*PM World **Journal***
Vol. V, Issue II – February 2016
www.pmworldjournal.net

ESEI Stakeholder Management - Conclusion
Effective Stakeholder Engagement
Series Article   Dr Lynda Bourne

Series on Effective Stakeholder Engagement[1]

ESEI Stakeholder Management
Conclusion

By Dr. Lynda Bourne

This series of 14 articles has looked at applying the **E**ffective **S**takeholder **E**ngagement **I**nitiative (**ESEI™** - pronounced *easy*) to create an organisational culture focused on achieving success based on mutually beneficial stakeholder engagement.

The ***Stakeholder** Circle®* methodology supported by a range of practical analytic and engagement tools underpins **ESEI**; offering organisations a range of options to build their stakeholder relationship maturity from an 'ad hoc' initial use of some processes to 'Level 5' in the **SRMM®** maturity model where measurements of the attitude of the stakeholder community are used for health checks, predictive risk assessment and management.

The two components of **ESEI** stakeholder management were covered:

- Ways to undertake a thorough assessment of your stakeholder community to identify who in the community is really significant *at this point in time*, so appropriate engagement activities can be planned.
- Effective communication management to implement the planned stakeholder engagement activities and monitor their effectiveness, both at the individual level and across the whole stakeholder community.

Both elements of the **ESEI** stakeholder management approach need to be routinely reviewed and adapted to optimise the effort being expended on stakeholder engagement and maximise the probability of a success.

The **ESEI** approach to stakeholder management supports Ed Freeman's *'Stakeholder Theory'*, an organisation's commitment to *GRI Sustainability Reporting Guidelines* and ISO 26000, and offers a cost effective way to enhance the probability of project, program and organisational success. If the balance is right, the *'cost of stakeholder engagement is free'*! These elements were covered in:

- #2   Stakeholder engagement[2]
- #12   Stakeholder Management is no longer optional

---

[1] This series of articles on effective stakeholder engagement is by Lynda Bourne, PhD, Managing Director of Stakeholder Pty Ltd (Australia) and author of the books *Stakeholder Relationship Management* and *Advising Upwards*, both published by Gower (UK). Dr. Bourne is one of the world's leading authorities on program/project stakeholder relations. Her author profile can be found at the end of this article.

[2] The links in this paper are to the series archive held in the PM World Library – free access at www.pmworldlibrary.net

PM World Journal
Vol. V, Issue II – February 2016
www.pmworldjournal.net

ESEI Stakeholder Management - Conclusion
Effective Stakeholder Engagement
Series Article
Dr Lynda Bourne

- #3   Why effective stakeholder management is free

The core processes for identifying, prioritising and managing your stakeholder engagement were the focus of articles:

- #5   Stakeholder Identification and Prioritisation
- #6   Understanding and visualising your stakeholder community
- #7   Assess Your Stakeholders' Attitudes
- #8   Monitoring the 'health' of your stakeholder community

Stakeholders are of course the source of significant risk; the links between stakeholder management and risk management were outlined in:

- #4   Stakeholders and risk

Having identified your important stakeholders and their attitude to the work you now have to work with them to minimise opposition and obtain the support needed for the work to be delivered successfully. Effective stakeholder engagement requires effective communication! This was discussed in:

- #9   The three types of stakeholder communication
- #10   Communication Planning
- #11   Communicating for Effect

Finally the SRMM® maturity model describes a framework for building organisational stakeholder management maturity in a pragmatic and practical way. This was described in:

- #13   The SRMM® model for stakeholder management maturity and governance

Conclusion

Organisations that take stakeholder engagement seriously through programs such as CSR and 'sustainability' at the corporate level and effective engagement at the individual project and program level have been shown to consistently outperform those that do not; the key ingredient is leadership from the governing body and executive management. These papers have been designed to provide the tools needed to turn good intentions into practical processes. After all most things are *easy* when you know how…..

PM World Journal
Vol. V, Issue II – February 2016
www.pmworldjournal.net

ESEI Stakeholder Management - Conclusion
Effective Stakeholder Engagement
Series Article   Dr Lynda Bourne

About the Author

Dr. Lynda Bourne

Melbourne, Australia

Dr. Lynda Bourne is Managing Director of Stakeholder Management Pty Ltd – an Australian based company with partners in South America and Europe. Through this global network she works with organisations to manage change through managing the relationships essential for successful delivery of organisational outcomes.   Lynda was the first graduate of the RMIT University, Doctor of Project Management course, where her research was focused on tools and techniques for more effective stakeholder engagement. She has been recognised in the field of project management through her work on development of project and program management standards. She was also included in PMI's list of 50 most influential women in PM.

She is a Fellow of the Australian Institute of Management (AIM) and a Fellow of the Australian Computer Society (ACS). She is a recognized international speaker and seminar leader on the topic of stakeholder management, the Stakeholder Circle® visualization tool, and building credibility and reputation for more effective communication.   She has extensive experience as a Senior Project Manager and Project Director specializing in delivery of information technology and other business-related projects within the telecommunications sector, working as a Senior IT Project Management Consultant with various telecommunications companies in Australia and South East Asia (primarily in Malaysia) including senior roles with Optus and Telstra.

Dr Bourne's publications include: *Stakeholder Relationship Management*, now in 2nd edition, published in 2009, *Advising Upwards* published in 2011, and *Making Projects Work*, published in 2015. She has also contributed to books on stakeholder engagement, and has published papers in many academic and professional journals and is blogger for PMI's *Voices on Project Management*.

Dr. Bourne can be contacted at lyndab@stakeholder-management.com.

To see previous articles in this series by Lynda Bourne, visit her author showcase in the PM World Library at http://pmworldlibrary.net/authors/dr-lynda-bourne/