

Construction Stakeholder Management

Table of Content

Section 1	
Chapter 1	Introduction to stakeholder management
Chapter 2	Corporate social responsibility – The remit
Chapter 3	A historical overview of stakeholder management
Chapter 4	Uptake, applications and best practices in stakeholder management
Section 2	
Chapter 5	Construction stakeholder management – past and present
Chapter 6	Risk and construction stakeholder management
Chapter 7	Mapping stakeholders ¹
Chapter 8	Managing construction stakeholders: strategies and tactics
Chapter 9	Negotiations in stakeholder management
Chapter 10	Communication in stakeholder management
Chapter 11	Managing stakeholder conflicts
Chapter 12	Impact of procurement on stakeholder management
Chapter 13	Stakeholder management – the gains and pains
Section 3	
Chapter 14	Case studies
Section 4	
Chapter 15	Construction stakeholder management – the future
Chapter 16	Conclusion

Keywords: Stakeholder management, The firm, Policy, Relationships, Risks, Best practice.

¹ Preview Chapter 7 at:
http://www.mosaicprojects.com.au/PDF_Papers/P076_CSM_Ch_7_Mapping_Stakeholders.pdf

Synopsis

Chapter 1 Introduction to stakeholder management

This chapter will define stakeholder management and clarify how it fits into business practice and the use of terminology therein. It will also demonstrate the relevance of stakeholder management to various types of businesses and to construction especially. Coverage to include:

- What is stakeholder management?
- Why undertake stakeholder management?
- When to manage stakeholders?

Chapter 2 Corporate social responsibility – The remit

The role of firms in supporting stakeholder management is discussed here. The theory of the firm is highlighted as well as the evolution and dynamics of company policies. Coverage:

- The structure of corporations
- The role of management in corporations
- Policies in corporations
 - Stakeholders
 - Shareholders versus stakeholders
- Accountability (with respect to stakeholder management)

Chapter 3 A historical overview of stakeholder management

This chapter will discuss the emergence of stakeholder management and trace how its practice and popularity have changed over the years.

- The Clarkson principles of stakeholder management
- The origins of stakeholder management
- The theory of stakeholder management
- The art and science of stakeholder management
- The present day practice of stakeholder management

Chapter 4 Uptake, applications and best practices in stakeholder management

The recognition and uptake of stakeholder management by different sectors of the economy is discussed; along with impediments. Exemplary practices are flagged-up from different sectors. The benefits of stakeholder management are particularly discussed here. Examples/anecdotes/cases will be provided from these sectors:

- Manufacturing
- Construction
- Retail
- Freight
- Entertainment
- Banking
- Blue-chip companies
- etc

Chapter 5 Construction stakeholder management – past and present

Chapter 5 is similar to Chapter 4 except that: while Chapter 4 is more generic, Chapter 5 is specific to construction. Thus Chapter 5 will show how stakeholder management has fared in construction. It will also show the gaps in current practice. Coverage:

- Stakeholder management in construction; need for
- Stakeholder management in construction; the early days
- Stakeholder management in construction; the enablers
- Stakeholder management in construction; the hindrances
- Stakeholder management in construction; the present day

Chapter 6 Risk and construction stakeholder management

This chapter introduces risk management in general and proceeds to discuss the risks posed by different construction stakeholders. This is then followed by a consideration of how stakeholder management can counter these risks.

- Stakeholder management in construction; the essence
- Stakeholders in construction; their objectives
- Stakeholders in construction; their associated risks
- The complex interplay of Stakeholders in construction
- Assessing the risks posed by different stakeholders
- Managing stakeholders using risk management principles

Chapter 7 Mapping stakeholders²

This chapter provides useful tips for identifying different types of stakeholders. A simple template/toolkit is proposed for assessing stakeholders accurately:

- How to identify your stakeholders
- Assessing the power of your stakeholder
- Assessing the saliency of your stakeholder
- Stakeholder dynamics; i.e. how stakeholders' powers and interests are fluid
- Feedback mechanism – how to keep abreast with stakeholder dynamism

Chapter 8 Managing construction stakeholders: strategies and tactics

Having identified stakeholders accurately and assessed their potential impact on a project, there is a need to manage them; and approaches for dealing with them differ with their disposition. The different strategies and tactics for engaging construction stakeholders more effectively are covered here, i.e.:

- Relating with stakeholders
- Useful strategies
- Useful tactics
- A compendium of tips

Chapter 9 Negotiations in stakeholder management

Most often the objectives and expectations of different stakeholders will be at variance, and most often differences are not resolvable easily. Negotiations are thus incumbent in stakeholder management. This chapter introduces negotiations and discusses how to exploit them in managing stakeholders.

- Introduction to negotiations
- Principles of negotiations
- Negotiating with stakeholders

Chapter 10 Communication in stakeholder management

Effective communication is essential for thriving relationships. Communication is thus a useful salient tool for engaging stakeholders. The art of communication is thus covered in this chapter, i.e.:

- The meaning of communication
 - Essentials of a dialogue
- Types of communication
- Channels of communication
- Communicating with stakeholders
 - Frequency
 - Channels
 - Feedback

² Preview Chapter 7 at:

http://www.mosaicprojects.com.au/PDF_Papers/P076_CSM_Ch_7_Mapping_Stakeholders.pdf

Chapter 11 Managing stakeholder conflicts

Occasionally, a relationship may turn into a conflict with dire consequences. Using stakeholder management to avoid conflicts is covered here. A useful guide is also provided for restoring or managing any difficult relationship. Coverage:

- Nature of conflicts in construction
 - Common types of conflicts
- Dispute resolution procedures
- Planning to avoid disputes
- Building bridges
- Feedback and development of talents

Chapter 12 Impact of procurement on stakeholder management

Different procurement options now abound in construction. Each of these has an impact on stakeholder management. This chapter identifies the different stakeholders to be expected in different forms of procurement and the major issues therein. Common strategies and tactics for stakeholder management within each form of procurement are then discussed. Coverage:

- Procurement defined
- Construction procurement
- Stakeholders in different forms of construction procurement
- Impacts of stakeholders

Chapter 13 Stakeholder management – the gains and pains

This chapter weighs up the advantages and downsides of stakeholder management and concludes that its adoption is worthwhile. It also discusses ways of avoiding the downsides. Coverage:

- The rewards of stakeholder management
- The hurdles in stakeholder management
- Optimising the benefits

Chapter 14 Case studies

This chapter provides case studies concerning principles, implementation and best practice stakeholder management. These case studies supplement those in the foregoing chapters and are drawn from a global perspective to support a universal practice. Case studies from:

- UK/Europe
- North America
- South America
- Asia
- Africa

Chapter 15 Construction stakeholder management – the future

Chapter 15 draws on previous chapters to chart a path for future practice in the construction sector. The need to embrace stakeholder management widely in the construction sector is argued as well as strategies for greater uptake. A forecast of:

- Future direction of construction
- Future direction of procurement
- Future direction of construction stakeholder management

Chapter 16 Conclusion

Chapter 16 wraps-up by highlighting the importance of stakeholder management. The consequences of neglecting its principles are also outlined. It ends with a call on the construction industry to be more active with stakeholder management.