



Dar Al Riyadh Insight #30

Stakeholder Management in Large Complex Programs – Step 6 - Stakeholder Management

Dar Al Riyadh Insights reflect the knowledge and experience of our Board, executives and staff in leading and providing PMC, design and construction management services. Dar Al Riyadh believes in the importance of broadly sharing knowledge with our clients and staff to improve project outcomes for the benefit of the Kingdom of Saudi Arabia.

The key steps in the overall stakeholder management process are discussed in this series of Insights. These activities and their effectiveness can have as much to do with shaping overall program success as the “hard” engineering, procurement and construction activities undertaken.

In this Insight we describe the final step for managing stakeholders in large complex programs.

Step 6 - Stakeholder Management

Responsibilities of the program manager in stakeholder management typically include:

- Overall program coordination and management
- Cross program engagement strategies
- Emerging issues tracking, reporting and strategy development
- Mentoring, developing and coaching project level contractors on stakeholder management
- Comprehensive stakeholder identification and identification of emerging and exiting stakeholders
- Comprehensive issue identification and tracking of issues and concerns to identify emerging, migrating and exiting issues and concerns
- Relationship building with key program level stakeholders
- Design and leadership of stakeholder communication and engagement programs

Project level contractors complement the program manager led effort by:

- Engagement with project level stakeholders
 - based on agreed to strategy with the program manager
 - consistent with apportioned responsibilities.
- Stakeholder and issue tracking at the project level
- Implementation of program strategies for stakeholder engagement and issues management among project level stakeholders