

Project Management Professional (PMP)

Section (13) Project Stakeholder Management

Project Stakeholder Management

- The processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.



Project Stakeholder Management

- The Project Stakeholder Management Processes:
 - ▣ 13.1 Identify Stakeholders
 - ▣ 13.2 Plan Stakeholder Management
 - ▣ 13.3 Manage Stakeholder Engagement
 - ▣ 13.4 Control Stakeholder Engagement



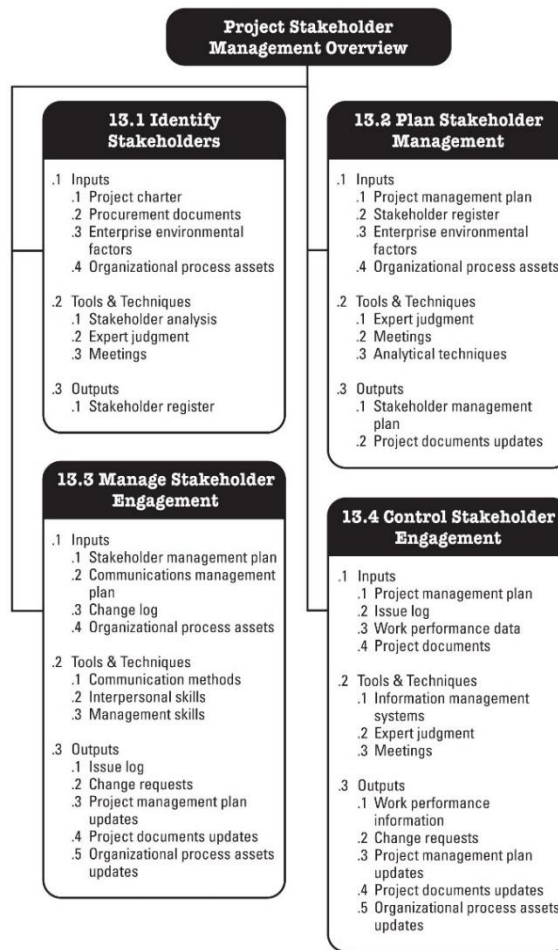


Figure 13-1. Project Stakeholder Management Overview



13.1.1 Identify Stakeholders: Inputs

- 13.1.1.1 Project Charter (Out: 4.1)
- 13.1.1.2 Procurement Documents (Out: 12.1)
- 13.1.1.3 Enterprise Environmental Factors (Out: 2.1.5)
- 13.1.1.4 Organizational Process Assets (Out: 2.1.4)



13.1.1 Identify Stakeholders: Inputs

□ 13.1.1.1 Project Charter (Out: 4.1)

- The project charter can provide information about internal and external parties related with the project and affected by the result or the execution of the project, such as:
 - Project sponsor(s).
 - Customers.
 - Team members.
 - Groups and departments participating in the project.
 - Other people or organizations affected by the project.



13.1.1 Identify Stakeholders: Inputs

□ 13.1.1.2 Procurement Documents (Out: 12.1)

- If a project is the result of a procurement activity or is based on an established contract, the parties in that contract are key project stakeholders.
- Other relevant parties, such as suppliers, should also be considered as part of the project stakeholder list.



13.1.1 Identify Stakeholders: Inputs

□ 13.1.1.3 Enterprise Environmental Factors (Out: 2.1.5)

- ▣ The enterprise environmental factors that can influence the Identify Stakeholders process include:
 - Organizational culture and structure.
 - Governmental or industry standards (e.g., regulations, product standards).
 - Global, regional or local trends, and practices or habits.



13.1.1 Identify Stakeholders: Inputs

- 13.1.1.4 Organizational Process Assets (Out: 2.1.4)
 - ▣ The organizational process assets that can influence the Identify Stakeholders process include:
 - Stakeholder register templates.
 - Lessons learned from previous projects or phases.
 - Stakeholder registers from previous projects.



13.1.2 Identify Stakeholders: Tools and Techniques

- 13.1.2.1 Stakeholder Analysis
- 13.1.2.2 Expert Judgment
- 13.1.2.3 Meetings



13.1.2 Identify Stakeholders: Tools and Techniques

□ 13.1.2.1 Stakeholder Analysis

- A technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.



13.1.2 Identify Stakeholders: Tools and Techniques

□ 13.1.2.2 Expert Judgment

▣ To ensure comprehensive identification and listing of stakeholders, judgment and expertise should be sought from groups or individuals with specialized training or subject matter expertise, such as:

- Senior management.
- Other units within the organization.
- Identified key stakeholders.
- Project managers who have worked on projects in the same area
- Subject matter experts (SMEs) in the business or project area.
- Industry groups and consultants.
- Professional and technical associations, regulatory bodies & nongovernmental organizations (NGOs).



13.1.2 Identify Stakeholders: Tools and Techniques

□ 13.1.2.3 Meetings

- ▣ Profile analysis meetings are project meetings designed to develop an understanding of major project stakeholders, and they can be used to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder facing the project.



13.1.3 Identify Stakeholders: Outputs

□ 13.1.3.1 Stakeholder Register

- The main output of the Identify Stakeholders process is the stakeholder register. This contains :
 - Identification information
 - Assessment information
 - Stakeholder classification
- The stakeholder register should be consulted and updated on a regular basis, as stakeholders may change-or new ones identified-throughout the life cycle of the project.



13.2 Plan Stakeholder Management

- The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

- ▣ The key benefit of this process is:
 - It provides a clear, actionable plan to interact with project stakeholders to support the project's interests.



13.2.1 Plan Stakeholder Management: Inputs

- ❑ 13.2.1.1 Project Management Plan (4.2)
- ❑ 13.2.1.2 Stakeholder Register (Out: 13.1)
- ❑ 13.2.1.3 Enterprise Environmental Factors (Out: 2.1.5)
- ❑ 13.2.1.4 Organizational Process Assets (Out: 2.1.4)



13.2.1 Plan Stakeholder Management: Inputs

□ 13.2.1.1 Project Management Plan (4.2)

▣ The information used, includes:

- Life cycle selected for the project and the processes that will be applied to each phase.
- Description of how work will be executed to accomplish the project objectives.
- Description of how human resources requirements will be met and how roles and responsibilities, reporting relationships, and staffing management will be addressed and structured for the project.
- Change management plan that documents how changes will be monitored and controlled.
- Need and techniques for communication among stakeholders.



13.2.1 Plan Stakeholder Management: Inputs

□ 13.2.1.2 Stakeholder Register (Out: 13.1)

- The stakeholder register provides the information needed to plan appropriate ways to engage project stakeholders.

□ 13.2.1.3 Enterprise Environmental Factors (Out: 2.1.5)

- All enterprise environmental factors are used as inputs to this process, because the management of stakeholders should be adapted to the project environment.
- Of these, organizational culture, structure, and political climate are of particular importance, because they help in determining the best options to support a better adaptive process for managing stakeholders.



13.2.1 Plan Stakeholder Management: Inputs

□ 13.2.1.4 Organizational Process Assets (Out: 2.1.4)

- All organizational process assets are used as inputs for the Plan Stakeholder Management process.
- Of these, lessons learned database and historical information are of particular importance, because they provide insights on previous stakeholder management plans and their effectiveness.
- These can be used to plan the stakeholder management activities for the current project.



13.2.2 Plan Stakeholder Management: Tools and Techniques

- 13.2.2.1 Expert Judgment
- 13.2.2.2 Meetings
- 13.2.2.3 Analytical Techniques



13.2.2 Plan Stakeholder Management: Tools and Techniques

□ 13.2.2.1 Expert Judgment

- ▣ Based on the project objectives, the project manager should apply expert judgment to decide upon the level of engagement required at each stage of the project from each stakeholder.

□ 13.2.2.2 Meetings

- ▣ Meetings should be held with experts and the project team to define the required engagement levels of all stakeholders. This information can be used to prepare the stakeholder management plan.



13.2.2 Plan Stakeholder Management: Tools and Techniques

□ 13.2.2.3 Analytical Techniques

- ▣ The current engagement level of all stakeholders needs to be compared to the planned engagement levels required for successful project completion.
- ▣ The engagement level of the stakeholders can be classified as follows:
 - Unaware
 - Resistant
 - Neutral
 - Supportive
 - Leading



13.2.3 Plan Stakeholder Management: Outputs

- 13.2.3.1 Stakeholder Management Plan
- 13.2.3.2 Project Documents Updates



13.2.3 Plan Stakeholder Management: Outputs

□ 13.2.3.1 Stakeholder Management Plan

- The stakeholder management plan is a component of the project management plan (Section 4.2.3.1) and identifies the management strategies required to effectively engage stakeholders.
- The stakeholder management plan can be formal or informal, highly detailed or broadly framed, based on the needs of the project.

□ 13.2.3.2 Project Documents Updates

- Project documents that may be updated include:
 - Project schedule.
 - Stakeholder register.



13.3 Manage Stakeholder Engagement

- The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

- ▣ The key benefit of this process is
 - It allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success.



13.3.1 Manage Stakeholder Engagement: Inputs

- 13.3.1.1 Stakeholder Management Plan (Out: 13.2)
- 13.3.1.2 Communications Management Plan (Out: 10.1)
- 13.3.1.3 Change Log (Out: 4.5)
- 13.3.1.4 Organizational Process Assets (Out: 2.1.4)



13.3.1 Manage Stakeholder Engagement: Inputs

□ 13.3.1.1 Stakeholder Management Plan (Out: 13.2)

- ▣ The stakeholder management plan provides guidance on how the various stakeholders can be best involved in the project.



13.3.1 Manage Stakeholder Engagement: Inputs

□ 13.3.1.2 Communications Management Plan (Out: 10.1)

- The communications management plan provides guidance and information on managing stakeholder expectations, includes:
 - Stakeholder communications requirements.
 - Information to be communicated, including language, format, content, and level of detail.
 - Reason for distribution of information.
 - Person or groups who will receive information.
 - Escalation process.



13.3.1 Manage Stakeholder Engagement: Inputs

□ 13.3.1.3 Change Log (Out: 4.5)

- ▣ A change log is used to document changes that occur during a project.
- ▣ These changes-and their impact on the project in terms of time, cost, and risk-are communicated to the appropriate stakeholders.



13.3.1 Manage Stakeholder Engagement: Inputs

□ 13.3.1.4 Organizational Process Assets (Out: 2.1.4)

- The organizational process assets that can influence the Manage Stakeholder Engagement process include:
 - Organizational communication requirements.
 - Issue management procedures.
 - Change control procedures.
 - Historical information about previous projects.



13.3.2 Manage Stakeholder Engagement: Tools and Techniques

- 13.3.2.1 Communication Methods
- 13.3.2.2 Interpersonal Skills
- 13.3.2.3 Management Skills



13.3.2 Manage Stakeholder Engagement: Tools and Techniques

□ 13.3.2.1 Communication Methods

- ▣ The methods of communication identified for each stakeholder in the communications management plan are utilized during stakeholder engagement management.
- ▣ Based on the stakeholders' communication requirements, the project manager decides how, when, and which of these communication methods are to be used in the project.



13.3.2 Manage Stakeholder Engagement: Tools and Techniques

□ 13.3.2.2 Interpersonal Skills

▣ The project manager applies interpersonal skills to manage stakeholders' expectations, Example:

- Building trust.
- Resolving conflict.
- Active listening.
- Overcoming resistance to change.



13.3.2 Manage Stakeholder Engagement: Tools and Techniques

□ 13.3.2.3 Management Skills

- ▣ The project manager applies management skills to coordinate and harmonize the group toward accomplishing the project objectives,

Example:

- Facilitate consensus toward project objectives.
- Influence people to support the project.
- Negotiate agreements to satisfy the project needs.
- Modify organizational behavior to accept the project outcomes.



13.3.3 Manage Stakeholder Engagement: Outputs

- ❑ 13.3.3.1 Issue Log
- ❑ 13.3.3.2 Change Requests
- ❑ 13.3.3.3 Project Management Plan Updates
- ❑ 13.3.3.4 Project Documents Updates
- ❑ 13.3.3.5 Organizational Process Assets Updates



13.3.3 Manage Stakeholder Engagement: Outputs

□ 13.3.3.1 Issue Log

- Managing stakeholder engagement may result in the development of an issue log.
- This log is updated as new issues are identified and current issues are resolved.

□ 13.3.3.2 Change Requests

- Managing stakeholder engagement may result in a change request to the product or the project.
- It may also include corrective or preventive actions to the project itself or to the interaction with the impacted stakeholders, as appropriate.



13.3.3 Manage Stakeholder Engagement: Outputs

□ 13.3.3.3 Project Management Plan Updates

- ▣ Elements of the project management plan that may be updated include, but are not limited to, the stakeholder management plan.
- ▣ This plan is updated when new or changed stakeholders requirements are identified.



13.3.3 Manage Stakeholder Engagement: Outputs

□ 13.3.3.4 Project Documents Updates

- Project documents that may be updated include, but are not limited to, the stakeholder register.
- This is updated as information on stakeholders change, when new stakeholders are identified, or if registered stakeholders are no longer involved in or impacted by the project, or other updates for specific stakeholders are required.



13.3.3 Manage Stakeholder Engagement: Outputs

□ 13.3.3.5 Organizational Process Assets Updates

- ▣ The organizational process assets that may be updated include:
 - Stakeholder notifications
 - Project reports
 - Project presentations
 - Project records
 - Feedback from stakeholders
 - Lessons learned documentation



13.4 Control Stakeholder Engagement

- The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

- ▣ The key benefit of this process is:
 - It will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.



13.4.1 Control Stakeholder Engagement: Inputs

- 13.4.1.1 Project Management Plan (Out: 4.2)
- 13.4.1.2 Issue Log (Out: 13.3)
- 13.4.1.3 Work Performance Data (Out: 4.3)
- 13.4.1.4 Project Documents



13.4.1 Control Stakeholder Engagement: Inputs

□ 13.4.1.1 Project Management Plan (Out: 4.2)

- ▣ The project management plan is used to develop the stakeholder management plan, as described in Section 13.1.3.1.

□ 13.4.1.2 Issue Log (Out: 13.3)

- ▣ The issue log is updated as new issues are identified and current issues are resolved.



13.4.1 Control Stakeholder Engagement: Inputs

□ 13.4.1.3 Work Performance Data (Out: 4.3)

- ▣ The work performance data are the primary observations and measurements identified during activities being performed to carry out the project work.



13.4.1 Control Stakeholder Engagement: Inputs

□ 13.4.1.4 Project Documents

- Multiple project documents originating from initiation, planning, execution, or control processes may be used as supporting inputs for controlling stakeholder engagement. These include:
 - Project schedule.
 - Stakeholder register.
 - Issue log.
 - Change log.
 - Project communications.



13.4.2 Control Stakeholder Engagement: Tools and Techniques

- 13.4.2.1 Information Management Systems
- 13.4.2.2 Expert Judgment
- 13.4.2.3 Meetings



13.4.2 Control Stakeholder Engagement: Tools and Techniques

□ 13.4.2.1 Information Management Systems

- An information management system provides a standard tool for the project manager to capture, store, and distribute information to stakeholders about the project cost, schedule progress, and performance.
- It also allows the project manager to consolidate reports from several systems and facilitate report distribution to the project stakeholders.



13.4.2 Control Stakeholder Engagement: Tools and Techniques

□ 13.4.2.2 Expert Judgment

- ▣ To ensure comprehensive identification and listing of new stakeholders, reassessment of current stakeholders can be performed.
- ▣ Input should be sought from groups or individuals with specialized training or subject matter expertise, such as:
 - Senior management.
 - Other units or individuals within the organization.
 - Identified key stakeholders.
 - Subject matter experts in the business or project area.
 - Industry groups and consultants.



13.4.2 Control Stakeholder Engagement: Tools and Techniques

□ 13.4.2.3 Meetings

- ▣ Status review meetings are used to exchange and analyze information about stakeholder engagement.



13.4.3 Control Stakeholder Engagement: Outputs

- 13.4.3.1 Work Performance Information
- 13.4.3.2 Change Requests
- 13.4.3.3 Project Management Plan Updates
- 13.4.3.4 Project Documents Updates
- 13.4.3.5 Organizational Process Assets Updates



13.4.3 Control Stakeholder Engagement: Outputs

□ 13.4.3.1 Work Performance Information

- ▣ The work performance information is the performance data collected from various controlling processes, analyzed in context, and integrated based on relationships across areas.



13.4.3 Control Stakeholder Engagement: Outputs

□ 13.4.3.2 Change Requests

- Analysis of project performance and interactions with stakeholders often generates change requests.
- These change requests are processed through the Perform Integrated Change Control process (Section 4.5) as follows:
 - Recommended corrective actions include changes that bring the expected future performance of the project in line with the project management plan.
 - Recommended preventive actions can reduce the probability of incurring future negative project performance.



13.4.3 Control Stakeholder Engagement: Outputs

□ 13.4.3.3 Project Management Plan Updates

- ▣ As stakeholders engage with the project the overall effectiveness of the stakeholder management strategy can be evaluated.
- ▣ Elements of the project management plan that may be updated include:
 - Change management plan.
 - Cost management plan.
 - Procurement management plan.
 - Requirements management plan.
 - Schedule management plan.
 - Stakeholder management plan.
 - Communications management plan.
 - Human resource management plan.
 - Quality management plan.
 - Risk management plan.
 - Scope management plan.



13.4.3 Control Stakeholder Engagement: Outputs

□ 13.4.3.4 Project Documents Updates

▣ Project documents that may be updated include:

- Stakeholder register
- Issue log



13.4.3 Control Stakeholder Engagement: Outputs

□ 13.4.3.5 Organizational Process Assets Updates

- ▣ The organizational process assets, which may be updated include:
 - Stakeholder notifications
 - Project reports
 - Project presentations
 - Project records
 - Feedback from stakeholders
 - Lessons learned documentation



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