

Managing the Project Team as a Special Class of Stakeholder for Enterprise Transformation Projects

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Abstract. The Los Alamos National Laboratory's (LANL's) Enterprise Project – the implementation of a commercial off-the-shelf enterprise resource planning (ERP) system to replace the home-grown business computing systems in use since the early 1980's – provides a provocative case study regarding the management of project teams in which team members are, themselves, stakeholders. This paper describes the project's approach to stakeholder management for the project team, which had mixed success, discusses the theoretical underpinnings of the approaches used, and provides lessons learned for handling this class of stakeholders.