

CONSIDERATIONS FOR AGILE/ADAPTIVE ENVIRONMENTS

PMBOK, Section 13, Project Stakeholder Management.
Project Management Institute. (2017). Guide to the Project Management Body of Knowledge — Sixth Edition. Newtown Square, PA: Project Management Institute.

In an agile environment, project managers are servant leaders, changing their emphasis to coaching people who want help, fostering greater collaboration on the team, and aligning stakeholder needs.

Agile Project Guide, Section 4.2.3, Project Managers Use Servant Leadership.
Project Management Institute. (2017). Agile Practice Guide Newtown Square, PA: Project Management Institute.

Below you will find several Open Education Resources (OER) related to Project Stakeholders and the concept of Stakeholder Management. There are MANY others available via the Broward College Library database that you can access from the library's home page (<http://www.broward.edu/studentresources/library/Pages/default.aspx>). Your PMBOK guide and the accompanying Agile Practice Guide are both significant resources for stakeholder management information.

Stakeholder Management in Project Team

ASSIGNMENT:

Your assignment is to research the concept of Project Stakeholder Management thoroughly and relate the concepts you've learned to ONE of the case examples below (pick only one). For example, provide a definition of project stakeholder and then identify the stakeholders in the example. It is OK to make assumptions.

Write a five (5) page document using APA standards (**INCLUDING IN-TEXT CITATIONS**) as follows:

- Page 1 – Cover Page in APA style
- Pages 2 – 4 Body of your research
- Page 5 – References Page in APA style

A fantastic resource for those who new to APA formatting can be found here:
https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.htm

Your paper should include the following topics. Relate them, when possible, to the example you've selected:

1. Introduction
2. Defining a Stakeholder
3. Identifying Stakeholders in a Project
4. Concepts of Stakeholder Engagement
5. Managing Stakeholder Expectations
6. Managing Stakeholders in a Traditional vs Agile Project Environment
7. Conclusion

Example: Tire Plant in India

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A U.S. chemical company chartered a project team to design and build a plant to produce the raw materials for building truck tires designed for unpaved roads. The plant was to be built in India a few years after an accident that killed several Indians and involved a different U.S. chemical company. When the company announced the new project, and began to break ground, the community backlash was so strong that the project was shut down. A highly-involved stakeholder can significantly influence your project.

Example: Wind Turbine on a College Campus

A small college in South Carolina won a competitive grant to erect and operate a wind turbine on campus. The engineering department submitted the grant as a demonstration project for engineering students to expose students to wind technology. The campus facilities department found only one location for the wind turbine that would not disrupt the flow of traffic on campus. The engineering department found that location unacceptable for students who had to maintain the wind turbine. The county construction permitting department had no policies for permitting a wind turbine and would not provide a building permit. The college had to go to the county council and get an exception to county rules. The marketing department wanted the wind turbine placed in a highly visible location to promote the innovative approach of the college.

Each of the college's stakeholders had a legitimate interest in the location of the wind turbine. The number of stakeholders on the project, multiplied by their passion for the subject and the lack of agreement on the location, increased the complexity of the project. Significant time and resources of a project will be dedicated to identifying understanding, and managing client expectations.

Example: Stakeholders and a Bridge Project

The Department of Highways chartered a project to upgrade a number of bridges that crossed the interstate in one of the larger cities in South Carolina. The closing of these bridges severely impacted traffic congestion, including a large shopping mall. The contract included provisions for minimizing the impact on the traffic and communities near the construction areas. This provision allowed businesses or interested parties to review the project schedule and make suggestions that would lessen the impact of the construction. The project leadership invested significant time and resources in developing alignment among the various political stakeholders on the project approach and schedule.

Example: Moving to Agile to Better Address Stakeholder Needs

BAC Credomatic provides banking services to customers in six countries across Central America and providing digital finance services to customers is crucial to the bank's success. With over 20,000 employees working in six different regulatory environments across a range of products and services, transforming to become an agile enterprise was not an easy task. BAC began their transformation by forming an EAT, an EMS and setting up a reference model group of cross-functional teams with a focus on key Scrum patterns. As the agile transformation spread through the technology-focused parts of the organization, teams in other areas began to adapt to support and participate in the Scrum@Scale rollout.

Creative Commons Notes: The first three case examples were taken from a derivative copy of [Project Management](#) by Merrie Barron and Andrew Barron licensed under [Creative Commons Attribution 3.0 Unported](#) And [Project Decelerators – Lack of Stakeholder Support](#) By Jose Solera licensed under [Creative Commons Attribution 3.0 Unported](#) And [How to Build Relationships with Stakeholders](#) By Erin Palmer licensed under [Creative Commons Attribution 3.0 Unported](#) And [Project Management From Simple to Complex](#) by Russel Darnall, John Preston, Eastern Michigan University licensed under [Creative Commons Attribution 3.0 Unported](#). The last case is derived from [Scrum@Scale](#), [Creative Commons 4.0 license](#)

Due Date

Feb 24, 2019 11:30 PM

Attachments

 [BSR Five-Step Guide to Stakeholder Engagement.pdf](#) (523.32 KB)

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The screenshot shows the Google Docs toolbar. The 'Paragraph' button is highlighted, and its dropdown menu is open, displaying options for text alignment: Left, Center, Right, and Justify. The 'Justify' option is currently selected.