



**ICDS Experts Panel**  
**The Role of Stakeholders in Complex Digital Projects**

**DigitalWorld  
2022**

Welcome to the Panel Discussion:

*The Role of Stakeholders in Complex Digital  
Projects*

Panelists:

*Associate Professor Carmen Reaiche,  
Dr. Samantha Papavasiliou,  
Dr. Francesco Anglani, and  
PhD Candidate Elsy Garcia Reyes.*



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#### Panellist Bio

**[A/Prof Carmen Reaiche Amaro](#) ~ Associate Professor, Project Management.  
College of Business, Law & Governance. James Cook University**

- From Hong Kong Disneyland to the Australian Public Service, a career in project management has taken JCU Associate Professor Carmen Reaiche across disciplines and around the globe. Carmen first began her journey into project management over 25 years ago while she was working for an international oil refinery in South Australia. With a Bachelor of Business and a Master of Business Administration, Carmen was originally hired as a systems analyst. She has held a number of management positions where she has designed, programmed and supervised the implementation of project management systems and strategic plans for businesses such as General Electric, Mobil, Centrelink and Business SA.
- Dr Reaiche holds an MBA from the University of Adelaide and a PhD from the University of South Australia in the area of project management/soft systems self-organisation. Beyond her research successes (including more than fifty papers to date and others in preparation) Dr Reaiche has obtained several research grants and a wide range of cross-cultural teaching and supervisory experience (teaching and supervising research students in Australia, Venezuela, Singapore, Hong Kong, China, Singapore and Malaysia). Her present research interests include project management, innovative systems, digital transformation, cross-cultural leadership and social network aspects of business management models. Prior to joining the College of Business, Law and Governance at JCU she was the Associate Head (Teaching and Learning) in the Entrepreneurship, Commercialisation and Innovation Centre at the University of Adelaide.

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### **Dr. Samantha Papavasiliou ~ Adjunct Senior Research Fellow. College of Business, Law & Governance. James Cook University.**

- Samantha Papavasiliou holds her PhD in business innovation and digital transformation in government and public sector agencies. She also holds her Master of International Trade and Development, Master of Applied Project Management (Project Systems), Bachelor of Social Science (with Honours) and Bachelor of Psychological Sciences from the University of Adelaide. In addition, Samantha is currently undertaking her Diploma of Modern Greek. Click to add text
- Samantha is a Certified Associate in Project Management, and is currently a Project Manager and Data Analyst at the Australian Taxation Office. Her work focuses on service review and redesign and the implementation of significant and fundamental changes to support lodgement and payment operations. Previously, she was a data scientist with a focus on predictive analytics and real time analysis, used to support the lodgement program.
- Samantha is also an Adjunct Senior Research Fellow at James Cook University in the College of Business, Law and Governance. In her role, she is supporting the development of the Graduate Certificate of Project Management. Additionally, her areas of research interests are in supporting digital transformation, understanding digital and complex project management and stakeholder management and engagement within these complex projects. Samantha also teaches project management at the postgraduate level, teaching classes ranging from fundamentals, to control methods and complex project management.



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**Dr Francesco (Frank) Anglani ~ Adjunct Senior Research Fellow.  
College of Business, Law & Governance. James Cook University.**

- Frank is a passionate project manager with more than ten years of experience working in private and public organizations in Australia and overseas. His curiosity and passion for project management and management of teams, have driven him to enrich and complement his experience across several industries in Europe and Australia. Since 2013 he worked on international research projects supported by the Australian government dealing with clients and partners such as CSIRO, ARENA, Sandia, NREL and international universities to address and optimize operational and management issues.
- He is an innovative thinker and strategist with an enthusiastic approach to challenging scenarios. He is excited to find alternative solutions to complex projects through creativity, open-mindedness and proactive teamwork. He is passionate about research in project management and related disciplines holding also academic positions in Australian universities for last years until now. Currently he is an Adjunct Research Fellow at James Cook University (JCU) in Townsville at the College of Business, Law and Governance where he supports the development and delivery of project management subjects with focus on cultural intelligence and digital transformation matters. Prior to join JCU, he was a Senior Research Assistant for the ASTRI project at the Queensland University of Technology (QUT) in Brisbane and sessional academic at the Central Queensland University (CQU).
- Frank is a Certified Project Director and Trainer at the US and Australian Institute of Project Management and holds a diploma in project management, a bachelor's and a master's degrees in engineering management, a master's in renewable energies and a PhD in process engineering. Furthermore, he is a Certified Associate Project Manager at PMI and currently is serving as Deputy Director of the membership portfolio for the PMI Queensland Chapter. He is also a Certified Project Professional at the Australia Institute of Project Management and a member of the UK Association of Project Managers. Frank is an enthusiast of working in multicultural teams, encouraging cultural diversity in work environments as leverage for continuous improvement, innovation dissemination, and team performance enhancement. He promotes inclusive leadership for more effective decision-making as support of organisations governance.

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#### The Role of Stakeholders in Complex Digital Projects

**[Elsy Garcia Reyes](#)** – PhD Candidate – School of Computing and Information Systems University of Melbourne.

- Elsy Garcia graduated from Systems Engineering in Peru and she received two master's degree, one in Business Administration from the ESAN University in Peru in July 2010, and another in Project Management from the University of Adelaide in July 2017
- Elsy is a current PhD student in the Human Computer Interaction Group at the School of Computing and Information Systems. She developed a career in Information Technology, starting as a systems analyst and becoming a quality control lead. This experience developed her interests in health-related technologies and how they are adopted by individuals and communities.
- Elsy is a systems engineer with ten years of project management in public and private sector. She has experience managing and participating in projects in areas such as IT, human resources and logistics. Seven years of work experience leading projects of software quality control, software development, server management training of technological tools, among others. In addition, experience in tutoring in Project Management, IT Outsourcing and Technology Innovation Project.

# Introduction

- As technology evolves in a globalized and interconnected society, the complexity of project management increases.
- This complexity also impacts stakeholder management and engagement, changing the dynamics of key stakeholders.
  - Identifying, prioritizing, and engaging stakeholders is essential for the sustainability of modern enterprises.
- Several stakeholder management models exist, and recommend that stakeholders should be identified, prioritized, and then examined for an appropriate engagement strategy.
- But *How* to do this when digital transformation is fast imposing new challenges, and Disruptive times are making projects more complex ?

# Managing Complexity: Capacity Development

- Complexity comes from having lots of different people involved in the project. Project management entails complicated stakeholder groups that evolve with technological advances and client expectations.
- Before determining the optimal influence and engagement approach, project managers must examine a number of variables relating to the project's phase, its complexity, and the makeup of its stakeholders.

## Three Key Capacities to be discussed:

1. Digital Transformation: Systems Approach, awareness and training.
2. From Global to Digital: The need for Digital Cultural intelligent competencies.
3. Digital Adoption: Responding to Barriers and Enablers.

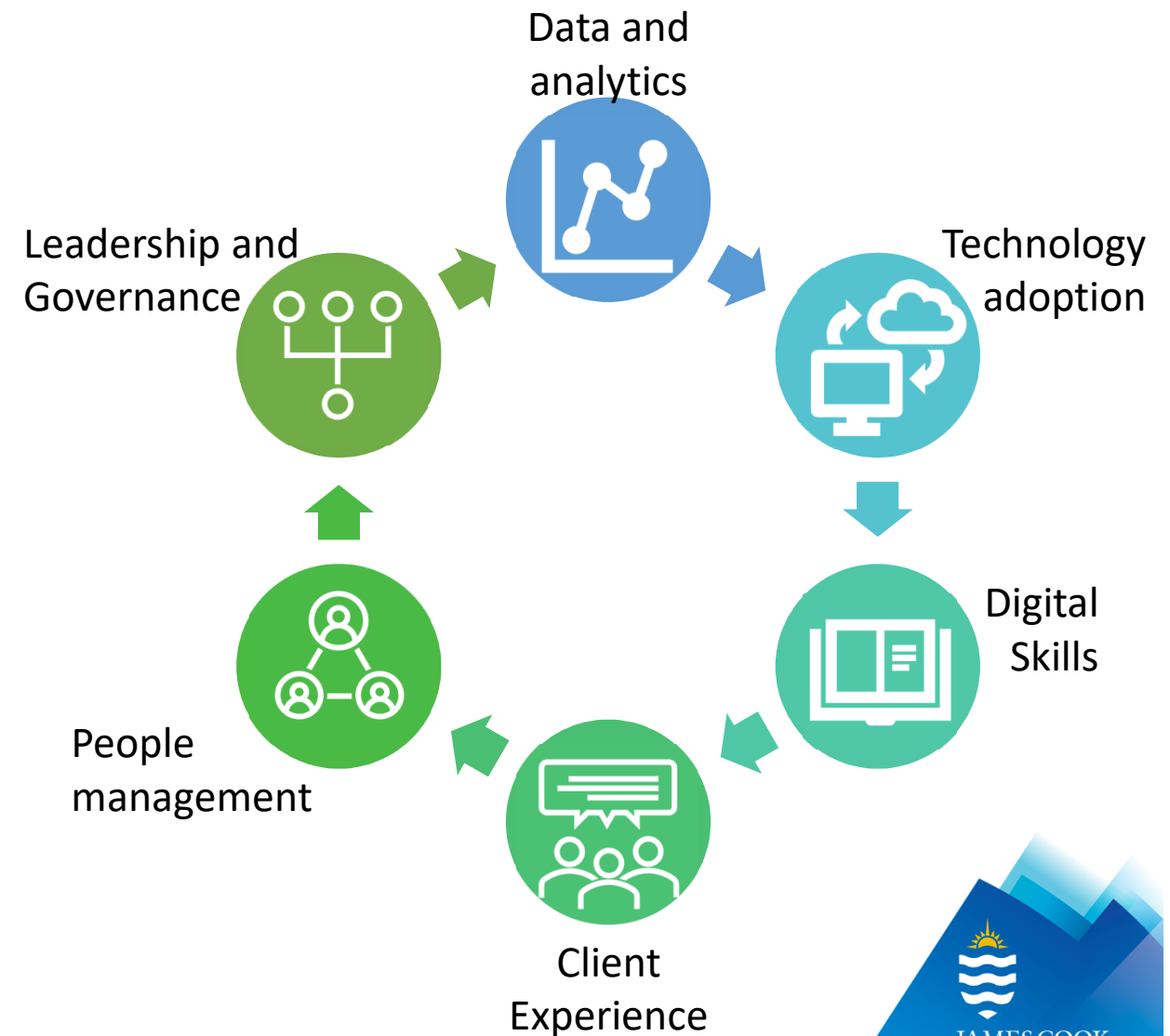
# Capacity #1 Digital transformation: System's approach, awareness and training

- Digital transformation is defined as:
  - Process of implementing digital and innovative technologies which create new and/or change/update existing business processes, cultures, client and staff experiences and practices.
- Complexity in digital transformation scenarios:
  - As digital transformation covers a broad range of organisational components, from structural to contextual changes. Complexities arise from starting concurrent initiatives.
- Shifting from the view of capability development to capacity building
  - Capacity building is renewable and a process of continuous improvement, while
  - Capability building refers to skills and knowledge for a specific scenario.

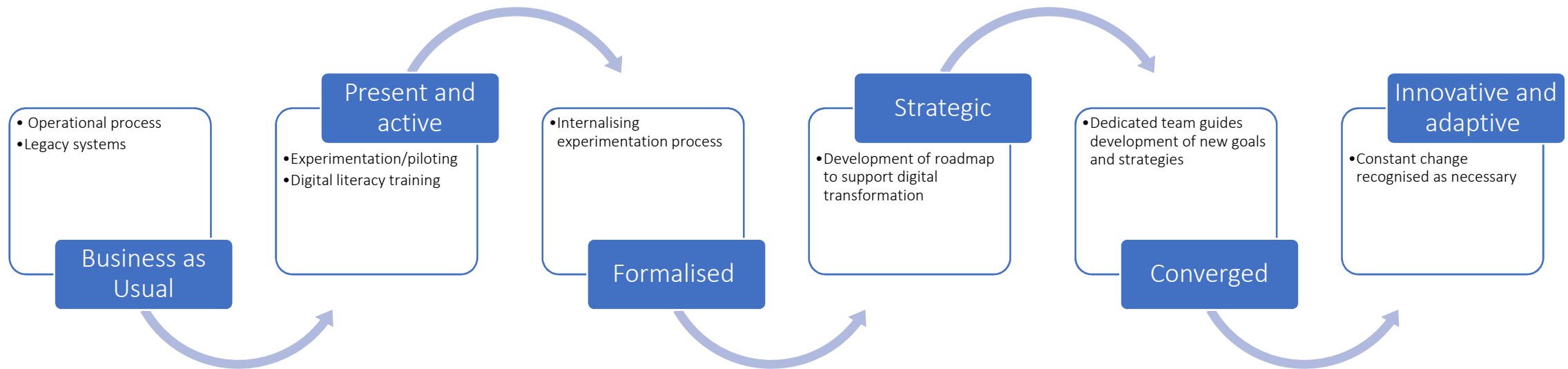


# #C1 Digital transformation: System's approach

- As digital transformation processes require multidisciplinary involvement, there is a need to understand the various components and systems.
- Using a systems approach to undergoing digital transformation processes, organisations can be better equipped to manage the complexities that arise.
- The figure highlights the most common interactions required for digital transformation to begin within and across an organisation.

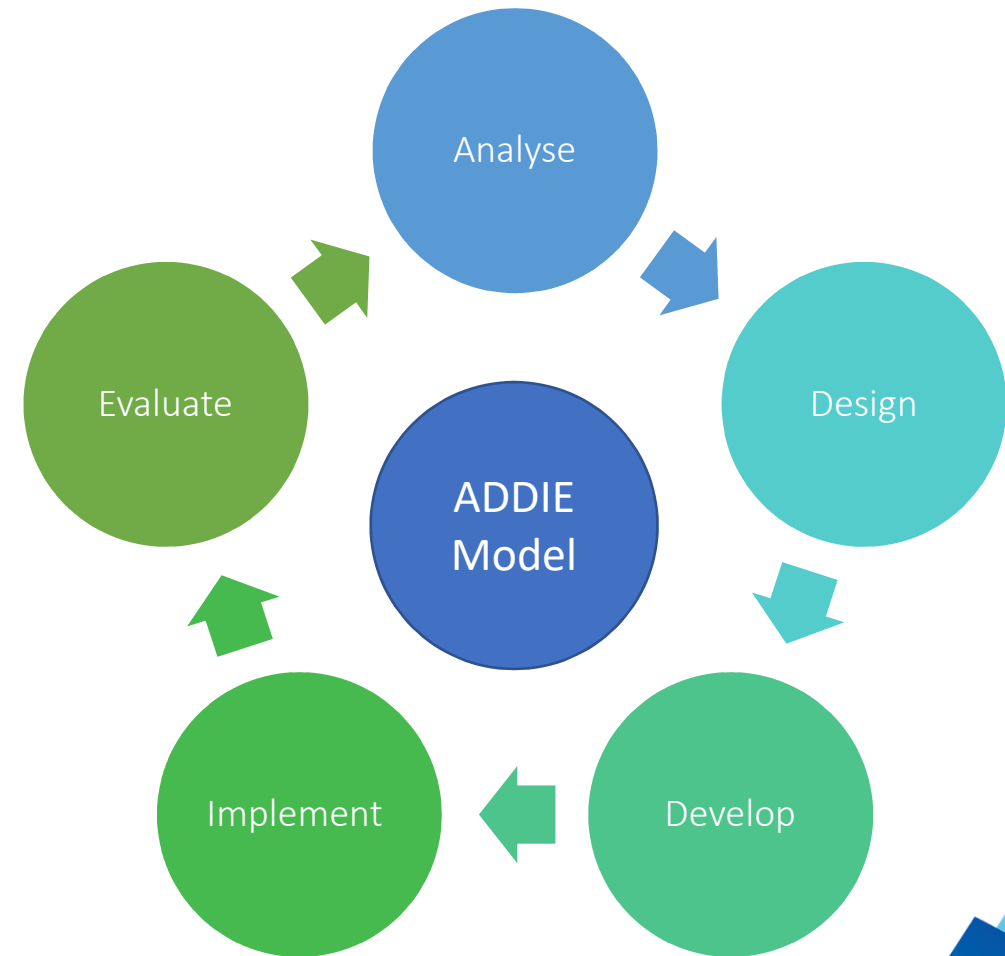


# #C1 Digital transformation: System's awareness and training



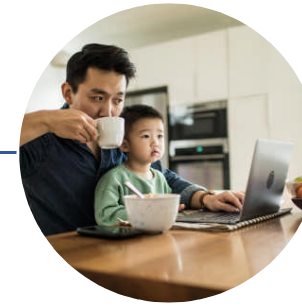
# #C1 Digital transformation: System's awareness and training

- Organisations who adopt the systems approach need to also consider, how they raise awareness and training their staff of the approach.
- Following the ADDIE model for training, allows organisations to continuously improve their training and awareness processes.



Branch, R.M. (2009). *Instructional Design: The ADDIE Approach*. New York: Springer

# Capacity #2 From Global to Digital (Part 1)



Working from Home

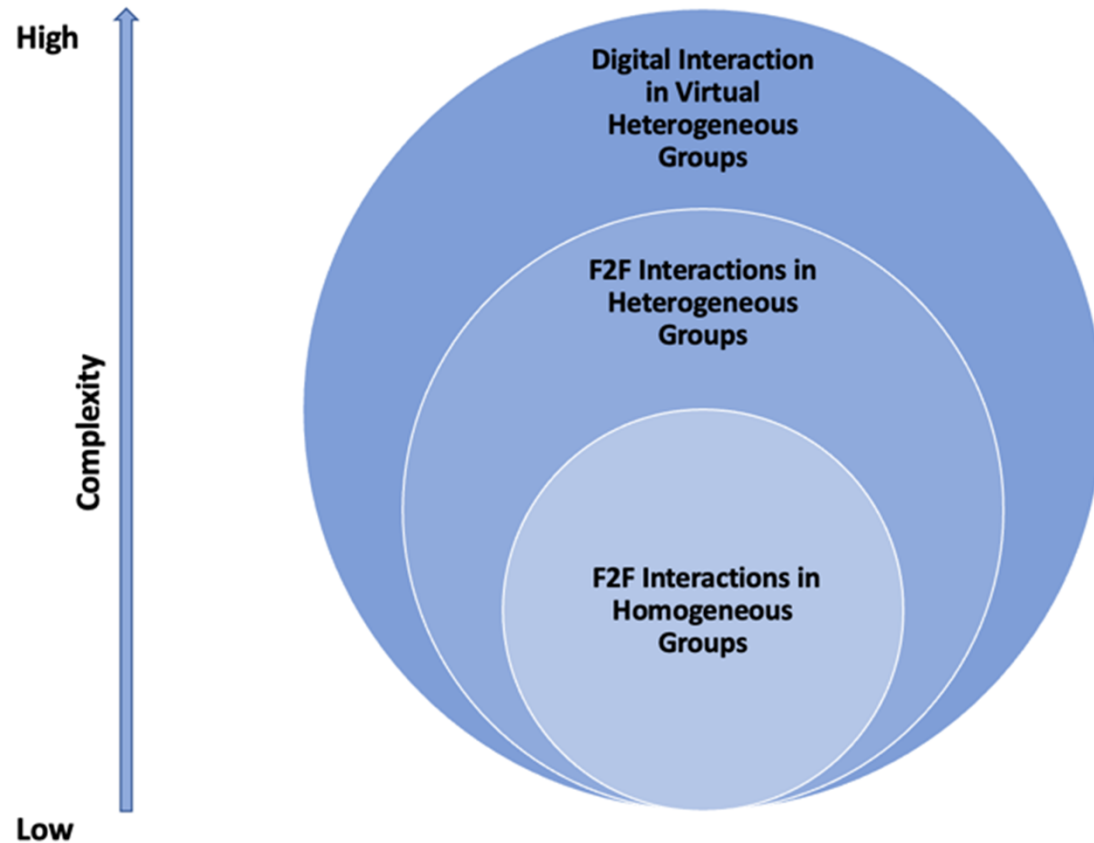


Hybrid Work Arrangement



Working from Office

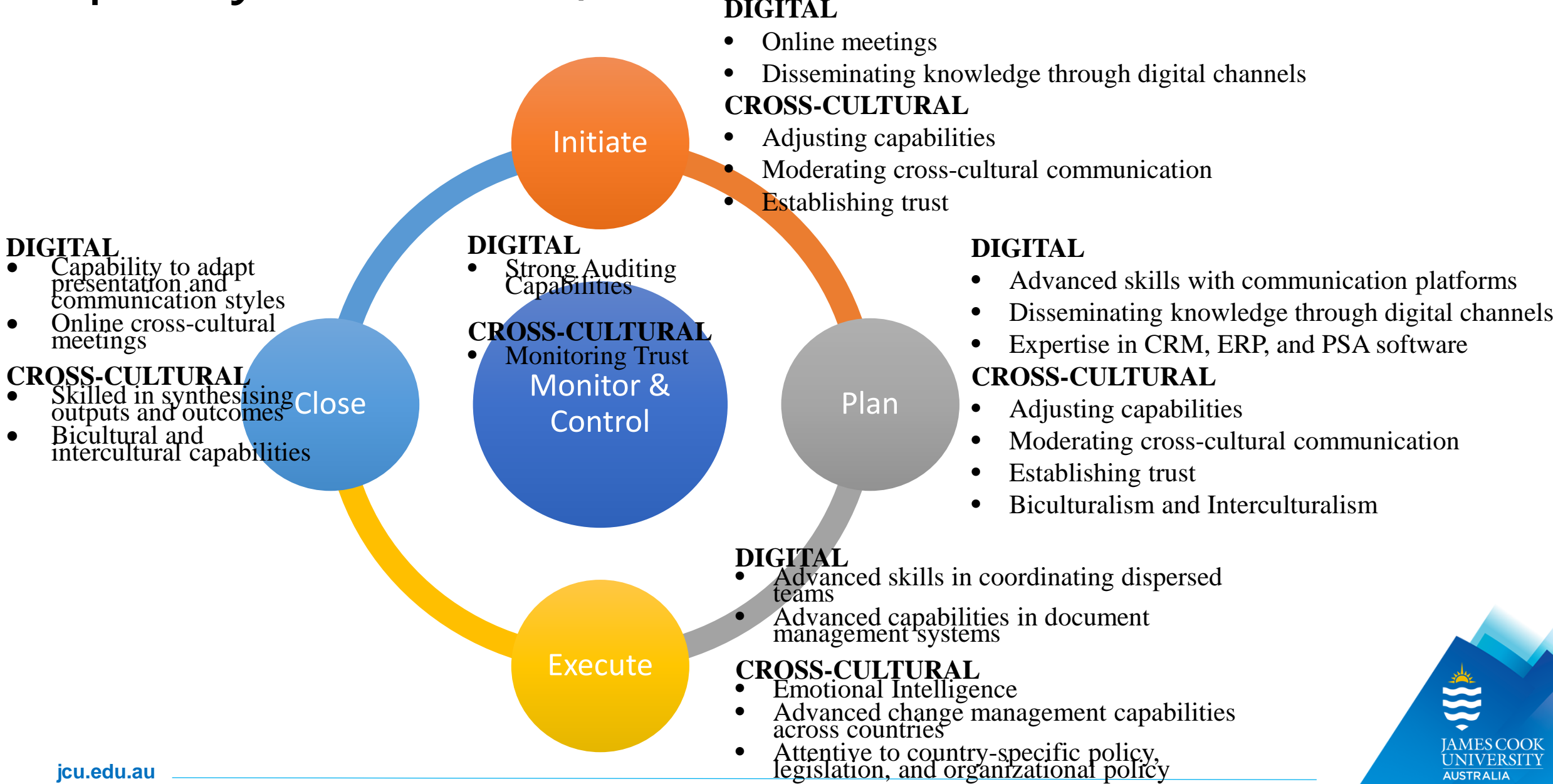
# Capacity #2 From Global to Digital (Part 2)



**Digital Cross-Cultural Capabilities Model**

*“Digital cross-cultural capabilities (DCCC) are required to effectively perform organizational tasks when operating in a diverse environment with high digitized processes and tools”*

# Capacity #2 DCCC (Part 3)



# Capacity # 3 Digital Adoption: Responding to Barriers and Enablers

## Technologies



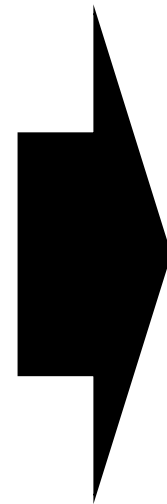
Sensors for fall prevention, detection or monitoring



Wearable devices



Telemonitoring devices



## Potential benefits

- Ageing in place
- Social isolation
- Independence
- Prevent future illness
- Potential cost savings

Sixsmith 2013; WHO 2013

# Capacity # 3 Digital Adoption (Part 2)

## Factors

( - ) Difficulties of learning new technologies

Therefore, concerns about learning new technologies could change if support, and awareness of proper training of technologies are provided to older adults.

( + ) Influence of their close family (specifically partner, children and grandchildren), friends and doctors

Influence positively the use of technology among older adults due to the provision, support (or informal training) and advice of technologies that could provide to them.

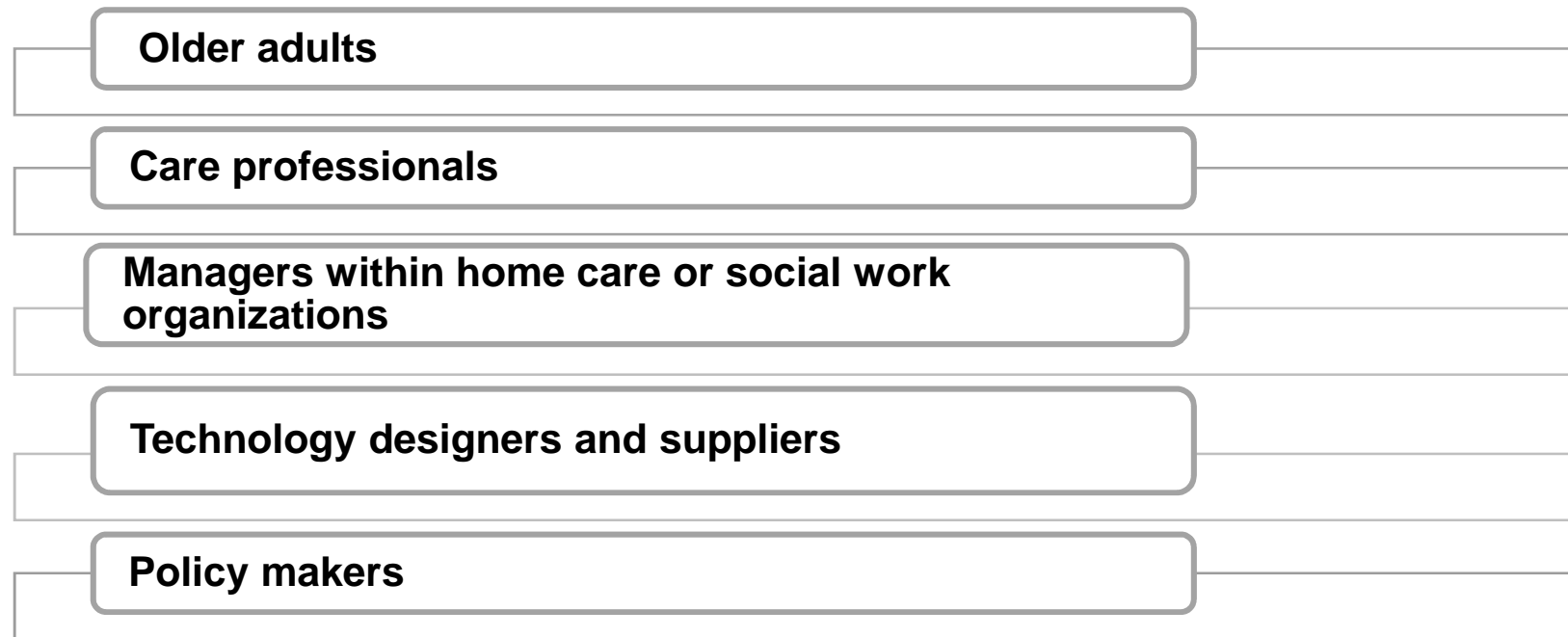
( + ) Influence of technology providers, public, private and non-profit organizations

Enablers that facilitate the favourable adoption of technologies.

It is recommended to include social circles or contacts as healthcare professional, family, caregivers and organisations in the design of the technologies. They are familiar with the technology due to the assistance they provide to the older adult.



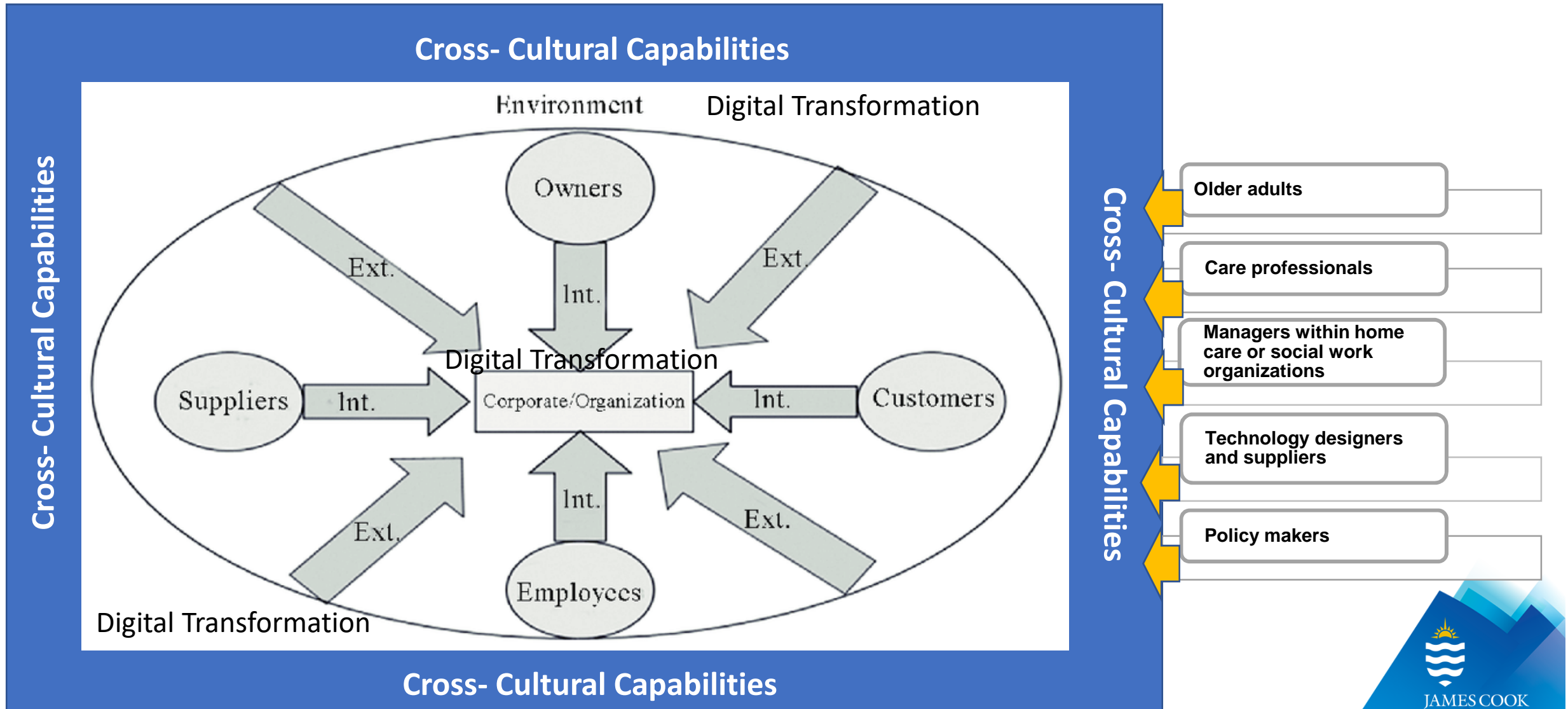
# Capacity # 3 Digital Adoption (Part 3)



Groups of stakeholders within the process of implementing technology for aging in place (Peek et al. 2016)

Implementation of aging in place technology could be considered successful when older adults' needs are prioritized during development and implementation of technology.

# In Sum:



# Reference list and Recommended Reading

1. Sixsmith, A., & Gutman, G. (2013). *Technologies for Active Aging* (Vol. 9): Springer US.
2. WHO. (2013). *WHO Global Forum on Innovations for Ageing Populations*. Retrieved from [http://www.who.int/kobe\\_centre/ageing/report/en/](http://www.who.int/kobe_centre/ageing/report/en/)
3. Peek, S. T. M., Wouters, E. J. M., Luijkx, K. G., & Vrijhoef, H. J. M. (2016). What it Takes to Successfully Implement Technology for Aging in Place: Focus Groups With Stakeholders. *Journal of Medical Internet Research*, 18(5), e98. doi:10.2196/jmir.5253
4. 2010, *Stakeholder Theory: The State of the Art* with Jeffrey S. Harrison, Andrew C. Wicks, Bidhan L. Parmar, Simone de Colle. [Cambridge University Press](#). [ISBN 9780521190817](#)