Note

Stakeholders are entities (e.g. individuals or organisations) with a concern or interest in a particular situation, action (e.g. project, operation, or short-term activity), or organisation (e.g. institution or enterprise with long-term activity).

Stakeholders usually (a) affect and (b) are affected by their object of interest, in dynamic relations. Interactions among stakeholders are also interesting, and there are a number of techniques to help establish appropriate relations between them.

Administrators such as planners and managers may also be considered as stakeholders, with their interests being at a hierarchical level above (i.e. a 'meta' level) the objects of interest of the other stakeholders — e.g. the *success* of an operation or the *progress* of an institution.
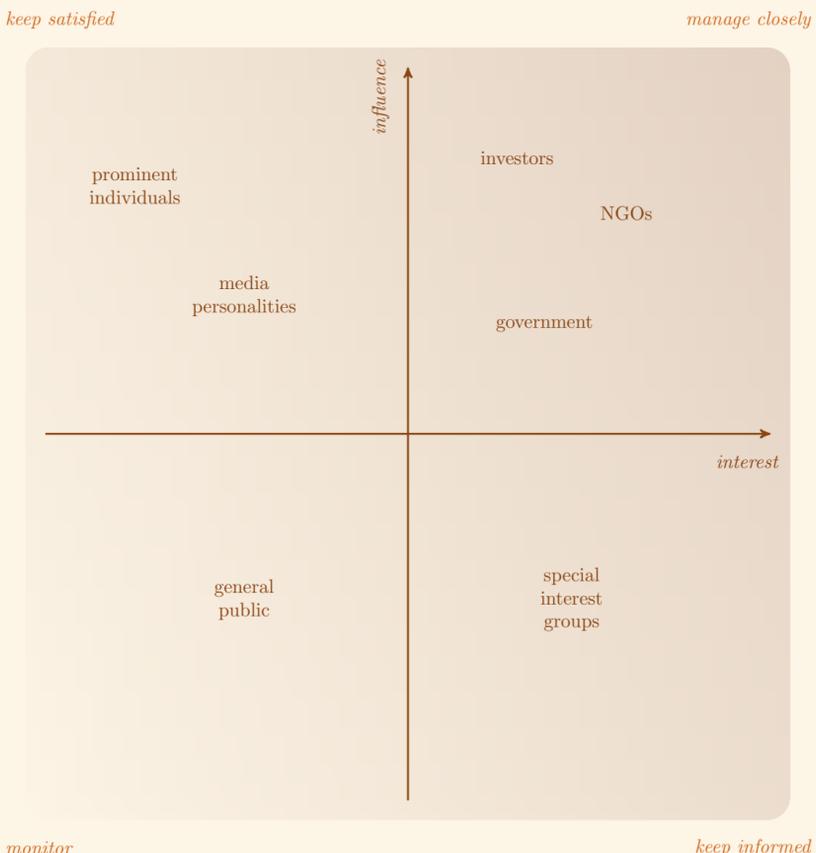
1 Identification

1.1 Interest by function
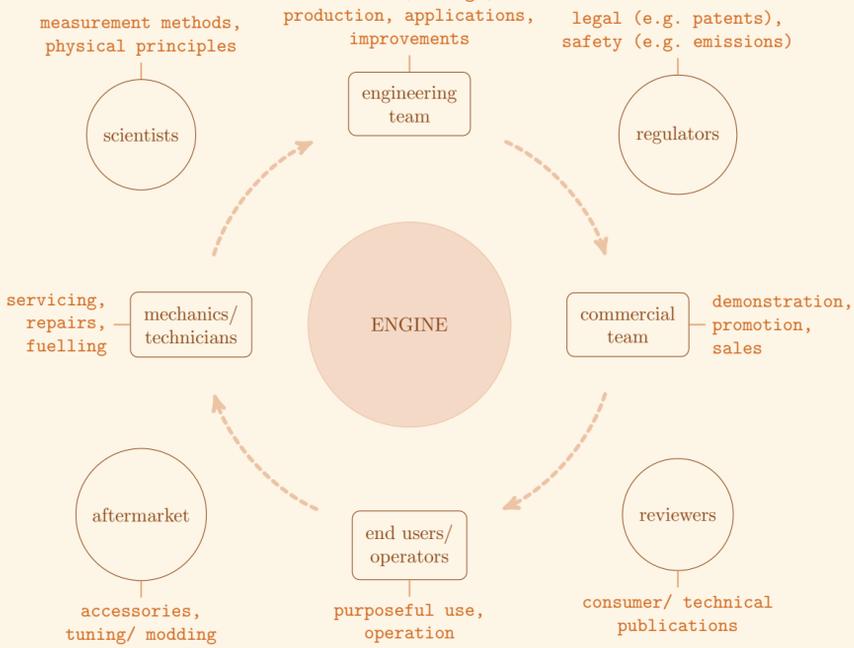
A 'development-use' cycle (Perdicoúlis, 2018) involves a number of stakeholders, whether 'main' (rectangles) or 'ancillary' (circles)

1.2 Interest-Influence Map

Generic 'interest-influence' map — a.k.a. 'stakeholder map'

2 Engagement

STAKEHOLDER	UNAWARE	RESISTANT	NEUTRAL	SUPPORTIVE	LEADING
Celebrity 'Q'	*current*				*desired*
Investor 'P'			*current*	*desired*	
NGO 'W'	*current*			*desired*	
Community	*current/desired*				
Municipality		*current*	*desired*		

Current and desired engagement of stakeholders — hypothetical example

3 PoV

The 'point of view' (PoV) of a stakeholder includes the *position* from which they observe, together with the *visualisation adjustments*™ (Perdicoúlis, 2014b) by which they perform their 'scope-and-scale' and/ or 'zoom-and-focus' operations.

In the case of 'objective' observations (e.g. in the context of science), the PoV may represent the *specialisation* of the stakeholder (e.g. statistician, engineer, physicist, police officer, judge, dermatologist). In 'objective' operations, a common interest or 'stake' is expected, to the benefit of a 'higher good' — for instance, the successful completion of the project, 'justice', or the health of the patient.

When the stakeholders express and defend their interests or 'stakes', their PoVs may organised by their *roles* (e.g. client, project manager, developer). While negotiations have common dimensions (e.g. quality, money, time, specifications), stakeholders are expected to be 'pulling' in different directions (e.g. higher/ lower values). Hence, a moderator ensures a smooth operation by defending good communication, cooperation, and coordination.

Example of stakeholder-specific interests in a project

CLIENT	MANAGER	EMPLOYEE
product specifications	team cooperation	physical/ ethical work conditions
price to pay	team communication	salary/ bonus
delivery time	within-budget operation	access to information

4 Interactions
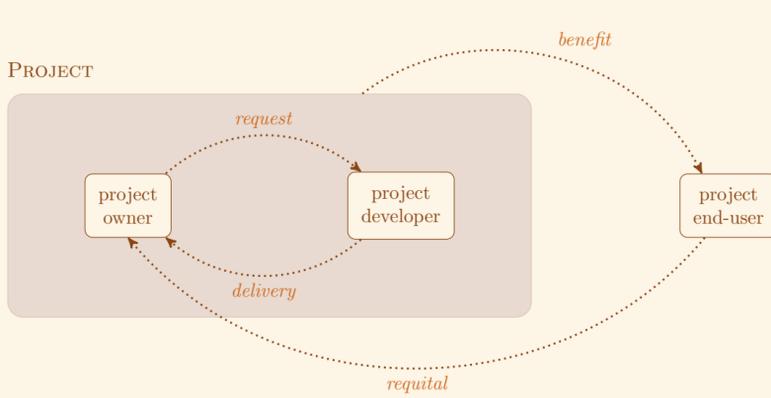
Key types of stakeholders and interactions in a generic project configuration

5 Feedback
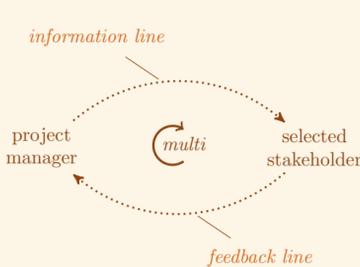
Effective communication is usually bi-directional, with several iterations

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