



Project Management Supplemental Deck #5

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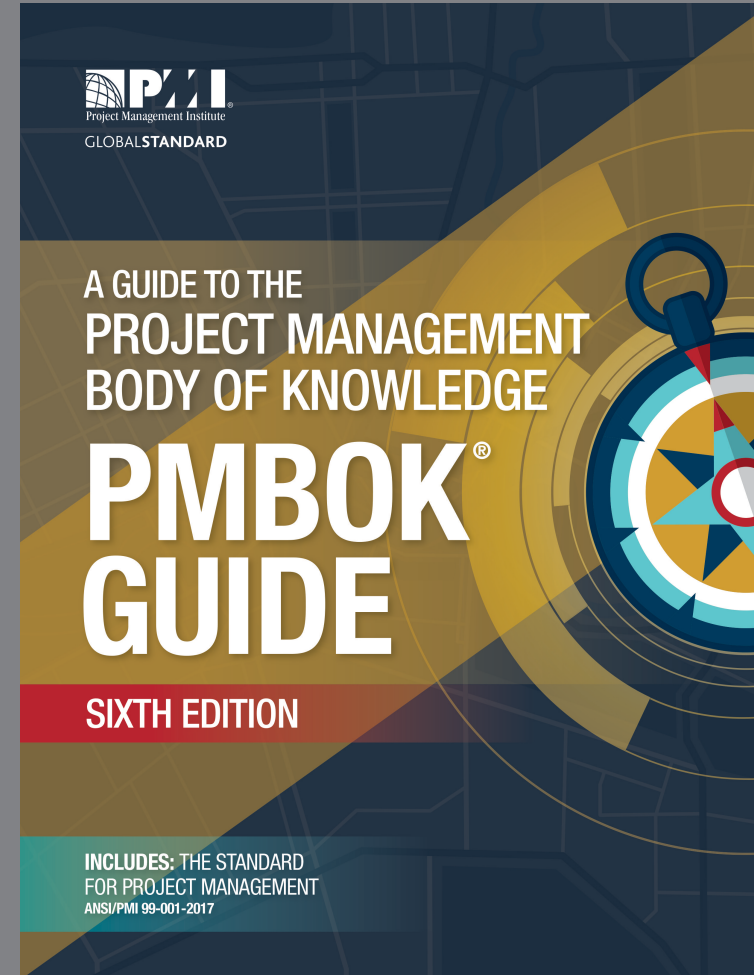


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Project Management

This is accepted in the Project Management Field as the main guide which is used to training and certify Project management Professionals

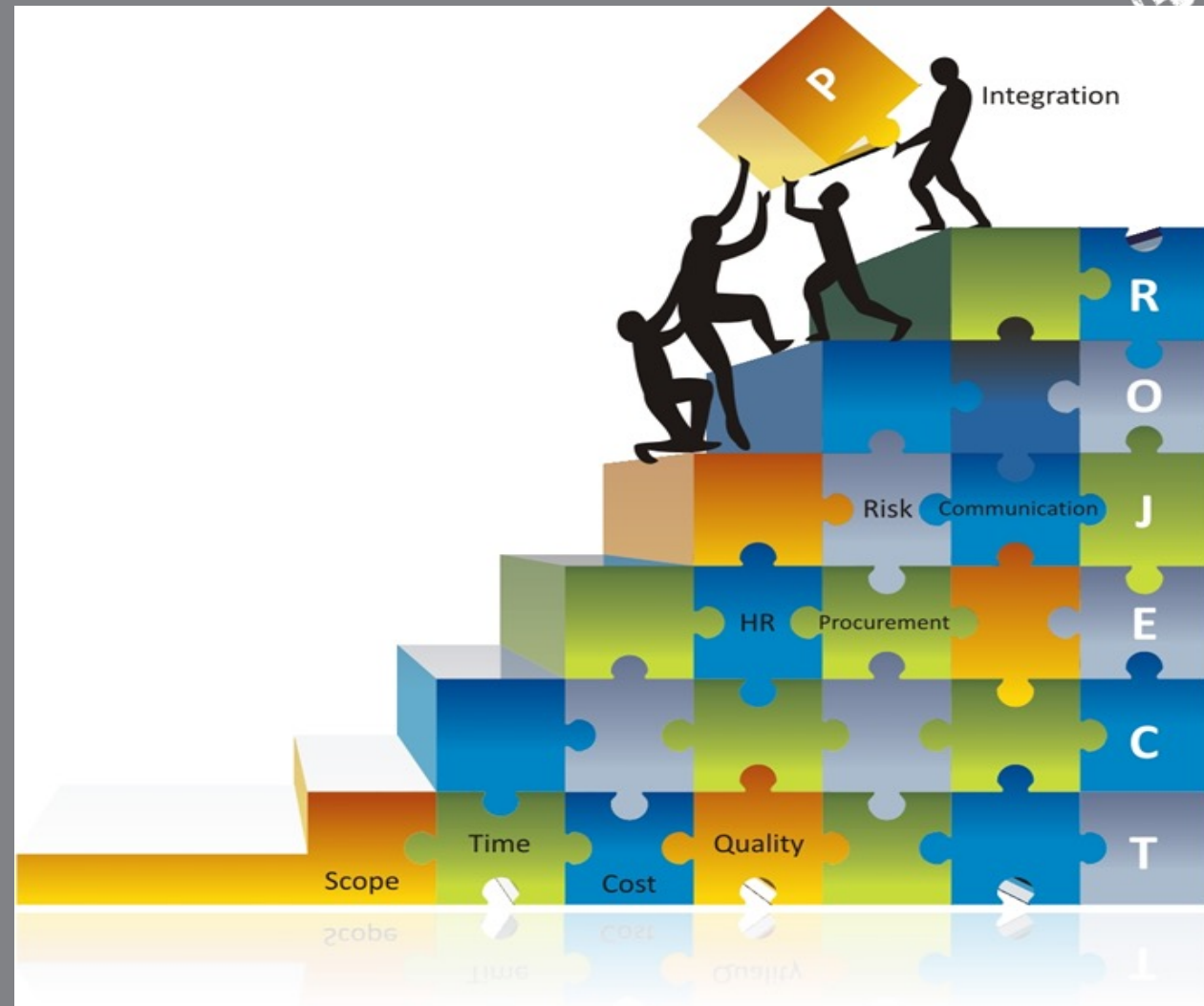
All Supplemental Slide decks will be relating to this and the information from them will be included on any possible tests/assignments etc...



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Chapter 13

Stakeholder Management



Identify Stakeholders



- Project management is about managing stakeholders. Projects exist to fulfill the stakeholders' requirements. If they are not happy, you cannot say that your project was a success.
- The PMBOK Guide describes a stakeholder as an individual, group, or organization that may be affected by or perceive itself to be affected by a decision, activity, or outcome of a project.
- Put simply, if someone has any interest in or is affected by your project, they are your stakeholder.
- Examples of stakeholders include the project manager, project sponsor, higher management, and team members.
- You want to complete your project with minimal headaches and hassles. So, you must identify your project stakeholders early and then engage with them throughout the project life-cycle.



Identify Stakeholders



- The following documents and techniques will help you find your stakeholders:
- Project Charter
- Contract Documents
- Procurement Documents
- OPA and EEF
- Experts Interviews
- Brainstorming Sessions



Identify Stakeholders: Inputs



1 Project charter

2 Business documents

- Business case
- Benefits management plan

3 Project management plan

- Communications management plan
- Stakeholder engagement plan

4 Project documents

- Change log
- Issue log
- Requirements documentation

5 Agreements

6 Enterprise environmental factors

7 Organizational process assets



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Identify Stakeholders: Tools and Tech.



- EXPERT JUDGMENT
- Understanding the politics and power structures in the organization,
- Knowledge of the environment and culture of the organization and other affected organizations including customers and the wider environment,
- Knowledge of the industry or type of project deliverable, and
- Knowledge of individual team member contributions and expertise.



Identify Stakeholders: Tools and Tech.



- Data Gathering
- Questionnaires and surveys. Questionnaires and surveys can include one-on-one reviews, focus group sessions, or other mass information collection techniques.
- Brainstorming. Brainstorming as used to identify stakeholders can include both brainstorming and brain writing.
- Brainstorming. A general data-gathering and creativity technique that elicits input from groups such as team members or subject matter experts.
- Brain writing. A refinement of brainstorming that allows individual participants time to consider the question(s) individually before the group creativity session is held. The information can be gathered in face-to-face groups or using virtual environments supported by technology.



Identify Stakeholders: Tools and Tech.



- Data analysis
- Stakeholder analysis. Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, “stakes,” expectations, attitudes (their levels of support for the project), and their interest in information about the project. Stakeholders’ stakes can include but are not limited to a combination of:
 - Interest. A person or group can be affected by a decision related to the project or its outcomes.
 - Rights (legal or moral rights). Legal rights, such as occupational health and safety, may be defined in the legislation framework of a country. Moral rights may involve concepts of protection of historical sites or environmental sustainability.
 - Ownership. A person or group has a legal title to an asset or a property.
 - Knowledge. Specialist knowledge, which can benefit the project through more effective delivery of project objectives, organizational outcomes, or knowledge of the power structures of the organization.
 - Contribution. Provision of funds or other resources, including human resources, or providing support for the project in more intangible ways, such as advocacy in the form of promoting the objectives of the project or acting as a buffer between the project and the power structures of the organization and its politics.
- Document analysis. Assessing the available project documentation and lessons learned from previous projects to identify stakeholders and other supporting information.



Identify Stakeholders: Tools and Tech.



- Data representation
- Power/interest grid, power/influence grid, or impact/influence grid. Each of these techniques supports a grouping of stakeholders according to their level of authority (power), level of concern about the project's outcomes (interest), ability to influence the outcomes of the project (influence), or ability to cause changes to the project's planning or execution. These classification models are useful for small projects or for projects with simple relationships between stakeholders and the project, or within the stakeholder community itself. Stakeholder cube. This is a refinement of the grid models previously mentioned. This model combines the grid elements into a three-dimensional model that can be useful to project managers and teams in identifying and engaging their stakeholder community. It provides a model with multiple dimensions that improves the depiction of the stakeholder community as a multidimensional entity and assists with the development of communication strategies.
- Salience model. Describes classes of stakeholders based on assessments of their power (level of authority or ability to influence the outcomes of the project), urgency (need for immediate attention, either time-constrained or relating to the stakeholders' high stake in the outcome), and legitimacy (their involvement is appropriate). There is an adaptation of the salience model that substitutes proximity for legitimacy (applying to the team and measuring their level of involvement with the work of the project). The salience model is useful for large complex communities of stakeholders or where there are complex networks of relationships within the community. It is also useful in determining the relative importance of the identified stakeholders.
- Directions of influence. Classifies stakeholders according to their influence on the work of the project or the project team itself. Stakeholders can be classified in the following ways:
 - Upward (senior management of the performing organization or customer organization, sponsor, and steering committee),
 - Downward (the team or specialists contributing knowledge or skills in a temporary capacity),
 - Outward (stakeholder groups and their representatives outside the project team, such as suppliers, government departments, the public, end-users, and regulators), or
 - Sideward (the peers of the project manager, such as other project managers or middle managers who are in competition for scarce project resources or who collaborate with the project manager in sharing resources or information).
- Prioritization. Prioritizing stakeholders may be necessary for projects with a large number of stakeholders, where the membership of the stakeholder community is changing frequently, or when the relationships between stakeholders and the project team or within the stakeholder community are complex



Identify Stakeholders: Tools and Tech.



- Meetings
- Meetings are used to develop an understanding of significant project stakeholders. They can take the form of facilitation workshops, small group guided discussions, and virtual groups using electronics or social media technologies to share ideas and analyze data.



Identify Stakeholders: Outputs



- **STAKEHOLDER REGISTER**
 - The main output of the Identify Stakeholders process is the stakeholder register. This document contains information about identified stakeholders that includes but is not limited to:
 - Identification information. Name, organizational position, location and contact details, and role on the project.
 - Assessment information. Major requirements, expectations, potential for influencing project outcomes, and the phase of the project life cycle where the stakeholder has the most influence or impact.
 - Stakeholder classification. Internal/external, impact/influence/power/interest, upward/downward/outward/sideward, or any other classification model chosen by the project manager.
- **CHANGE REQUESTS**
 - During the first iteration of identifying stakeholders, there will not be any change requests. As stakeholder identification continues throughout the project, new stakeholders, or new information about stakeholders, may result in a change request to the product, project management plan, or project documents.
 - Change requests are processed for review and disposition through the Perform Integrated Change Control process.



Identify Stakeholders: Outputs



- PROJECT MANAGEMENT PLAN UPDATES
 - When stakeholders are identified at the very beginning of a project, there will not be updates to the project management plan. As the project progresses, any change to the project management plan goes through the organization's change control process via a change request. Components that may require a change request for the project management plan include but are not limited to:
 - Requirements management plan. Newly identified stakeholders can impact how requirements activities will be planned, tracked, and reported.
 - Communications management plan. Stakeholder communication requirements and agreed-upon communications strategies are recorded in the communications management plan.
 - Risk management plan. Where stakeholder communication requirements and agreed-upon communications strategies affect the approach to managing risk on the project, this is reflected in the risk management plan.
 - Stakeholder engagement plan. Agreed-upon communications strategies for identified stakeholders are recorded in the stakeholder engagement plan.
- PROJECT DOCUMENTS UPDATES
 - Project documents that may be updated as a result of carrying out this process include but are not limited to:
 - Assumption log. Much of the information about the relative power, interest, and engagement of stakeholders is based on assumptions. This information is entered into the assumption log. Additionally, any constraints associated with interacting with specific stakeholders are entered as well.
 - Issue log.. New issues raised as a result of this process are recorded in the issue log.
 - Risk register. New risks identified during this process are recorded in the risk register and managed using the risk management processes.



Plan Stakeholder Engagement



An effective plan that recognizes the diverse information needs of the project's stakeholders is developed early in the project life cycle and is reviewed and updated regularly as the stakeholder community changes. The first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified by the Identify Stakeholder process. The stakeholder engagement plan is updated regularly to reflect changes to the stakeholder community. Typical trigger situations requiring updates to the plan include but are not limited to:

- When it is the start of a new phase of the project;
- When there are changes to the organization structure or within the industry;
- When new individuals or groups become stakeholders, current stakeholders are no longer part of the stakeholder community, or the importance of particular stakeholders to the project's success changes; and
- When outputs of other project process areas, such as change management, risk management, or issue management, require a review of stakeholder engagement strategies.



Plan Stakeholder Engagement: Inputs



- PROJECT CHARTER
 - The project charter contains information on the project purpose, objectives, and success criteria that can be taken into consideration when planning how to engage stakeholders.
- PROJECT MANAGEMENT PLAN
 - Project management plan components include but are not limited to:
 - Resource management plan. The resource management plan may contain information regarding roles and responsibilities of the team and other stakeholders listed in the stakeholder register.
 - Communications management plan. The communications strategies for stakeholder management and their implementation plans are both inputs to, and recipients of, information from processes in Project Stakeholder Management.
 - Risk management plan. The risk management plan may contain risk thresholds or risk attitudes that can assist in the selection of the optimal stakeholder engagement strategy mix



Plan Stakeholder Engagement: Inputs



- PROJECT DOCUMENTS
 - Project documents that can be considered as inputs for this process, especially after initial planning has taken place, include but are not limited to:
 - Assumption log.
 - Change log.
 - Issue log.
 - Project schedule.
 - Risk register.
 - Stakeholder register.
- AGREEMENTS
 - When planning for the engagement of contractors and suppliers, coordination usually involves working with the procurement/contracting group in the organization to ensure contractors and suppliers are effectively managed.



Plan Stakeholder Engagement: Inputs



- ENTERPRISE ENVIRONMENTAL FACTORS
- The enterprise environmental factors that can influence Plan Stakeholder Engagement include but are not limited to:
- Organizational culture, political climate, and governance framework;
- Personnel administration policies;
- Stakeholder risk appetites;
- Established communication channels;
- Global regional or local trends, practices, or habits; and
- Geographic distribution of facilities and resources.
- ORGANIZATIONAL PROCESS ASSETS
- The organizational process assets that can influence the Plan Stakeholder Engagement process include but are not limited to:
- Corporate policies and procedures for social media, ethics, and security;
- Corporate policies and procedures for issue, risk, change, and data management;
- Organizational communication requirements;
- Standardized guidelines for development, exchange, storage, and retrieval of information;
- Lessons learned repository with information about the preferences, actions, and involvement of stakeholders; and
- Software tools needed to support effective stakeholder engagement.



Plan Stakeholder Engagement: Tools and Tech.



- EXPERT JUDGMENT
 - Expertise should be considered from individuals or groups with specialized knowledge or training in the following topics:
 - Politics and power structures in the organization and outside the organization,
 - Environment and culture of the organization and outside the organization,
 - Analytical and assessment techniques to be used for stakeholder engagement processes,
 - Communication means and strategies,
 - Knowledge from previous projects of the characteristics of stakeholders and stakeholder groups and organizations involved in the current project that may have been involved in previous similar projects.
- DATA GATHERING
 - A data-gathering technique that can be used for this process includes but is not limited to benchmarking. The results of stakeholder analysis are compared with information from other organizations or other projects that are considered to be world class.



Plan Stakeholder Engagement: Tools and Tech.



- DATA ANALYSIS
 - Data analysis techniques that can be used for this process include but are not limited to:
 - Assumption and constraint analysis. Analysis of current assumptions and constraints may be conducted in order to tailor appropriate engagement strategies.
 - Root cause analysis. Root cause analysis identifies underlying reasons for the level of support of project stakeholders in order to select the appropriate strategy to improve their level of engagement.
- DECISION MAKING
 - Decision-making techniques that can be used for this process include but are not limited to prioritization/ranking. Stakeholder requirements need to be prioritized and ranked, as do the stakeholders themselves. Stakeholders with the most interest and the highest influence are often prioritized at the top of the list.
- DATA REPRESENTATION
 - Data representation techniques that may be used in this process include but are not limited to:
 - Mind mapping. Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.
 - Stakeholder engagement assessment matrix. A stakeholder engagement assessment matrix supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery.
 - The engagement level of stakeholders can be classified as follows:
 - Unaware. Resistant. Neutral. Supportive. Leading.
- MEETINGS
 - Meetings are used to discuss and analyze the input data of the stakeholder engagement planning process and to develop a sound stakeholder engagement plan.



Plan Stakeholder Engagement: Outputs



- STAKEHOLDER ENGAGEMENT PLAN
- The stakeholder engagement plan is a component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in decision making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of stakeholders.
- The stakeholder engagement plan may include but is not limited to specific strategies or approaches for engaging with individuals or groups of stakeholders.



Manage Stakeholder Engagement



- Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.
- The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders.



Manage Stakeholder Engagement: Inputs



1 Project management plan

- Communications management plan
- Risk management plan
- Stakeholder engagement plan
- Change management plan

2 Project documents

- Change log
- Issue log
- Lessons learned register
- Stakeholder register

3 Enterprise environmental factors

4 Organizational process assets



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Manage Stakeholder Engagement: Tools and Tech.



- 1 Expert judgment
- 2 Communication skills
 - Feedback
- 3 Interpersonal and team skills
 - Conflict management
 - Cultural awareness
 - Negotiation
 - Observation/conversation
 - Political awareness
- 4 Ground rules
- 5 Meetings



Manage Stakeholder Engagement: Outputs



1 Change requests

2 Project management plan updates

- Communications management plan
- Stakeholder engagement plan

3 Project documents updates

- Change log
- Issue log
- Lessons learned register
- Stakeholder register



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Monitor Stakeholder Engagement



- Monitor Stakeholder Engagement is the process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans.
- The key benefit of this process is that it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes



Monitor Stakeholder Engagement: Inputs



1 Project management plan

- Resource management plan
- Communications management plan
- Stakeholder engagement plan

2 Project documents

- Issue log
- Lessons learned register
- Project communications
- Risk register
- Stakeholder register

3 Work performance data

4 Enterprise environmental factors

5 Organizational process assets



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Monitor Stakeholder Engagement: Tools and Tech.



1 Data analysis

- Alternatives analysis
- Root cause analysis
- Stakeholder analysis

2 Decision making

- Multicriteria decision analysis
- Voting

3 Data representation

- Stakeholder engagement assessment matrix

4 Communication skills

- Feedback
- Presentations

5 Interpersonal and team skills

- Active listening
- Cultural awareness
- Leadership
- Networking
- Political awareness

6 Meetings



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Monitor Stakeholder Engagement: Outputs



- 1 Work performance information
- 2 Change requests
- 3 Project management plan updates
 - Resource management plan
 - Communications management plan
 - Stakeholder engagement plan
- 4 Project documents updates
 - Issue log
 - Lessons learned register
 - Risk register
 - Stakeholder register

