- Motivators
- Politics





# Relationship Management



# Roll of the Project Manager

- Relationship Management – using effective interpersonal communication to inspire and influence others to achieve a common goal.





# Relationship Management, Tactic #1

- Identify and Prioritize Stakeholders, internally and externally.





# Relationship Management, Tactic #2

- Tailor Communication Styles





# Relationship Management, Tactic #3

- Communication Planning
  - Frequency
  - Mode / Medium
  - Early Engagement
  - Stakeholder Needs Identification
  - Stakeholder Feedback







# Relationship Management, Tactic #4

- Manage Expectations





# Relationship Management, Tactic #5

- Be Adaptable – Revisit Planning Document





# Relationship Management, Tactic #6

- Conflict Resolution
  - Consensus?
  - Transparency?





# Benefits of Communication Planning:

- Confidence
- Enjoyment
- Positive Relationships



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# Questions?

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# Evaluate Session

