Project Stakeholder Management

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.

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.

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.

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!
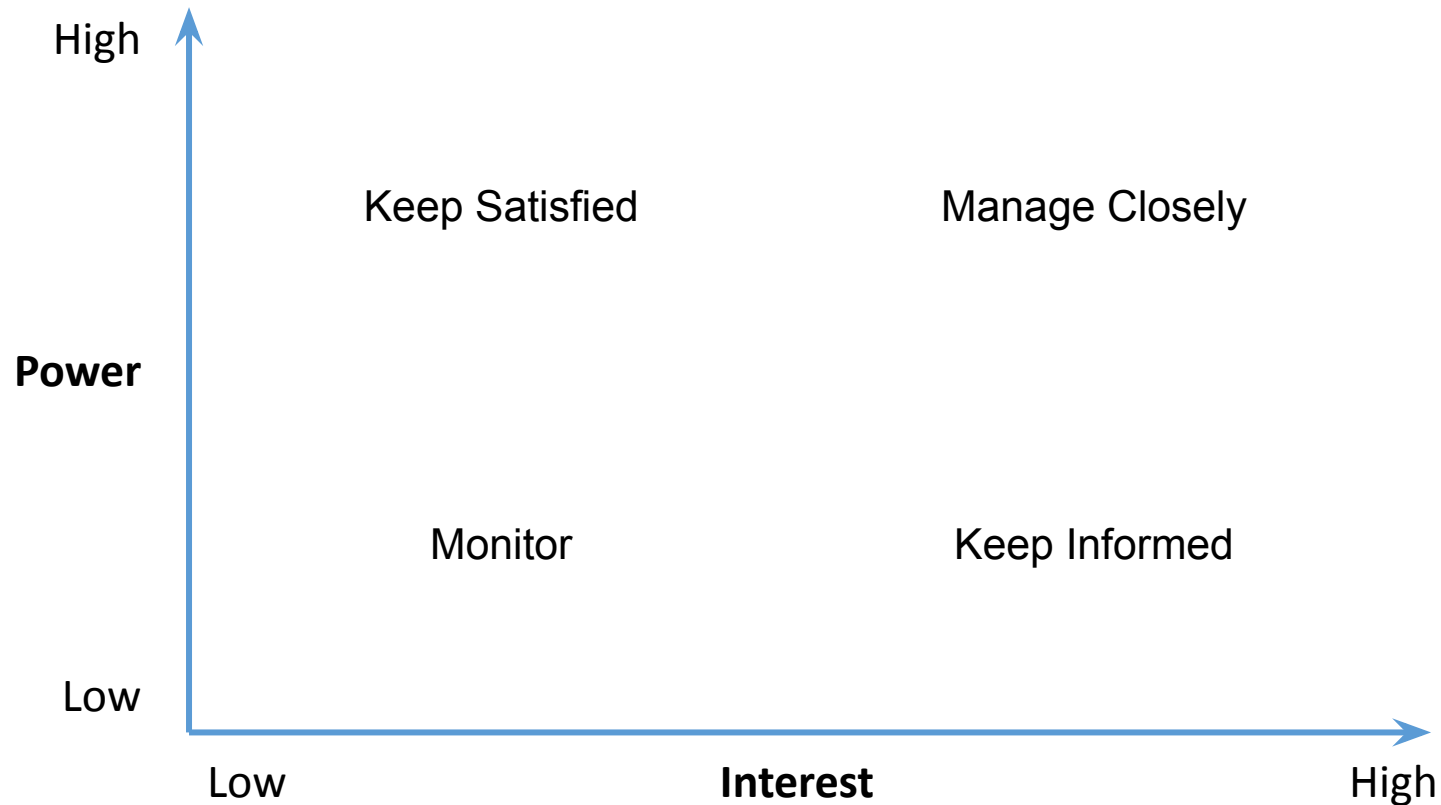
Stakeholder management tools

- 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 Threat

		Low	High
Potential for Cooperation	**Low**	Type: Marginal Strategy: Monitor	Type: Non-Supportive Strategy: Defend
	High	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

Questions?