

Software Project Management



Chapter10: Stakeholder Management



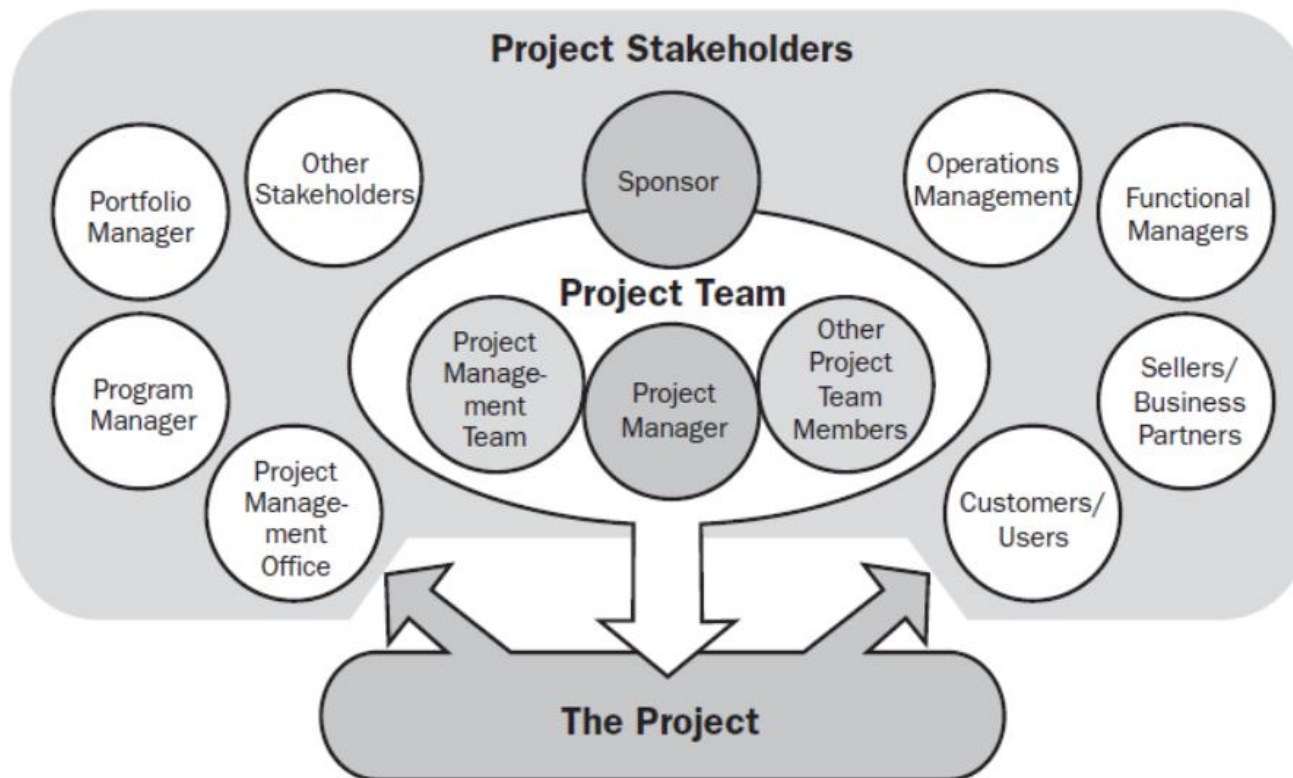
Structure of this course

	5 process groups				
10 knowledge areas	Initiating	Planning	Executing	Monitoring & Controlling	Closing
1. Integration management					
2. Scope					
3. Time					
4. Cost					
5. Quality					
6. Human resource					
7. Communications					
8. Risk					
9. Procurement					
10. Stakeholder					

Stakeholders

An **individual, group, or organization** who may **affect, be affected by, or perceive itself to be affected** by a decision, activity, or outcome of a **project**

Project Life Cycle and Organization



All members of the project team; All interested entities that are internal or external to the organization.

Overview

□ Stakeholder Management

Includes 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.

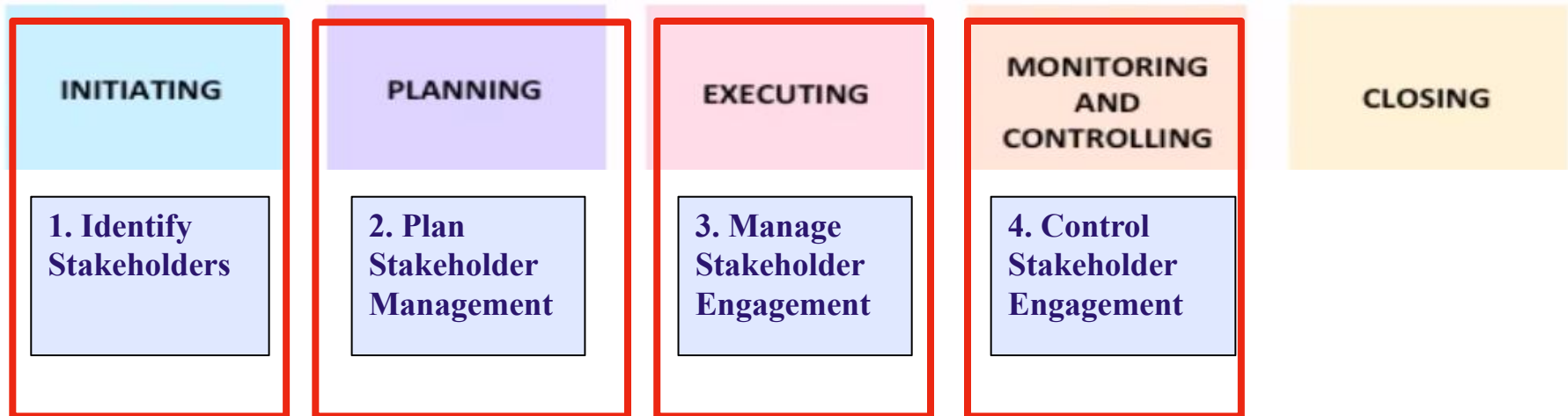
Overview

Stakeholder management also focuses on

- **continuous communication** with stakeholders to understand their **needs and expectations**;
- **Addressing issues as they occur**;
- **Managing conflicting interests and fostering appropriate stakeholder engagement in project decisions and activities. Stakeholder satisfaction should be managed as a key project objective.**

Stakeholder Management Overview

5 Process Groups



4 Stakeholder Management processes

Chapter 10: Contents

- 1 Identify Stakeholders**
- 2 Plan stakeholder Management**
- 3 Manage Stakeholder Engagement**
- 4 Control Stakeholder Engagement**

10.1 Identify stakeholders

□ What is Identify stakeholders?

The process of **identifying** the people, group, or organizations that could **impact** or **be impacted** by a decision, activity, or outcome of the project, **analyzing and documenting** relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

The key benefit of this process is that it allows the project management to **identify the appropriate focus** for each stakeholder or group of stakeholders.

10.1 Identify stakeholders

It is critical for project success to **identify the stakeholders early** in the project or phase and to **analyze their levels of interest, their individual expectations, as well as their importance and influence.**



10.1 Identify Stakeholders

Stakeholder Analysis



It identifies the **interests**, **expectations**, and **influence** of the stakeholders and relates them to the purpose of the project

*Systematically **gathering** and **analyzing quantitative** and **qualitative** information to determine whose interests should be taken into account throughout the project*

It also helps to identify stakeholder relationships that can be **leveraged** to build **coalitions** and potential partnerships to enhance the project's chance of success

10.1 Identify stakeholders

Stakeholder analysis generally follows the steps described below:

- **Identify** all **potential project stakeholders** and relevant information, such as their **roles, departments, interests, knowledge, expectations, and influence levels.**
- **Analyze** the **potential impact or support** each stakeholder could generate, and classify them so as to define an approach strategy
- **Assess** how **key stakeholders** are likely to **react or respond** in various situations, in order to **plan how to influence** them to **enhance their support** and **mitigate potential negative impacts.**

10.1 Identify stakeholders

There are multiple classification models used for stakeholders analysis, such as:

- **Power/interest grid**

grouping the stakeholders based on their level of authority (“power”) and their level of concern (“interest”) regarding the project outcomes.

- **Power/influence grid**

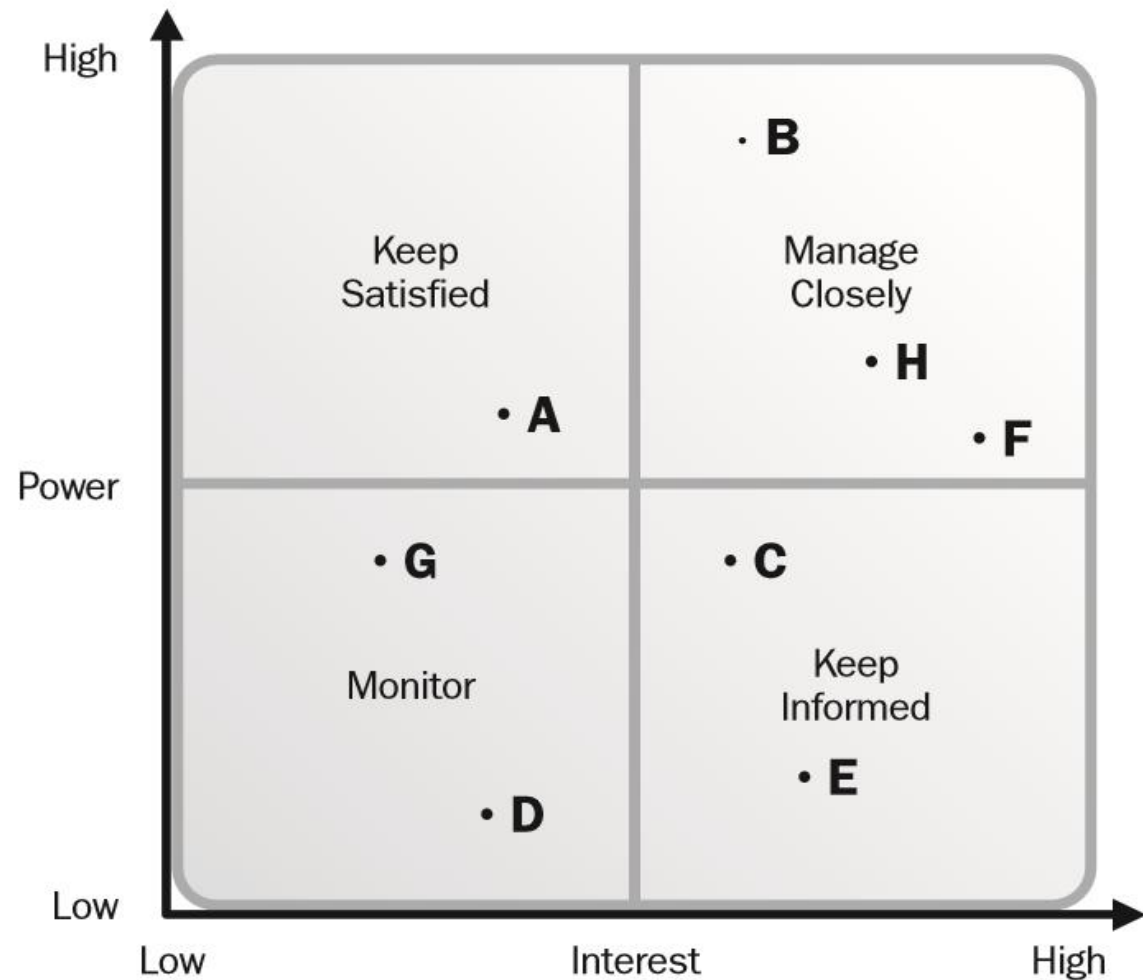
- **Influence/impact grid**

- **Salience model**

describing classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), and legitimacy (their involvement is appropriate)

10.1 Identify stakeholders

Power/interest grid



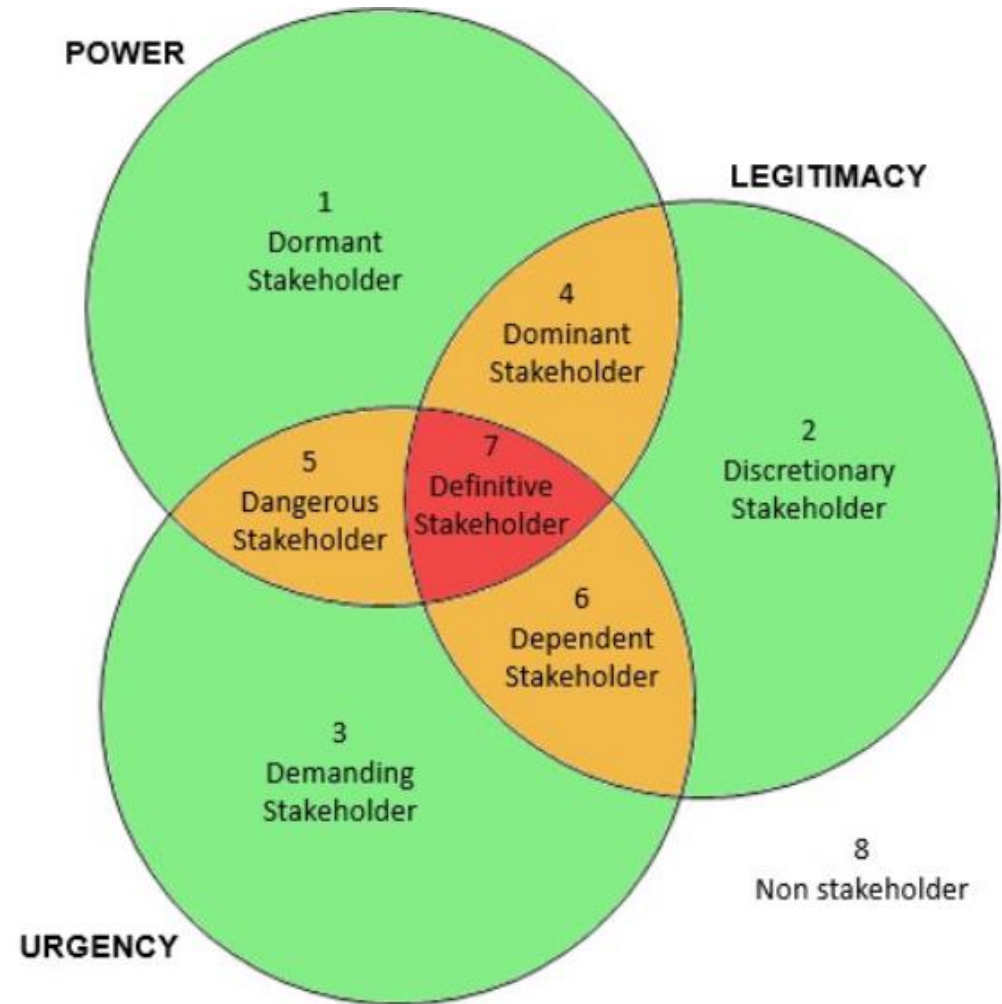
10.1 Identify stakeholders

Salience model

Green: Latent stakeholders
(one attribute, low salience)

Brown: Expectant stakeholders
(two attributes, moderate salience)

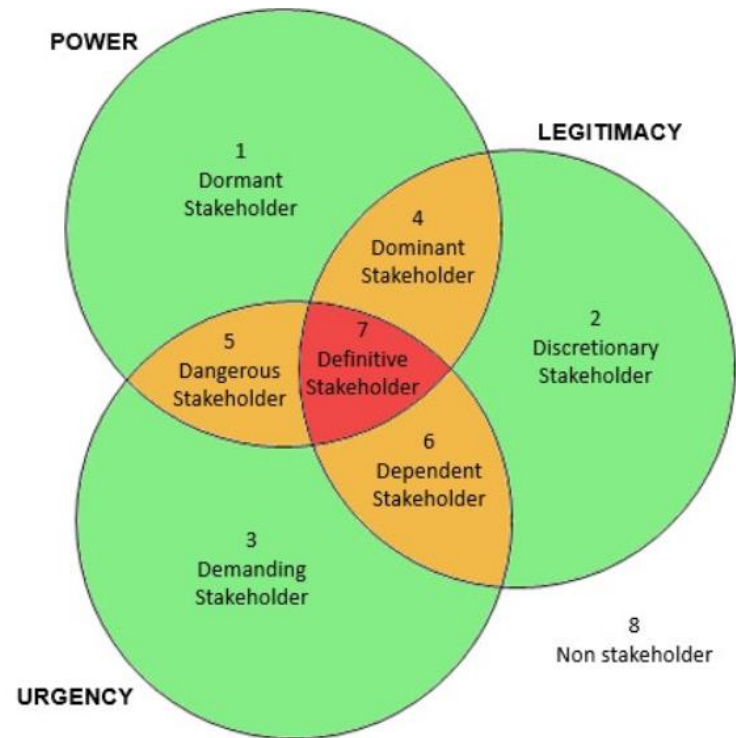
Red: definitive stakeholders: (all three attributes, high salience.)



Test

- Which kind of classification model is used to identify stakeholders based on their power, urgency and legitimacy?

- A、 Power/interest
- B、 Power/influence grid
- C、 Influence/impact grid
- D、 Salience model



10.1 Identify stakeholders



stakeholder register

- **Identification information:** Name, organizational position, location, role in the project, contact information
- **Assessment information:** Major requirements, main expectations, potential influence in the project, phase in the life cycle with the most interest;
- **Stakeholder classification:** internal/external, supporter/neutral/resistor, etc.

10.1 Identify stakeholders

Stakeholder register

Stakeholder Position/ Role	Type of Stakeholder	Stakeholder Expectation(s)	Stakeholder Interest(s)	Influence on Project Result	Stakeholder management strategies
Position in the organization or role in project	Internal or External	High level needs or expectations for the project and/or product	High/Med/Low	Supporter/Opposed/Neutral	Strategies and tactics to maximize positive stakeholder influence and minimize or neutralize negative stakeholder influence.
Sponsor (Company President)	Internal	On-time, on-budget delivery, successful team building and professional development training	High	Supporter	The corporate president will approve the consultants and schedule, and ultimately decide if the trip was a success.
Project manager	Internal	On-time, on-budget delivery, communication, successful team building and professional development training	High	Supporter	Makes sure the project deliverables and milestones are on time, and on or under budget, and mitigating any scope creep.
Executives	Internal	Successful team development	High	Supporter	Each executive cooperates with other team

Chapter 10: Contents

1 Identify Stakeholders

2 Plan stakeholder Management

3 Manage Stakeholder Engagement

4 Control Stakeholder Engagement

10.2 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 that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests.

10.3 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 that it **allows the project manager to increase support** and **minimize resistance** from stakeholders, significantly **increasing the chances to achieve project success**.

10.4 Control Stakeholder Engagement

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

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

Chapter 10 Summary

A

Understand the concept of stakeholder management

B

Understanding the process of stakeholder management

C

Mastering the tools for stakeholder identification

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Communication Management Overview

□ What is Communication Management

includes the processes that are required to ensure **timely and appropriate** planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of **project information**.

Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization.

Communication management

Getting the word out

Communications Management makes sure everybody gets the right message at the right time.

- ❑ Internal (within the project) and external (customer, vendors, other projects, organizations, the public)
- ❑ Formal (reports, minutes, briefings) and informal (emails, memos)
- ❑ Vertical and horizontal
- ❑ Written and oral, and verbal and nonverbal



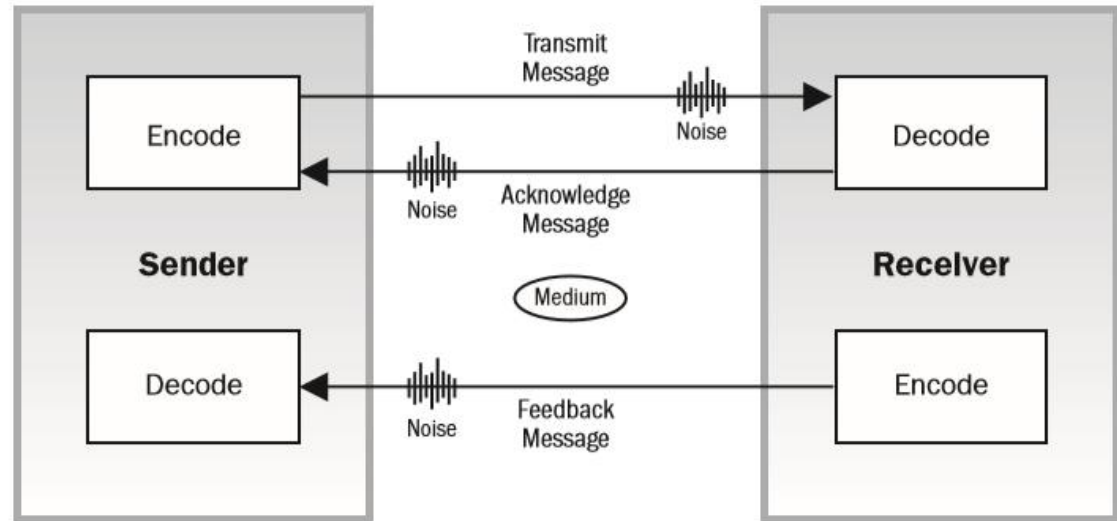
Communication management

Communications skills

- ❑ Listening actively and effectively
- ❑ Questioning and probing ideas and situations to ensure better understanding
- ❑ Educating to increase team's knowledge so that they can be more effective
- ❑ Fact-finding to identify or confirm information
- ❑ Setting and managing expectations
- ❑

Communication management

Communications Model

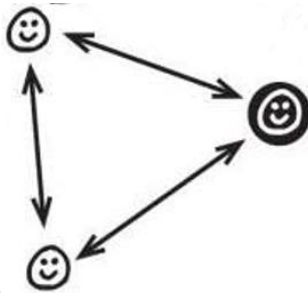


- ❑ **Encode.** Thoughts or ideas are translated (encoded) into language by the sender.
- ❑ **Transmit Message.** This information is then sent by the sender using communication channel (medium). Noise (distance, unfamiliar, cultural difference, lack of background information...)
- ❑ **Decode.** The message is translated by the receiver back into meaningful thoughts or ideas.
- ❑ **Feedback/Response.** When the received message has been decoded and understood, the receiver encodes thoughts and ideas into a message and then transmits this message to the original sender.

Communication management

The project manager should also consider the number of potential communication channels or paths as an indicator of the complexity of a project's communications.

The total number of potential communication channels is $n(n-1)/2$, where n represents the number of stakeholders.



Don't forget to count the project manager!

For example, a project with 3 stakeholders has
 $3(3-1)/2 = 3$ potential communication channels.



Add 3 more people to the project $6(6-1)/2$

Test

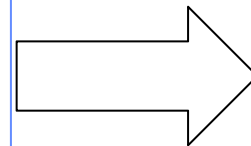
- You're managing a project with two client sponsors, and you have a 10-person team reporting to you. You've been given a budget increase, which allowed you to increase your team size by 30%. How many lines of communication were **added**?
 - A、 66
 - B、 78
 - C、 120
 - D、 42

Test

- You're managing a project with two client sponsors, and you have a 10-person team reporting to you. You've been given a budget increase, which allowed you to increase your team size by 30%. How many lines of communication were **added**?

- A、 66
- B、 78
- C、 120
- D、 42

You 1
Team 10
Sponsor 2
Total 13
Num of Lines=
 $13*12/2=78$



You 1
Team $10+10*30\%=13$
Sponsor 2
Total 16
Num of Lines=
 $16*15/2=120$