

LEADING PROJECTS THROUGH STAKEHOLDER ENGAGEMENT

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PASSION FOR PROJECTS CONGRESS

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SESSION OBJECTIVES

WHAT? WHY? HOW?

DELIVERY TO VALUE THROUGH STAKEHOLDER ENGAGEMENT

STRATEGIZE STAKEHOLDER ENGAGEMENT TO MAXIMISE
PROJECT SUCCESS

1. CONTEXT

Projects are implemented in complex and rapidly changing environments

- Navigating digital transformation
- AI tools integrated
- Process optimization
- Rapid results delivery

Projects are delivered within the **SCOPE,
BUDGET & SCHEDULE**

Do they bring value?

Technical delivery vs Strategic value

DELIVERED. BUT DID IT MATTER?

Scope

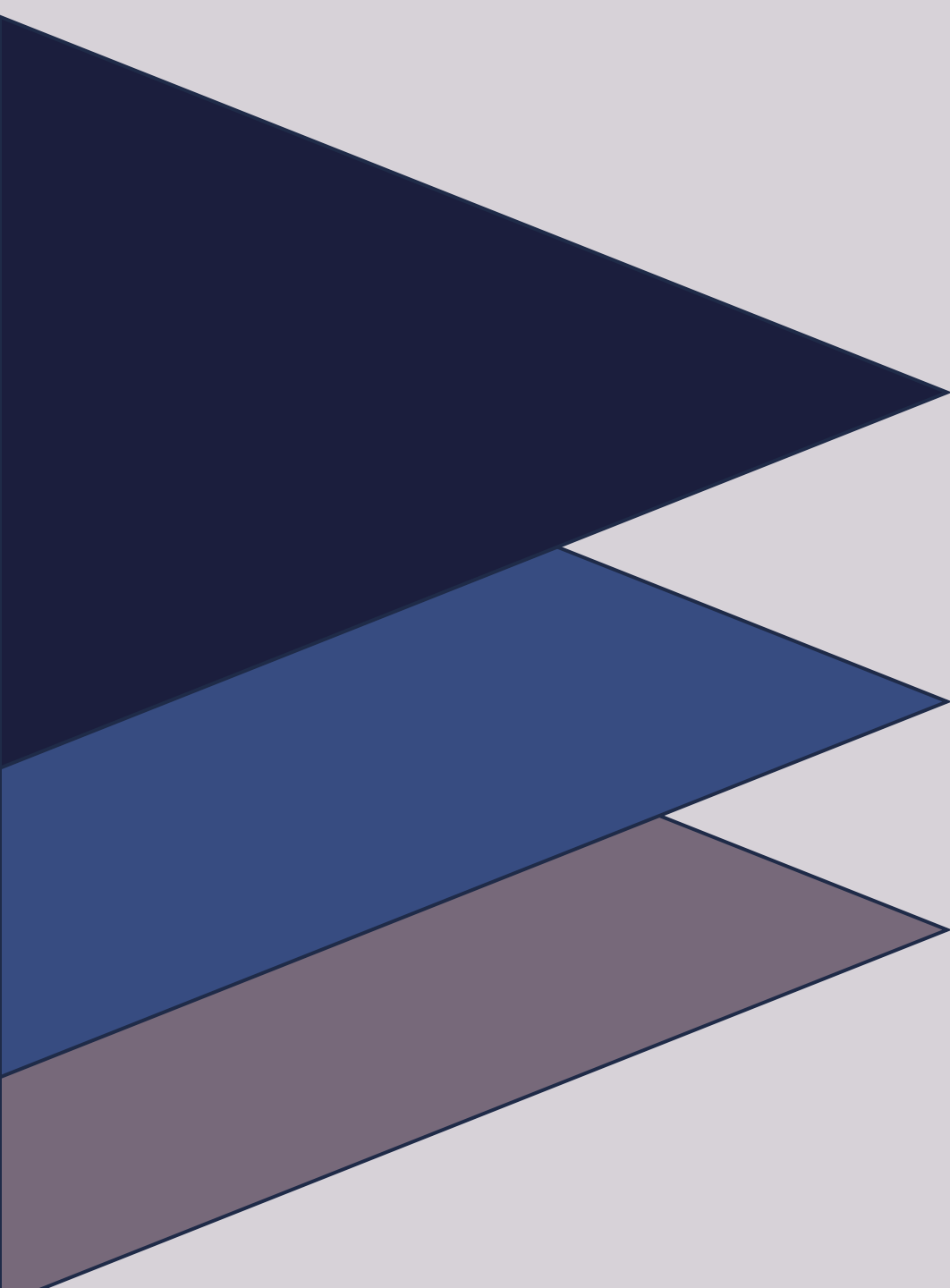
Time

Budget

No specific outcomes

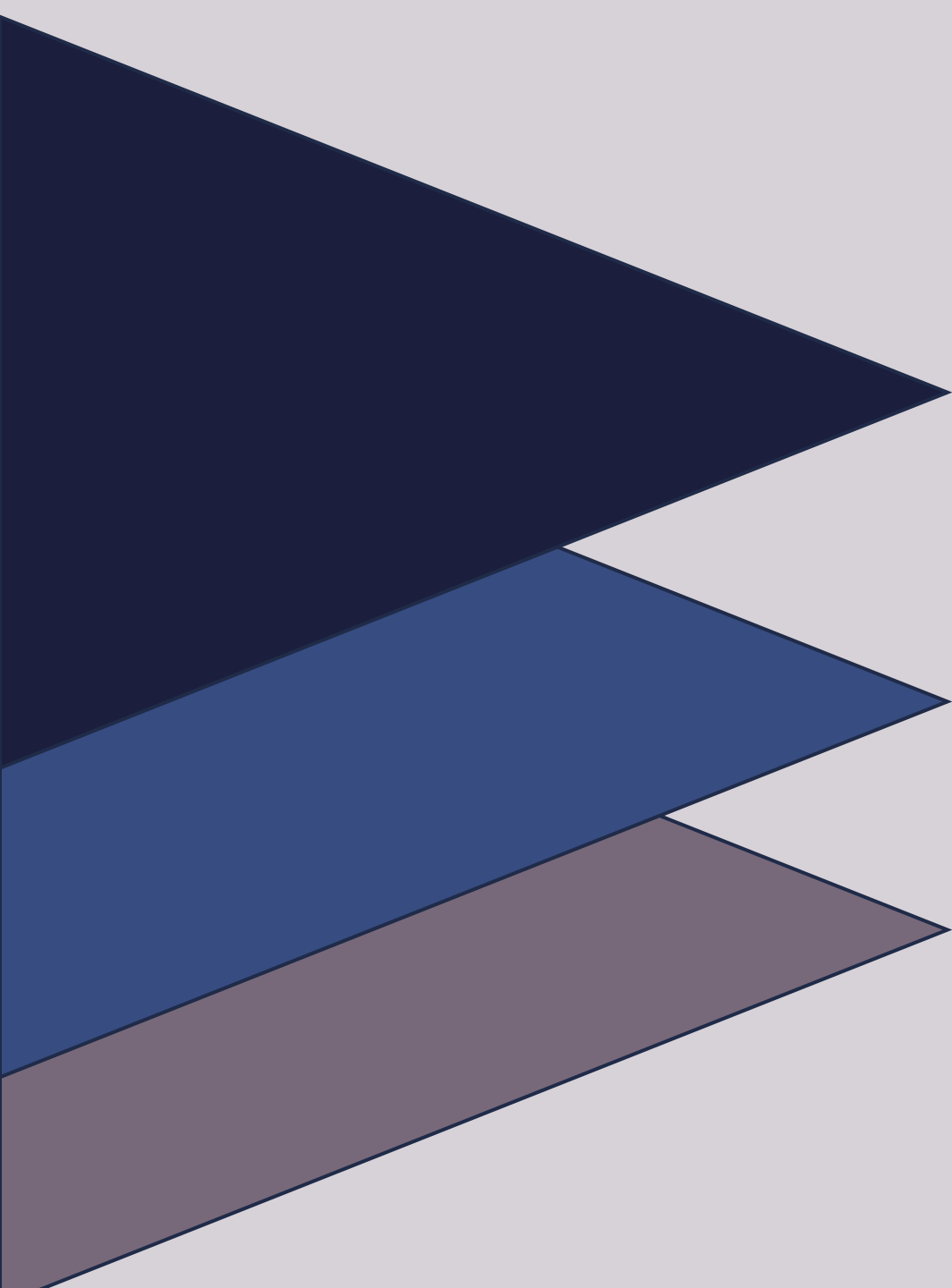
No behavioral change

No Impact



Question to the audience:

Could you think of a project that was technically delivered, yet it did not create any strategic value, impact or change?



- **What was missing?**
- **Who / what was misaligned?**
- **When did you realize it?**

2. WHY?

Project success is no longer simply about technical delivery and execution

Shift towards delivering strategic value that ensures project success and leads to business success

Figure 1 – Definition of Project Success

Our new definition accounts for both execution and outcomes.

Project Success

[proj-ekt suhk-ses]

The consensus view across intended beneficiaries, other stakeholders and project participants that a project was perceived to have:

*Delivered **value** that was worth the **effort and expense**.*



Candidate definitions were drafted by project experts within PMI using guidance from a comprehensive review of the past 50 years of academic literature and 90 qualitative interviews with project professionals, intended beneficiaries and other project stakeholders. These were reviewed and finalized based on feedback from a volunteer team of subject matter experts. A total of five candidate definitions were tested in the baseline survey and evaluated against a set of predefined criteria to determine the superior definition (shown above).

Project success and value delivered can vary across industries



From **OUTPUTS** to **OUTCOMES**



IMPACT | BUSINESS SUCCESS

Managing constraints - scope, budget and schedule
- remains essential & vital

***What other strategic leverage could enable
value realization?***

3. WHAT?

Stakeholder engagement as a **strategic leverage** to ensure project success & business value

Stakeholder Engagement to Alignment

Strategic approach rather than communication task

Stakeholder alignment as a “missing link”

4. HOW?


Lead projects with classic “triangle” & stakeholder engagement

How might we strategize stakeholder engagement to ensure value delivery?

Stakeholder Engagement as a **Strategic Tool**

Shift from SE as a communication task

Align stakeholders around **OUTCOMES**

- 
- Stakeholder mapping, identification and power-influence matrix are still relevant and important tools

Other steps to ensure stakeholder alignment and value delivery?

Stakeholder engagement starts with empathy and understanding, rather than simply a communication plan

Managing “people” vs managing “perspectives”

Understand underlying needs and pain points

Practical solution: co-creation methodology at different core milestones of project

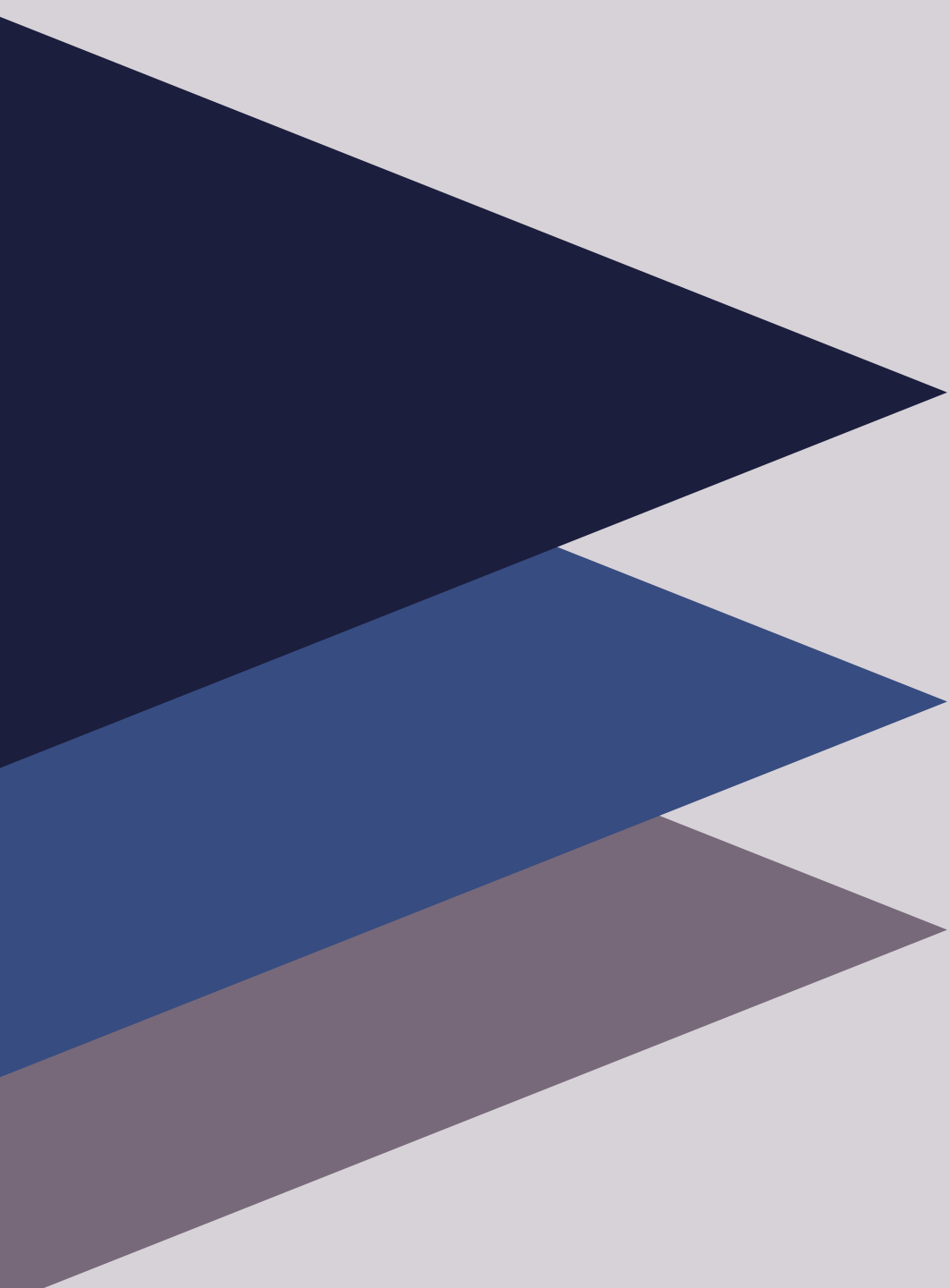
How do we ensure stakeholders feel like they understand and own the value the project brings?

Involve stakeholders in defining what "success" is

Empathy & research

Perspective Mapping in complex and rapidly changing environments

Alignment of the “WHY”

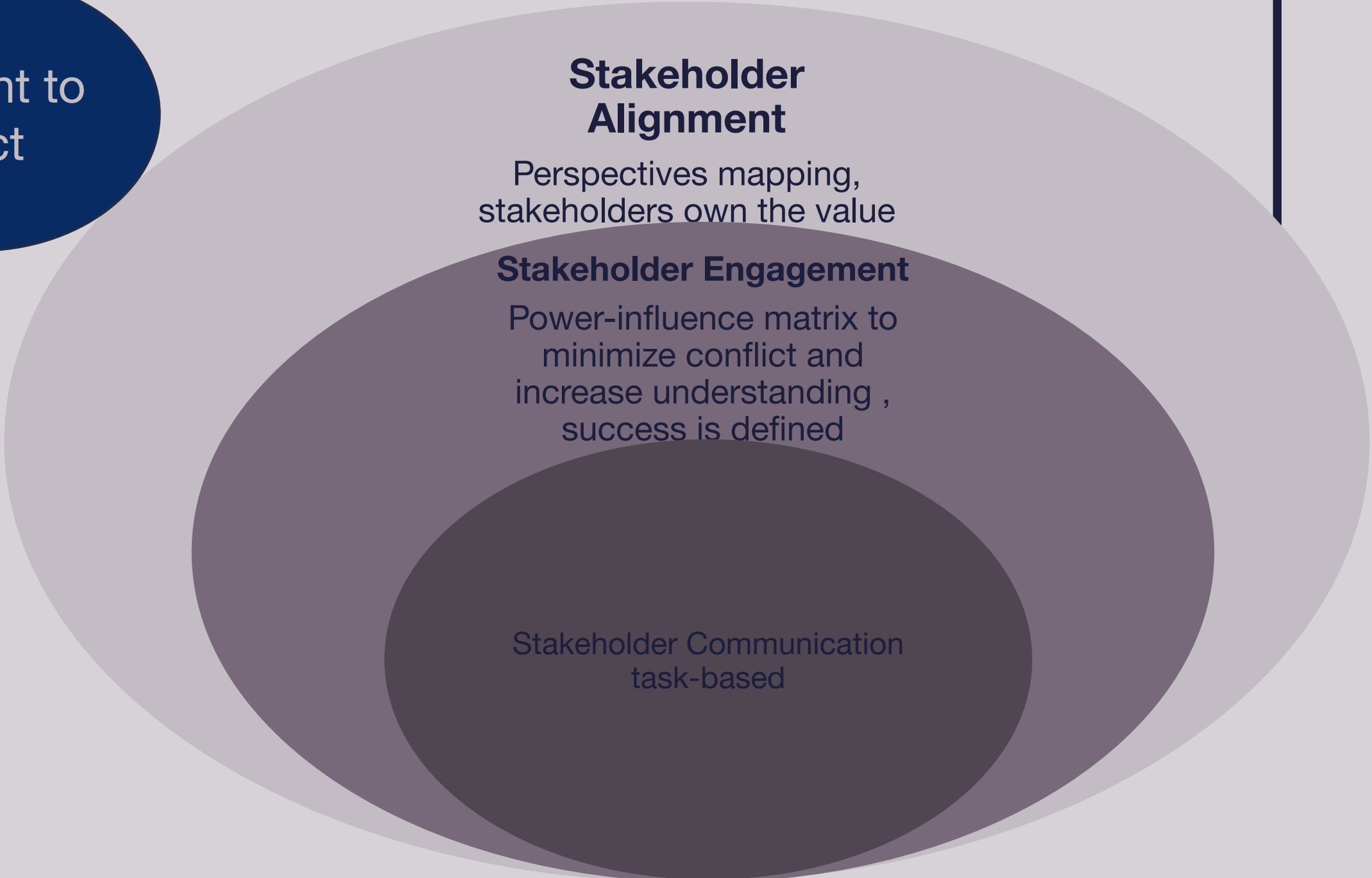


When empathy and stakeholder
mapping is not enough

*Opposing and Irreconcilable
perspectives of stakeholders*

What would you do?

Alignment to Impact



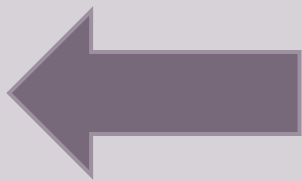
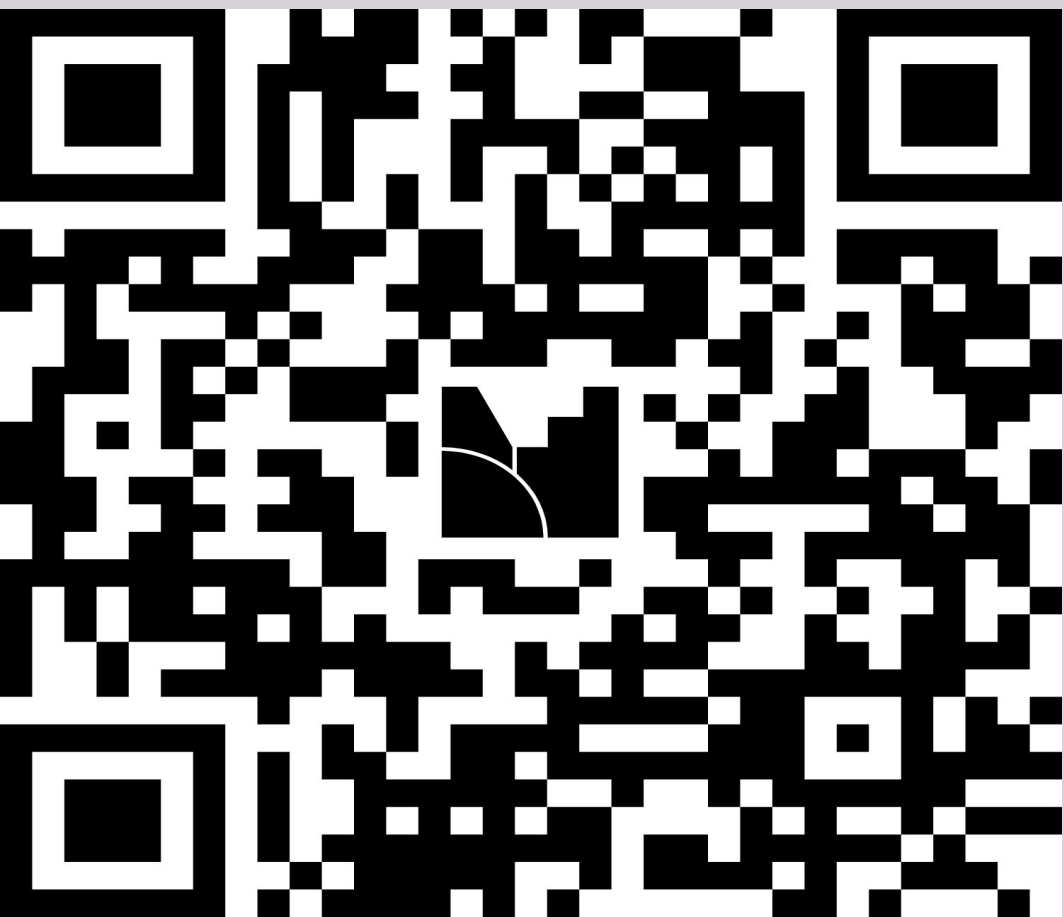
Solution Mapping

Identification and Mapping of the core “value owners”

Defining project success criteria early

Feedback loop: perspective mapping and check at key project milestones

*Project Success is no longer just
about technical delivery and
execution rather it is about
delivering value that stakeholders
recognize and own*



**Your QR Code the
Presentation**



THANK YOU FOR YOUR ATTENTION!



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