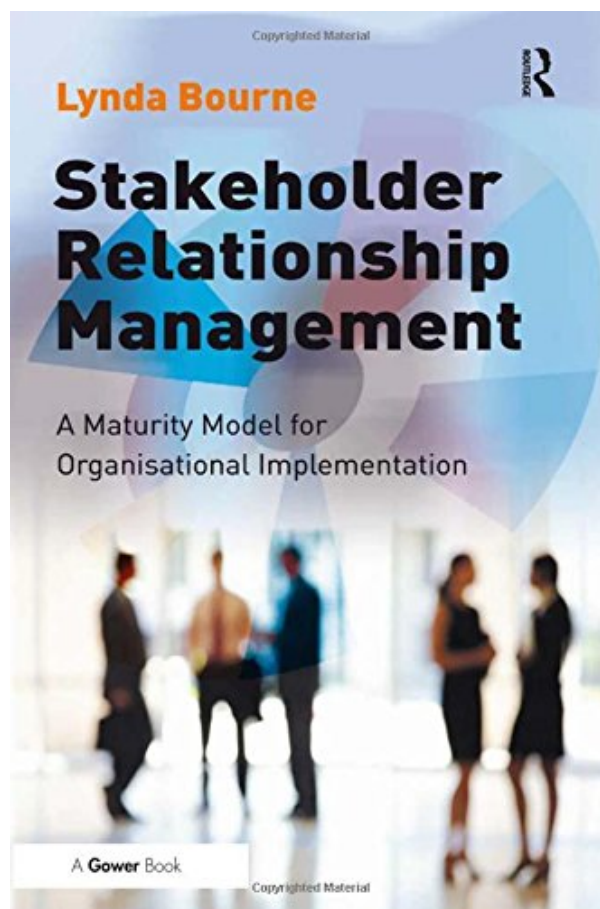


STAKEHOLDER RELATIONSHIP MANAGEMENT: A MATURITY MODEL FOR ORGANISATIONAL IMPLEMENTATION BY LYNDA BOURNE



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Stakeholder Relationship Management

A Maturity Model for
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Review

'Met all my needs and more. ...Recommended as a must read...despite having managed stakeholders for years but never stopped to really think of why they present unique problems and how to manage and prevent these issues becoming problems that could delay a project. If you don't read this book it's at your own peril.' F.A. Perry, reviewer on Amazon.co.uk, 5 out of 5 stars 'Dr Bourne's book provides a road map organisations can use to improve their management of stakeholder relationships to the benefit of both the stakeholders and the organisation.' Patrick Weaver, ProjectMangers.net '...The book is written in a way that lends itself to being read from start to finish or used as a reference, with each chapter title being quite self-explanatory... It is likely that any manager or leader who considers their stakeholders important, will find value in Lynda Bourne's book. Some might read out of interest and others will read with a view to bringing about positive change to the way in which stakeholder relationships are managed by their organisations.' Rob Llewellyn, CXO Transform

About the Author

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In any activity an organisation undertakes, whether strategic, operational or tactical, the activity can only be successful with the input, commitment and support of its people - stakeholders. Gaining and maintaining the support and commitment of stakeholders requires a continuous process of engaging the right stakeholders at the right time and understanding and managing their expectations. Unfortunately, most organisations have difficulty implementing such culture change, and need assistance and guidance to implement a consistent process for identification and management of stakeholders and their changing expectations. As a continuous improvement process, stakeholder management requires understanding and support from everyone in the organisation from the CEO to the short-term contractor. This requires the concepts and practices of effective stakeholder management to become embedded in the culture of the organisation: 'how we do things around here', this book provides the 'road map' to help organisations achieve these objectives. The text has two specific purposes. Firstly, it is an 'how-to' book providing the fundamental processes and practices for improving stakeholder management in endeavours such as projects, and program management offices (PMO), it also gives guidance on organisational survival during mergers and acquisitions, preparing for the tender bidding, and marketing campaigns. Secondly, Lynda Bourne's book is for organisations that have recognised the importance of stakeholder engagement to their success, it is a guidebook for assessing their current maturity regarding implementation of stakeholder relationship management with a series of guidelines and milestones for achieving the preferred level of maturity.

- Sales Rank: #1716390 in Books
- Published on: 2009-10-28
- Original language: English
- Dimensions: 10.00" h x 7.25" w x .75" l, 1.10 pounds
- Binding: Hardcover
- 242 pages

Review

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Stakeholder Relationship Management

By Dr Graham A Durant-Law CSC

I bought 'Stakeholder Relationship Management' by Doctor Lynda Bourne because I have read her PhD thesis from cover to cover, and I have attended one her workshops. In particular I wanted something to back-up the workshop.

The book presents Doctor Bourne's thesis in a more accessible format. It introduces and builds on her idea of the Stakeholder Circle®, both as a tool and a methodology. In Doctor Bourne's own words:

"The Stakeholder Circle® is based on the premise that a project can only exist with the informed consent of its stakeholder community. This community comprises individuals and groups, each with a different potential to influence the project's outcome. The Stakeholder Circle® has been devised to offer a mechanism for assessing the relative influence of each of the key stakeholders and planning ways to engage with and manage their expectations/contributions. The benefit of using this tool is derived in part from the analysis process itself as well as from the ease with which the influence of key stakeholder's on the project can be judged once the Stakeholder Circle diagram is complete."

The book is an easy read and is a good 'how to' guide. This is the strength of the book. It has a number of examples, and is replete with tables and diagrams. (Unfortunately from my point of view it is also replete with bullet points, which I think detract from the readability. This point is minor and should not preclude the purchase of the book). The book takes the reader on a journey of rating stakeholders against three criteria - power, proximity, and importance. Power is quite simply the ability of the stakeholder to kill or damage the project. Proximity measures how closely the stakeholder is associated with the day-to-day aspects of the project. Importance, which also urgency, is the project manager's assessment of the probability the stakeholder will use their power. Once a score is allocated against these criteria the Stakeholder Circle can be produced.

I like the methodology and think it has a place in any project manager's repertoire. It is a little time consuming to do properly, but as we all know stakeholders make and break a project. The visualisation of the power, proximity and importance of all the stakeholders is potent. The fact it is captured into one diagram makes it all the more so.

For me the book served its purpose as a back-up to the workshop, but it is not essential to attend a workshop to derive benefit. Like all the hardcover Gower books I own, 'Stakeholder Relationship Management' is of high quality. It also comes with a supporting CD. All that said I was a little disappointed, probably because I had very high expectations. I rate the book as a four star product. It should be on the book-shelf of every serious student and practitioner of project management.

Regards, Graham

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