

# Project Stakeholder Management

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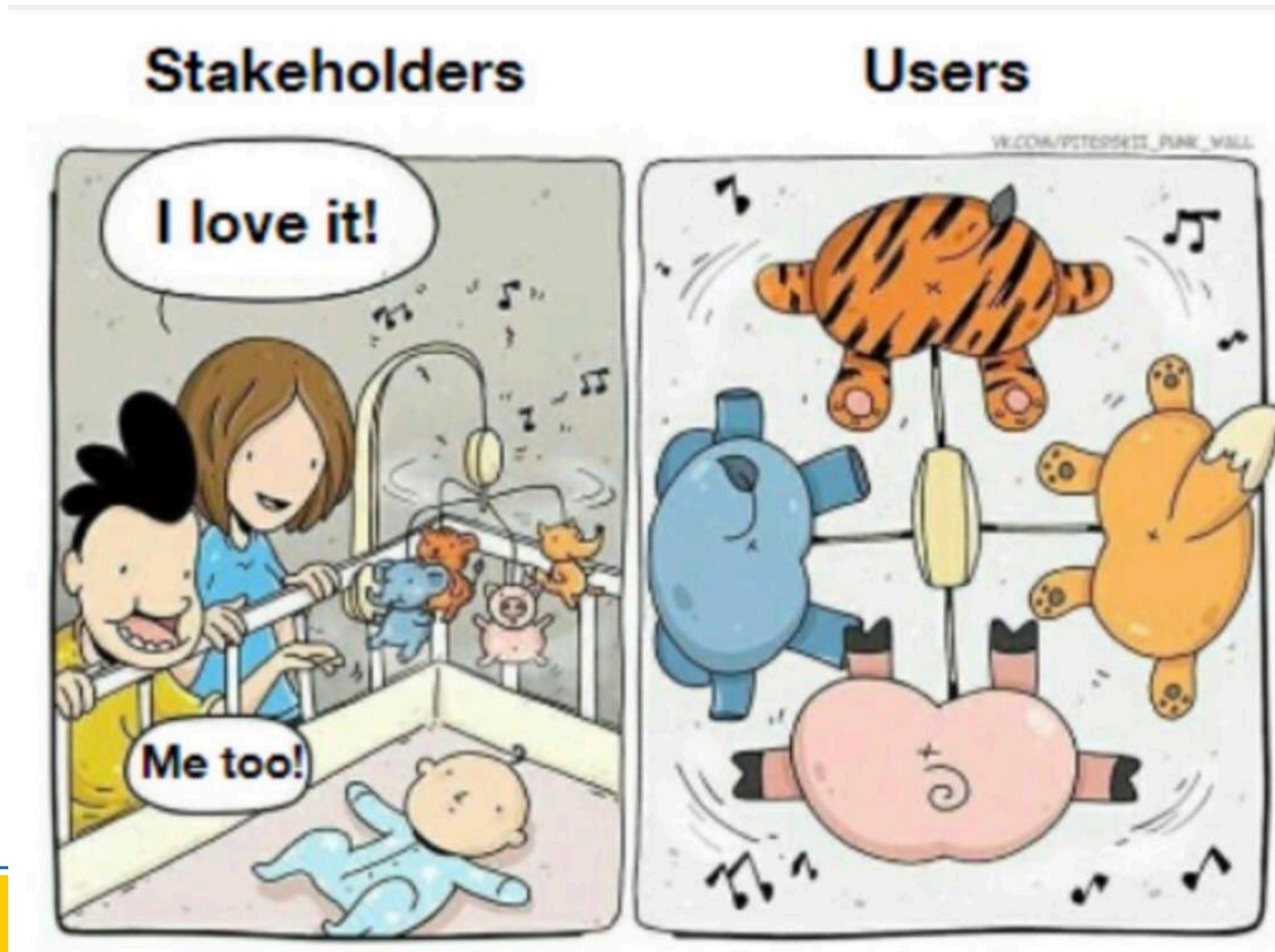
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# The Problem



# Why Care



# The Solution



*"Based on our tests, the business stakeholders fall asleep around page 37 of the Functional Requirements Specification. Put the Issues Section on page 40."*



# Outline

- Definition of stakeholder
- Typical stakeholders
- Stakeholder management
- Stakeholder Analysis
- The stakeholder register



# Stakeholder definition

- People, groups or organizations that could impact or be impacted by the project

Source: PMBOK Guide, Fifth Edition, Page 391.



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# Stakeholder management

- Identify stakeholders, analyze stakeholder expectations and their impact on the project, and develop appropriate management strategies for effectively involving stakeholders in project decisions and execution.

Source: PMBOK Guide, Fifth Edition, Page 391.



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# The stakeholder register

- Used throughout the project
- A table used to manage interactions with the stakeholders
- Lists all stakeholders and stakeholder groups
- Information added and updated throughout the phases of the project:
  - Interests, involvement, interdependencies, influence on project success
  - All interactions with each stakeholder or group, whether planned or not, whether initiated by the project or by the stakeholder
  - Who on the project team is responsible
- Closely related to the project communication plan





# Project Initiation: Identify Stakeholders

- Top Management
- Your Manager
- Peers
- Resource Managers
- Internal Customers
- External Customers
- Government
- Contractors, Subcontractors, Suppliers
- Others (the public, landowners, interest groups, business competitors)



# Stakeholder Analysis

- Who are they?
- What are their interests?
- Will their interest level vary throughout the project?
- Can coalitions be built?
- The power/interest grid



# Project sponsor

- The person or group responsible for enabling success.
- May be inside but is usually outside the project.
- Signs off that the project is complete—the one the PM has to satisfy.
- The person responsible for escalating issues that are beyond the control of the PM.
- Significant role in developing the initial charter and project plan.

Source: PMBOK Guide, Fifth Edition, Page 32.



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# Politics of Projects

- The environment
- The goals of each stakeholder or group
  - Goals that are openly stated or clear
  - Hidden agendas?
- Power



# Cultural influences

- Groups and individuals may differ with regard to:
  - Communications
  - Negotiations
  - Decision-making



# Relationship building

- Analyze stakeholders
- Assess influence
- Understand expectations
- Define success
- Keep stakeholders involved
- Keep stakeholders informed



# Build respect

- Be honest
- Take ownership
- Be predictable and reliable
- Stand by decisions
- Take accountability for mistakes

Supportive stakeholders are essential to project success!



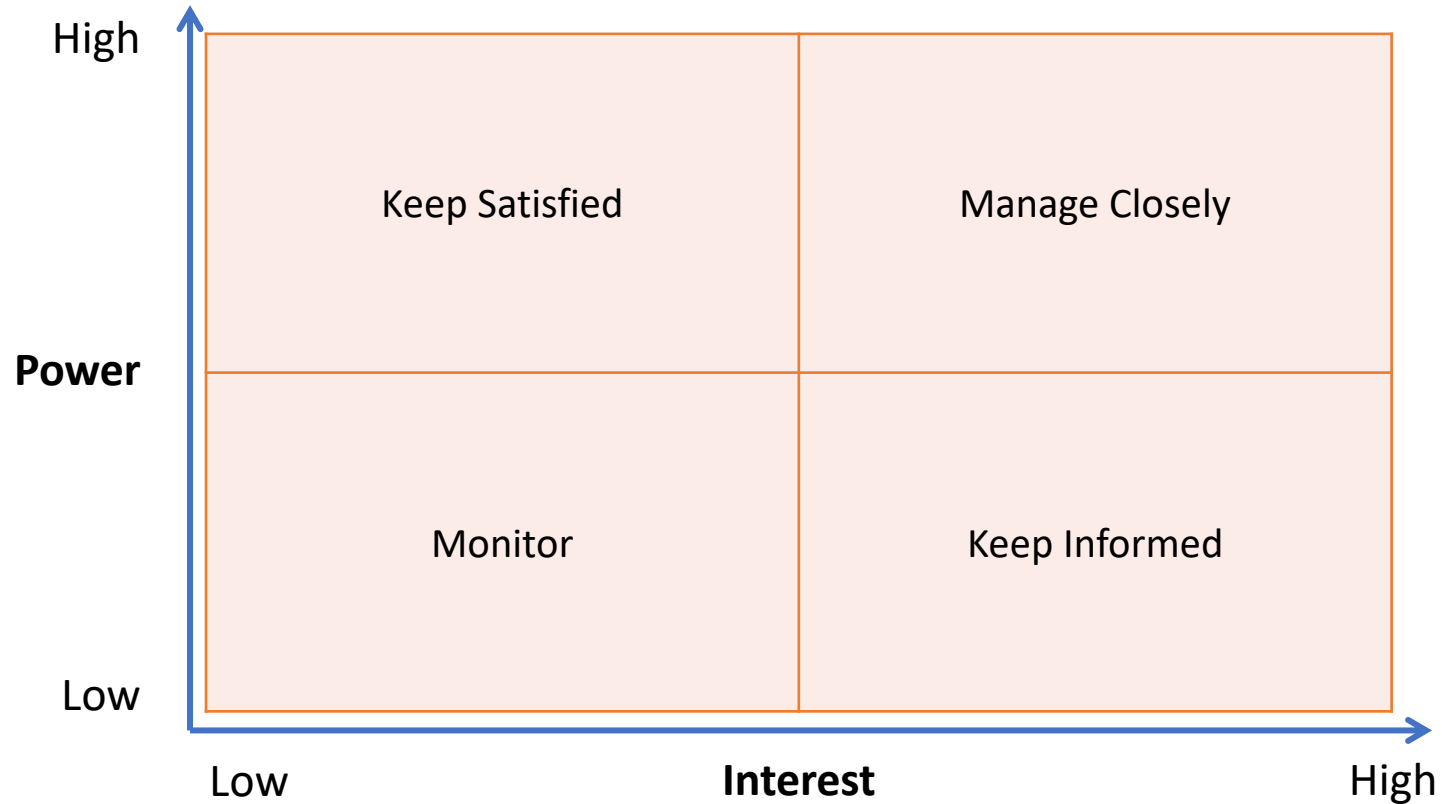


# Stakeholder management tools

- Power/interest matrix
- Cooperation-Threat matrix
- Stakeholder analysis template
- Stakeholder Register
- Communication Plan



# The power/interest grid



Source: PMBOK Guide, Fifth Edition, Page 32.



# Cooperation-Threat Matrix

Potential for Cooperation	Potential for Threat	
	Low	High
	<b>Low</b> Type: Marginal Strategy: Monitor	Type: Non-Supportive Strategy: Defend
<b>High</b>	Type: Supportive Strategy: Involve	Type: Mixed Blessing Strategy: Collaborate



# Engagement levels

- May classify in more detail than in Initiation phase:
  - Unaware
  - Resistant
  - Neutral
  - Supportive
  - Leading
- For each stakeholder or group. Consider potential movement from one level to another throughout the project.



# Stakeholder management plan

- A component of the Project Management Plan
  - Desired and current engagement levels with stakeholders
  - Scope and impact of project on stakeholders
  - Interrelationships between stakeholders
  - Stakeholder communication requirements and plan
  - Time frame, frequency, format and content of planned communications to stakeholders
  - Method for updating the stakeholder management plan



# Manage Stakeholder Engagement

- Communicating and working with stakeholders to meet their needs and expectations
- To increase support and reduce resistance from stakeholders
- Increase the probability of project success



# Stakeholder Management Summary

- Stakeholders are people, groups or organizations that could impact or be impacted by the project
- Managing stakeholders is a key success factor for projects
- Analyze stakeholder interests and level of influence
- Build coalitions
- Communicate with Stakeholders





# Homework

- Review Today's Chapters 4,5
- Review Supplemental Slide Decks #4 and #5



# Questions?



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