



Stakeholders Communication Management and its Impact on Construction project in Egypt

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Abstract: Communication is defined as the science of transmission of information in a way that can be easily understood. The ability of the project to develop and maintain effective and ongoing relationships with stakeholders means the success of the project, where communication in its various forms is the main tool used in long-term relationships and partnerships in construction projects, So the project communication management is part of project management which create, collect, exchange and storage of the project information, observes project communication and identifies processes necessary for ensuring timely and appropriate communication among project stakeholders. The research is focused on how stakeholders can communicate with each other. The most frequent or major approaches used by the bigger companies will vary from those used by smaller projects. These intricacies are captured in the research. In this regard, case study example is drawn from a local project with complex level in Egypt. This case study illustrates the array of communication techniques that are useful for stakeholder interaction. How different departments and personnel communicate with each other is presented through the case study.

Keywords: Communication -Stakeholder – Project Management

1. INTROUDUCTION

Projects have its internal and external stakeholders, So a well-planned communication process helps to make a good relationships between all its internal and external stakeholders. The term 'partnering' has entered the field of construction management in recent years. Partnering is simply the communication between project manager with the stakeholders who helps in investigating the project done with quality, efficiency, and profitability. It creates a truly win / win situation for the owner for all stakeholders.

2. THE PROBLEM OF THE RESEARCH

Project communication management is part of project management which creates, collect, exchange and store a lot of the project information. It also observes project communication and identifies necessary processes for ensuring timely and appropriate communication among project participants.

3. THE OBJECTIVES OF THE RESEARCH

The purpose of this research is to ensure that the project team is able to identify,



analyze and plan their stakeholder engagement and associated communication activities

4. THE METHODOLOGY OF THE RESEARCH

Research in the theoretical part show the stakeholder definition, and classify projects' stakeholders and define the construction stakeholder. It focused on stakeholders' communication steps with each other.

STAKEHOLDERS' DEFINITION AND CLASSIFICATION

Stakeholders are individuals or groups that affect or affected by projects and its activities. They can affect a project's functioning, goals, development and even survival. Stakeholders have the enough power to be either a threat if they oppose project manager's mission or a benefit if they help project manager to achieve his goals to projects.^[1] There are many stakeholders in projects as shown below:^[2]

- Owners and sponsors.
- Subcontractors.
- Project end users.
- Customers and local community.
- Project managers and superintendents.
- Project team members.

Architects and consultants who providing services to project.

Material and product suppliers. - Insurance and bonding companies.

News media.

- Government regulators and public agencies involved in issuing permits. The ability of the project manager to identify and manage these stakeholders correctly mean the difference between his success and his failure.^[3]
- Communication is between people among project. Irrespective of the size of the project and the company involved.
- Stakeholders can be grouped into the following categories:^[4]
- Strategic stakeholders and non-strategic stakeholders.
- Internal stakeholders and External stakeholders.
- Direct stakeholders and indirect stakeholders.
- Main stakeholders and secondary stakeholders.

5. Stakeholders Communication Management

Stakeholder communication management includes a lot of processes, These

In the practical part and applied to what was on the theoretical part, a case study example is drawn from a local project with complex level in Egypt. This case study illustrates the communication techniques that taken and how stakeholder communicate with each other. This insight provides a clear set of guidelines as recommendation of research.

processes contain identifying Stakeholders, categorizing stakeholders, determining the method of engagement, developing key messages for each stakeholder and allocate responsibility to

a project team member and specify when it needs to be done.^[5]

5.1. Identifying Stakeholders

The first steps in stakeholder communication management that project manager use a brainstorming method. In this method, project manager begin to think of all the people who are affected by project's work, who have influence or power

over it, or have an interest in its outcomes. By this method, project manager can analyze and document relevant information on their interests, participation, interdependence, effectiveness and potential impact. Fig.1, illustrates the input, tools, methods, and outputs of this process.

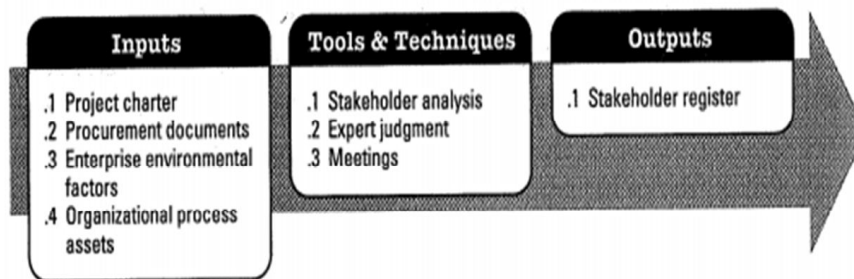


Fig.1, identifying stakeholders: inputs, Tools & Techniques and Outputs
Source: PMBook Guide, 5th edn. , P 393

1.1. Categorizing Stakeholders

After project manager have identified the key stakeholders by using the brainstorming method, it is important for project manager to consider the stakeholders' levels of their interest and influence. By using power/interest classification, project manager can answer some question like what is the amount of influence that each stakeholder group has on the success of the change, and what is the likely attention each stakeholder group has with regard to the change. Project manager can then map each stakeholder group onto the Influence. This method classifies the stakeholders according to their power, interest, influence and impact^[6]

- Power: is the authority that stakeholder may have over the project.
- Interest: is how much the stakeholder is concerned with outcome of the project.
- Influence: How actively involved is the stakeholder with the project.
- Impact: is the ability of the stakeholder to affect changes to the project.

There are four classification models of stakeholders:^[6]



- Influence /Interest grid as shown in Fig.2, which classify the stakeholders based on their level of Influence and interest with the project outcome.
- Power/Influence grid which classify stakeholders based on their power and influence over the project.
- Influence/Impact grid which classify stakeholders based on their involvement, and ability to drive changes within the project.

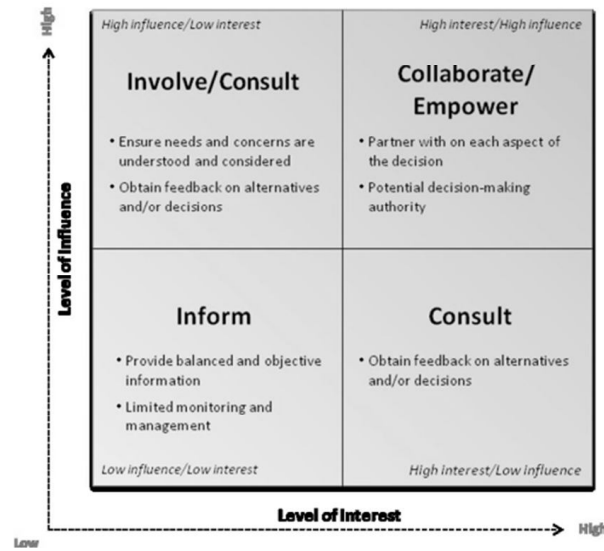


Fig.2, Influence /Interest grid

Source: Adapted from the International Association for Public Participation (IAP2)

5.2. Determining Level and Method of Engagement

Once project manager have identified and categorized project stakeholders and determined the appropriate level of stakeholder engagement, project manager can then specify the method of engagement. There is no one right method to engage stakeholder. Project manager must choose a number of different methods at different stages of the policy or project process. Methods can be classified as:

- Verbal: it means projected as oral, written, and/or electronic.

- Nonverbal: it means expression, expressive behaviors, and/or body language.

It is important to consider multiple channels for communication. Communication channels include project briefs, emails, meetings, video link, newsletters, teleconferences, one-on-one, etc. Project manager must consider the channel that will be most useful. So, project management can dealing with stakeholders as flow:

- Inform: by providing the stakeholders a balanced, objective, accurate and consistent information to assist them to understand the problem,



alternatives, opportunities and/or solutions. Methods of engagement in this case are circulars, fact sheets, websites, newsletters, open houses, bulletins, and websites.

- Consult: project manager aim to obtain feedback from stakeholders on analysis, alternatives and/or decisions. Methods of engagement in this case are surveys, public comment, focus groups, public meetings and Ultra net.

- Involve: from the direct work with stakeholders throughout the process, project manager aim to ensure that their concerns and needs are consistently understood and considered. Methods of engagement in this case are forums and workshops.

- Collaborate: in this method, project manager aim to partner with the stakeholder to establish a group and make decisions and identify the preferred solution. Methods of engagement in this case are stakeholder reference groups.

5.3. Empower: by placing the final decision-making in the hands of the stakeholders. Method of engagement in this case depends on direct dialogue between stakeholders. Developing Key Messages for Each Stakeholder. After identifying, categorizing project's stakeholders and Determining Level and Method of Engagement and before implementing the engagement plan, project manager should develop the key messages that the Department will communicate to stakeholders. This will ensure a consistent message to stakeholders throughout the engagement process. The following questions for Stakeholder Engagement and

Communications Plan must be considered:

- What is the actually result of engagement?

- Are stakeholders will be involved in the final decision making or as input only?

- What is an expectation of the level of input required of stakeholders?

- Are stakeholders included on the list of the Department's key stakeholders?

- Are stakeholders appearing on the list, communication with the project Manager before any engagement occurs?

Answers of these questions will help to ensure a consistent approach to managing and communicating with the Department's key stakeholders.

Communication flow is classified as formal where the message moves regality and otherwise pathways classified as informal. The pathways and flow patterns of messages and information can be vertical or horizontal.

Downward communication is where the top management of project gives messages and information to a middle manager who conveys these messages to the first-level manager. Upward communication begins at a lower level of the project and moves to a top level. In this case, the management in project receives feedback from the employee. On other hand, horizontal communication is between employees, between managers, owners, subcontractors, etc. In all cases, effective communication requires



appropriate timing, credibility, simplicity, relevance, clarity, and style.

Communication networks are another aspect of direction and flow of communication, because it may effect on the group's completion of the assigned task on time. The position of the leader within the group may effect on the stakeholders' level of satisfaction in occupying certain positions in the network.

A group dynamics, quality of leadership and stakeholders' satisfaction unfold when the process that a given project utilizes to communicate and interact.

There are five basic communications. The five communication patterns have special characteristics. The wheel pattern is centralized around an experienced leader. This pattern limits stakeholders' participation. Projects with a wheel model are usually most useful for simple tasks where problems are solved quickly. These types' models are not suitable for large projects with complex tasks. The Y and chain patterns are centralized with information flowing along a predetermined channel with little interaction among project's stakeholders. This pattern requires a strong leader and produces a low level of satisfaction within project's stakeholders. The Y and chain models represent the hierarchical pattern of information flow and it may use in some business projects. The circle pattern is the most decentralized form other types of communication. It requires low level of leadership skills, ingenuity and powerful . In this type, the group team is

usually confused and performance tends to be unorganized. The all-channel network is similar to the free-flow of communication in a group that encourages all stakeholder of the project to become involved in making a decision. The all-channel pattern may be considered as an informal communication pattern and produces a high level of satisfaction among project's stakeholders.

6. Analytical Study:

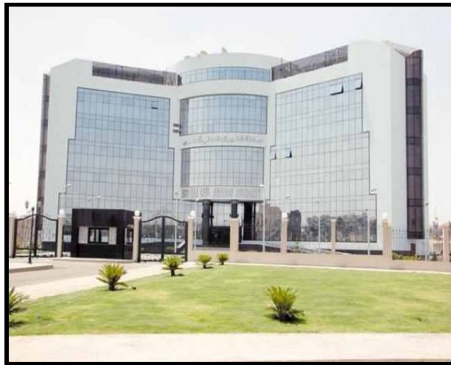
Operations Management Building - Ministry of Civil Aviation in Egypt

Description of the project: administration building.

Area: around 1000m²

Components of the project: As shown in Fig.3, it consists of a six-story designed in the form of three wings in the middle:

- Basement in full flat and used as a garage and storage places
- The ground floor includes press center, halls and communication centers
- The first and third floors are occupied by the administrative offices
- Fourth floor includes the center of operations and air control and security control at all airports of the Republic
- The fifth and sixth floors include a crisis management center, meeting rooms and the office of the Minister of Aviation



Location: Opposite the aviation ministry as shown in Fig.4
Ministry of Civil Aviation in Egypt

http://www.emsegypt.net/ar/images/case-studies/Civil_aviation_authority.jpg Source:
Access in 20/7/2016

Fig.4, Location of Operations Management Building - Ministry of Civil Aviation in Egypt: **Source:** Google Earth

The guidelines were outlined without any ambiguity or ambiguity to the objectives and requirements of the owner represented by the engineering sector and planning sector in the Civil Aviation Administration. The consultant develops any other requirements that are necessary from his point of view.

The project had a special nature in terms of communication technology with governing bodies, the studies stage required the owner to provide the private data that can only be obtained through the owner.

The owner has conducted preliminary meetings of the consulting offices to answer their queries, clarifying the main concepts of the project. The role of the consultant is to organize and link the

specialized companies, and the consultant presented the procedures for dealing with the project at various stages. table 1 show the project's stakeholder. **Communication Flow**

Before design stages many of Communications follow a 'horizontal' approach. They are created within the project manager with the guidance of the representative of the owner of the project. Within design stages the Communications follow was 'up-down' approach created in the consultant organization from manger to architecture and other engineers in the organization. But the executing stages the communication created by contractor to sub-contractors then to site engineers, and other communication follow was 'horizontal' approach.



Project's Stakeholders

Table 1, The project's stakeholders

Role	Stakeholder
Owner	Aviation ministry
The representative of the owner of the project	Project engineering sector
Contractor	Dorra company
Sub- Contractor	EMS
Approval of the proposed site of the project	Management of obstacles to civil aviation authority
Project Consultant and Manager , appointed by the owner of the project	Sabbour consultant
Finance approval	Finance ministry
The standard-setting body to be met in modern technology in civil aviation information and communication systems	ICAO
End users	Civil Aviation Authority employees Operations and crisis management staff Air surveillance personnel Egyptian Aviation Minister Members of the Ministry of Interior Journalists and media

Communication channels

Various stakeholder communication methods were used, including: E-mail as one of the most important means used to give instructions and to provide others with information, and was used as telephone calls, postal messages, publications and official papers between employees in one organization .Finally, meetings and direct interviews were used as one of the most important means of communication between stakeholders to identify stakeholders, analyze their needs, identify and analyze the risks they may face, and discuss how these risks are addressed and managed. The number one channel for employee communications, however, is direct communications from leaders to employees. It is the preferred

and most trusted method for employees to receive information. For that reason, great emphasis is put on regular all-employee meetings and staff meetings. Talking points documents are a key resource for leaders, with succinct messages that can be customized for use with a supervisor's immediate team during staff meetings or between shift changes.

7. RESULTS

High quality researches and consultation inputs are the main basic for stakeholder communications. Working with stakeholders is very important to build, cultivate, nurture and fix relationships. Relationships with stakeholders are ultimately based on interpersonal relationships. Stakeholder environment



is flexible and in constant motion by their deal with each other and with external audiences on a daily basis.

RECOMMENDATIONS Project manager must set the communication objectives To setting key messages for your project, project manager must Define and prioritize key stakeholders. If project manager want to arrive at a workable plan, first he must develop effective communication tactics for each target audience, allocate budget and responsibilities, develop the quarterly communications calendar and assess the results.

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