



Chapter 13: Project Stakeholder Management

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Learning Objectives

1. Understand the *importance of project stakeholder management* throughout the life of a project.
2. Discuss the process of *identifying stakeholders*, how to *create a stakeholder register*, and how to *perform a stakeholder analysis*.
3. Describe the contents of a *stakeholder management plan*
4. Understand *the process of managing stakeholder engagement* and how to use *an issue log* effectively.
5. Explain methods for *controlling* stakeholder engagement.
6. Discuss *types of software* available to assist in project stakeholder management.

Main Contents

1. The importance of project stakeholder management
2. Identifying stakeholders
3. Planning stakeholder management
4. Managing stakeholder engagement
5. Controlling stakeholder engagement

Opening case

Debra的上一个公司裁员和削减她所在的整个战略IT咨询部门，公司给了她一个岗位调整，要求她大约80%的时间用于出差。由于有两个小孩，不想出差，就出来单干。她的同事认识一位当地石油公司的IT主管，跟她签订了合同并给她三倍的报酬。她成功地管理第一个项目，证明了她的价值，公司给她越来越大的项目来管理。她现在的项目是评估并实施一个项目管理软件解决方案，使新业务的副总裁Stephen能够监督几个国家的炼油厂的升级。炼油厂的升级成本估计超过2000万美元。Debra与内部分析师Ryan和Stephen一起讨论，来确定需求，选择新的软件解决方案。他们需要在两个月内与供应商签订合同，然后尽快将新系统与他们的其他系统集成，尤其是会计系统。

糟糕的是，公司的IT主管Chien对她的推荐非常不满意。他把Debra叫到办公室，对她大喊大叫：“你怎么能提出这样的建议？这违背了我所认为对公司IT部门来说最好的看法，Ryan跟你的推荐完全不同，你们这些咨询师提出意见完全不用担心离开后会发生的事情。在我发火之前赶快给我出去！”Debra安静的离开了Chien的办公室，很担心接下来会发生什么。尽管Chien和Ryan并不愿意这样，她知道她的推荐符合Stephen的要求，而且是整个公司的最佳利益。

1. The importance of project stakeholder management

What is stakeholders?



- 小明和小红
 - 小明的父母
 - 小红的父母
 - 小红的闺蜜
 - 小红的哥哥
 - 小明的妈妈的爷爷
 - 小明的前女友的闺蜜
 - 小明的表姨的同学的侄子的女儿
-
- Stakeholders are all those who have an impact on or are affected by the project

1. The importance of project stakeholder management

The purpose of project stakeholder management is to identify all people or organizations affected by a project, to analyze stakeholder expectations, and to effectively engage stakeholders in project decisions throughout the life of a project.

4 main processes:

- Identifying stakeholders
- Planning stakeholder management
- Managing stakeholder engagement
- Controlling stakeholder engagement

1. The importance of project stakeholder management

Projects Often Cause Change

- Projects often cause changes in organizations, and some people **may lose their jobs** when a project is completed. Project managers might be viewed as enemies if the project resulted in job losses for some stakeholders
- By contrast, they could be viewed as allies if they lead a project that helps **increase profits, produce new jobs, or increase pay** for certain stakeholders
- In any case, project managers must learn to identify, understand, and work with a variety of stakeholders

Stakeholder management — 4 main processes

Initiating

Process: Identify stakeholders

Outputs: Stakeholder register

Planning

Process: Plan stakeholder management

Outputs: Stakeholder management plan, project documents updates

Executing

Process: Manage stakeholder engagement

Outputs: Issue log, change requests, project management plan updates,
project documents updates, organizational process assets updates

Monitoring and controlling

Process: Control stakeholder engagement

Outputs: Work performance information, change requests,
project documents updates,
organizational process assets updates

Project start

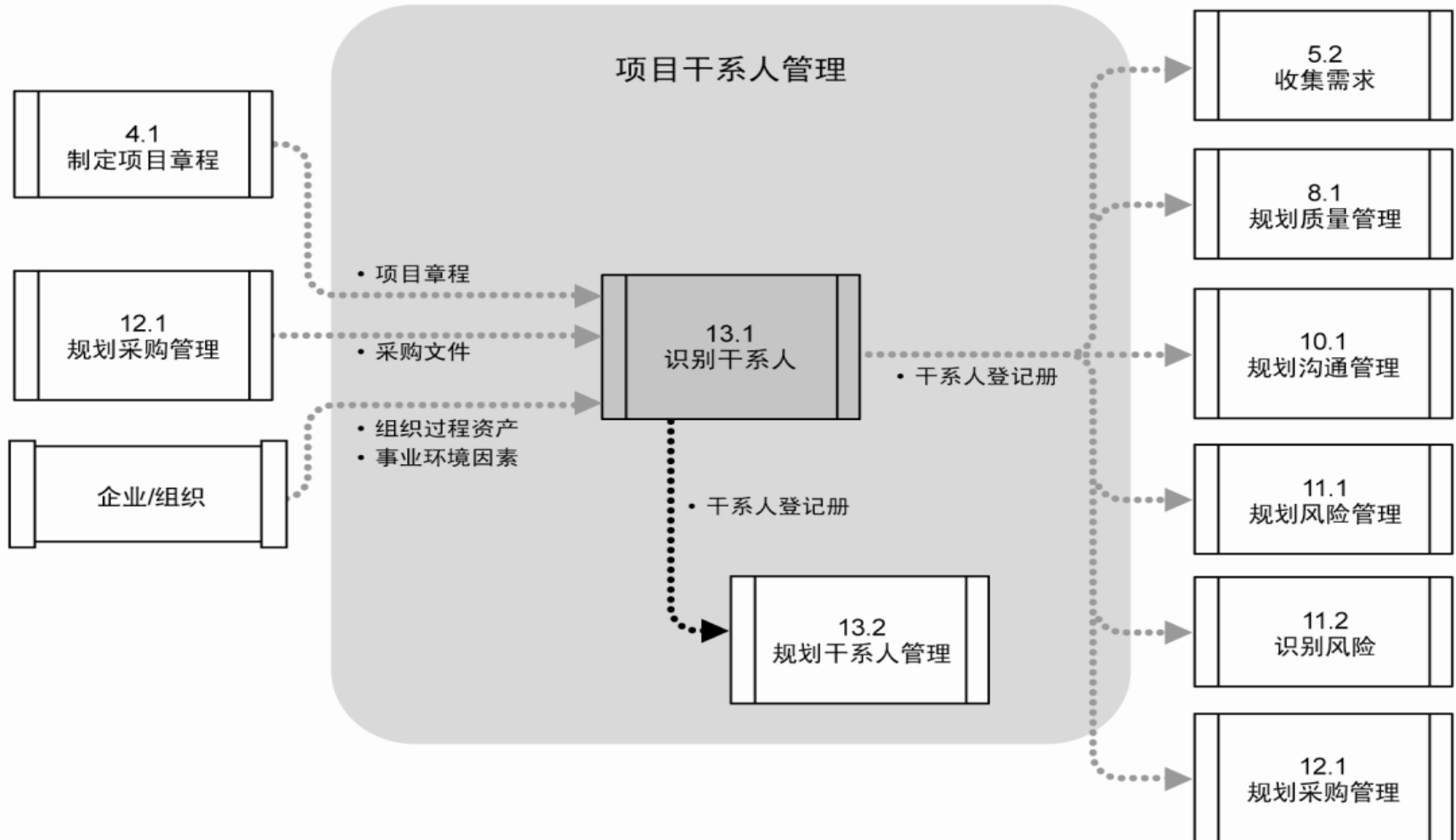
Project finish

2. Identifying stakeholders

Identifying stakeholders is the process of identifying stakeholders, analyzing and recording their interests, participation, interdependence, influence and potential impact on the success of the project.



2. Identifying stakeholders

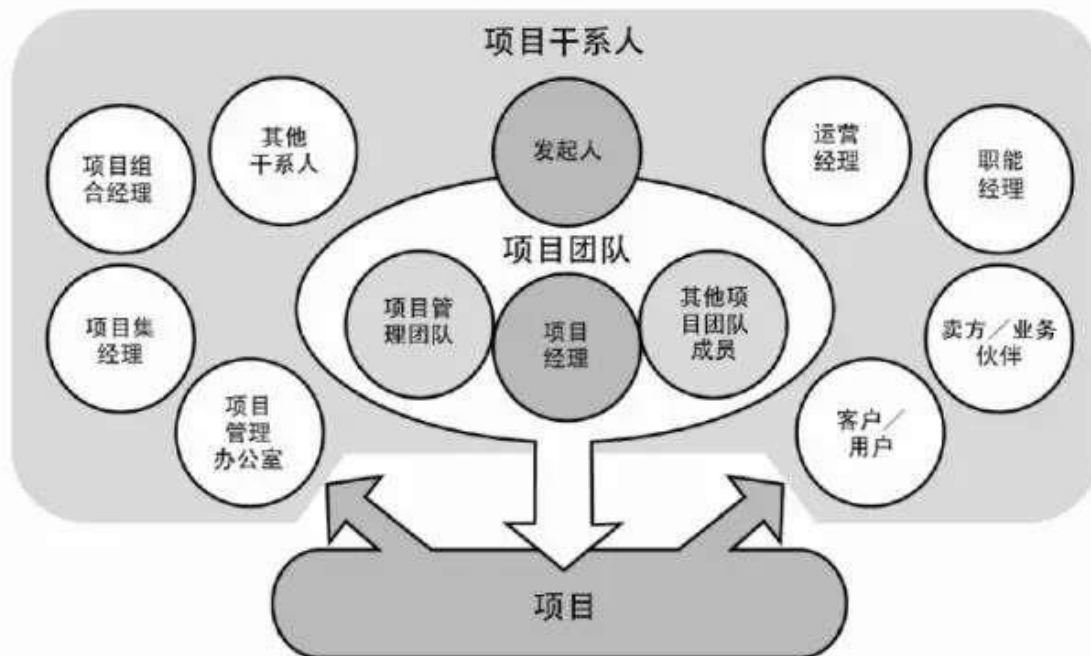


2. Identifying stakeholders

Who do you think is the stakeholder of a project ?

How many categories can stakeholders be classified?

- Internal project stakeholders
- External project stakeholders



2. Identifying stakeholders

- *Internal project stakeholders* generally include the project sponsor, project team, support staff, and internal customers for the project. Other internal stakeholders include top management, other functional managers, and other project managers because organizations have limited resources.
- *External project stakeholders* include the project's customers (if they are external to the organization), competitors, suppliers, and other external groups that are potentially involved in the project or affected by it, such as government officials and concerned citizens.

2. Identifying stakeholders

Additional Stakeholders

- www.projectstakeholder.com lists other stakeholders including:
 - Program director
 - Project manager's family
 - Labor unions
 - Potential customers
- It is also necessary to focus on stakeholders with the most direct ties to a project, for example only key suppliers
- **Stakeholders** are unchanged throughout life of the project. Right? Why?

2. Identifying stakeholders

A stakeholder register includes basic information on stakeholders:

- *Identification information*: The stakeholders' names, positions, locations, roles in the project, and contact information
- *Assessment information*: The stakeholders' major requirements and expectations, potential influences, and phases of the project in which stakeholders have the most interest
- *Stakeholder classification*: Is the stakeholder internal or external to the organization? Is the stakeholder a supporter of the project or resistant to it?

2. Identifying stakeholders

Table 13-1. Sample Stakeholder Register

Name	Position	Internal/ External	Project Role	Contact Information
Stephen	VP of Operations	Internal	Project sponsor	stephen@globaloil.com
Betsy	CFO	Internal	Senior manager, approves funds	betsy@globaloil.com
Chien	CIO	Internal	Senior manager, PM's boss	chien@globaloil.com
Ryan	IT analyst	Internal	Team member	ryan@globaloil.com
Lori	Director, Accounting	Internal	Senior manager	lori@globaloil.com
Sanjay	Director, Refineries	Internal	Senior manager of largest refinery	sanjay@globaloil.com
Debra	Consultant	External	Project manager	debra@gmail.com
Suppliers	Suppliers	External	Supply software	suppliers@gmail.com

2. Identifying stakeholders

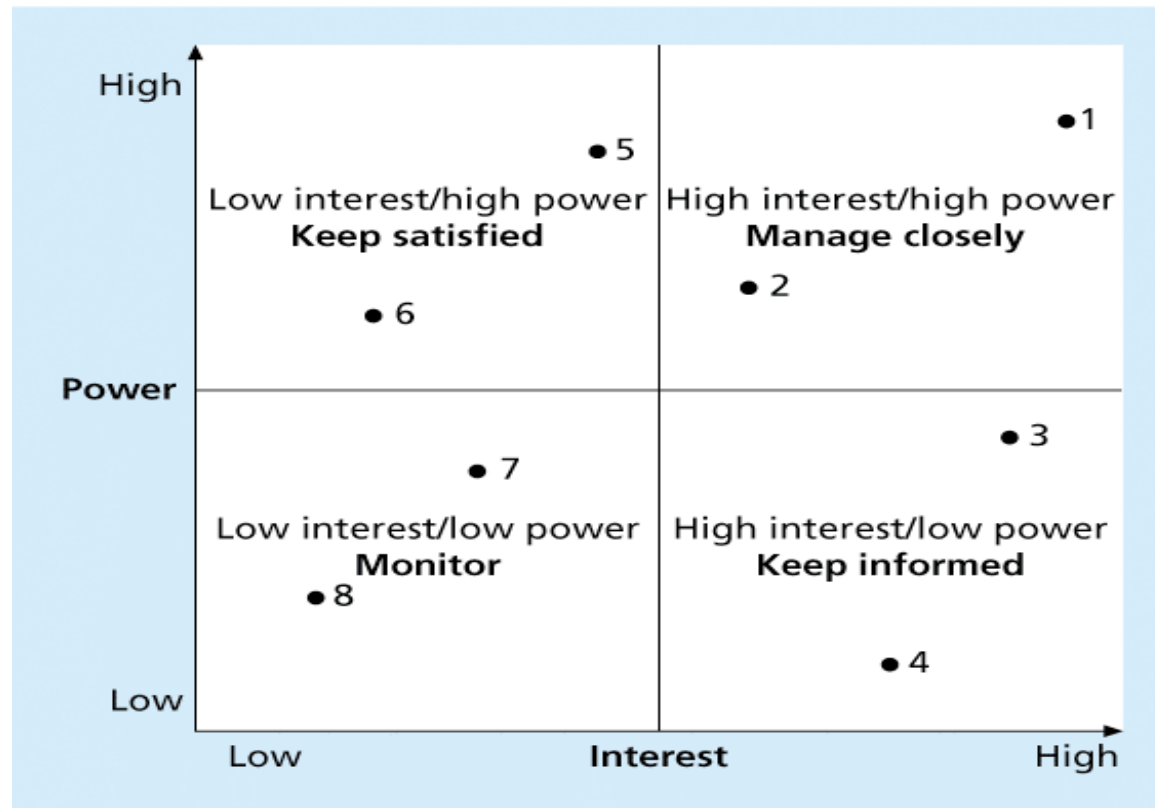
Classifying Stakeholders

A stakeholder analysis is a technique for analyzing information to determine which stakeholders' interests to focus on and how to increase stakeholder support throughout the project.

After identifying key project stakeholders, you can use different classification models to determine an approach for managing stakeholder relationships.

2. Identifying stakeholders

A **power/interest grid** can be used to group stakeholders based on their level of authority (power) and their level of concern (interest) for project outcomes.

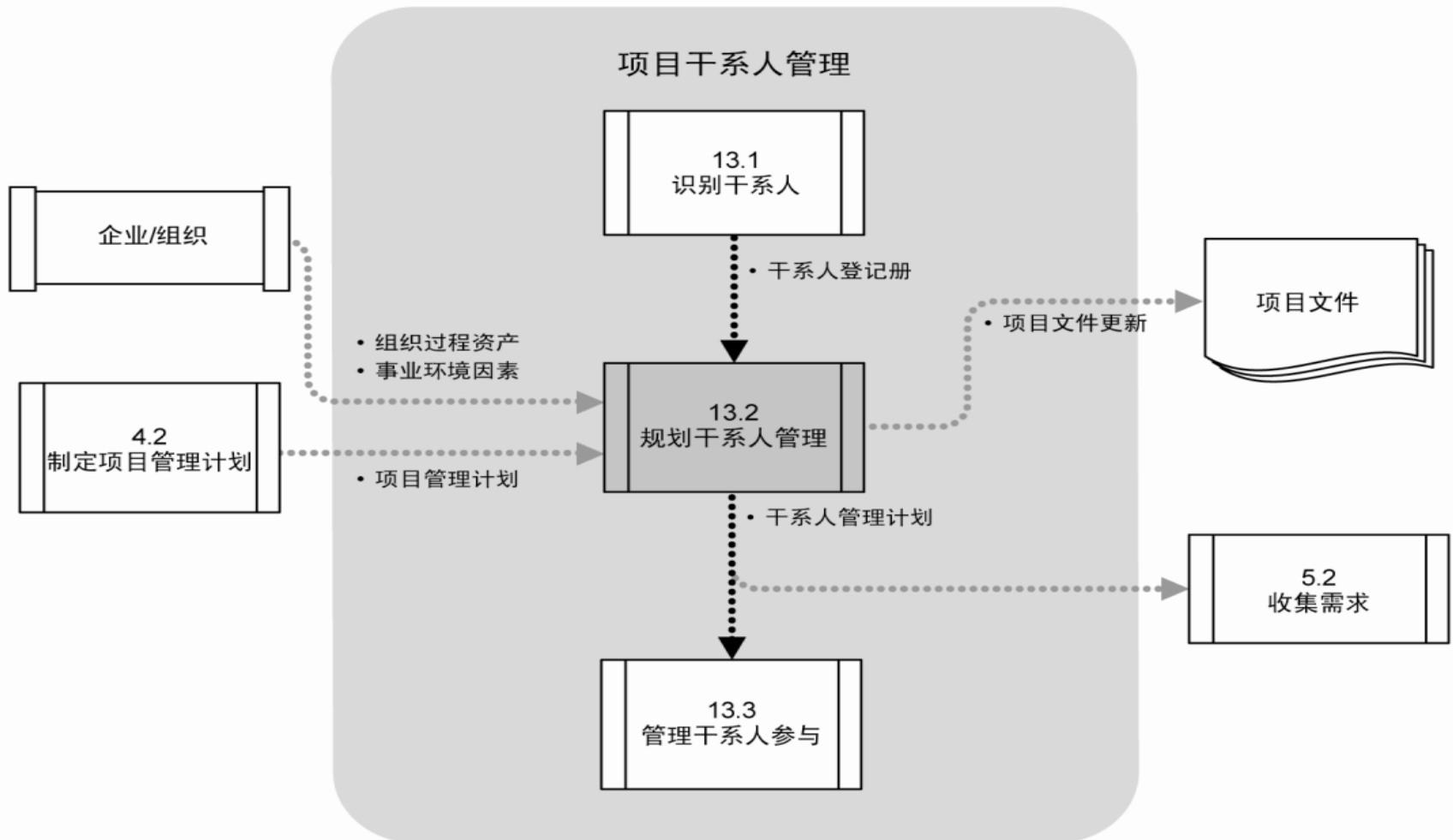


2. Identifying stakeholders

The engagement level of stakeholders:

- **Unaware:** Unaware of the project and its potential impacts on them
- **Resistant:** Aware of the project yet resistant to change
- **Neutral:** Aware of the project yet neither supportive nor resistant
- **Supportive:** Aware of the project and supportive of change
- **Leading:** Aware of the project and its potential impacts and actively engaged in helping it succeed

3. Planning stakeholder management



3. Planning stakeholder management

A stakeholder management plan can include the following:

- Current and desired engagement levels
- Interrelationships between stakeholders
- Communication requirements
- Potential management strategies for each stakeholder
- Methods for updating the stakeholder management plan

All members of project team should prepare the stakeholder management plan together. Right? Why?

3. Planning stakeholder management

Sensitive Information

- Because a stakeholder management plan often includes sensitive information, it should not be part of the official project documents, which are normally available for all stakeholders to review.
- In many cases, only project managers and a few other team members should prepare the stakeholder management plan.
- Parts of the stakeholder management plan are not written down, and if they are, distribution is strictly limited.

3. Planning stakeholder management

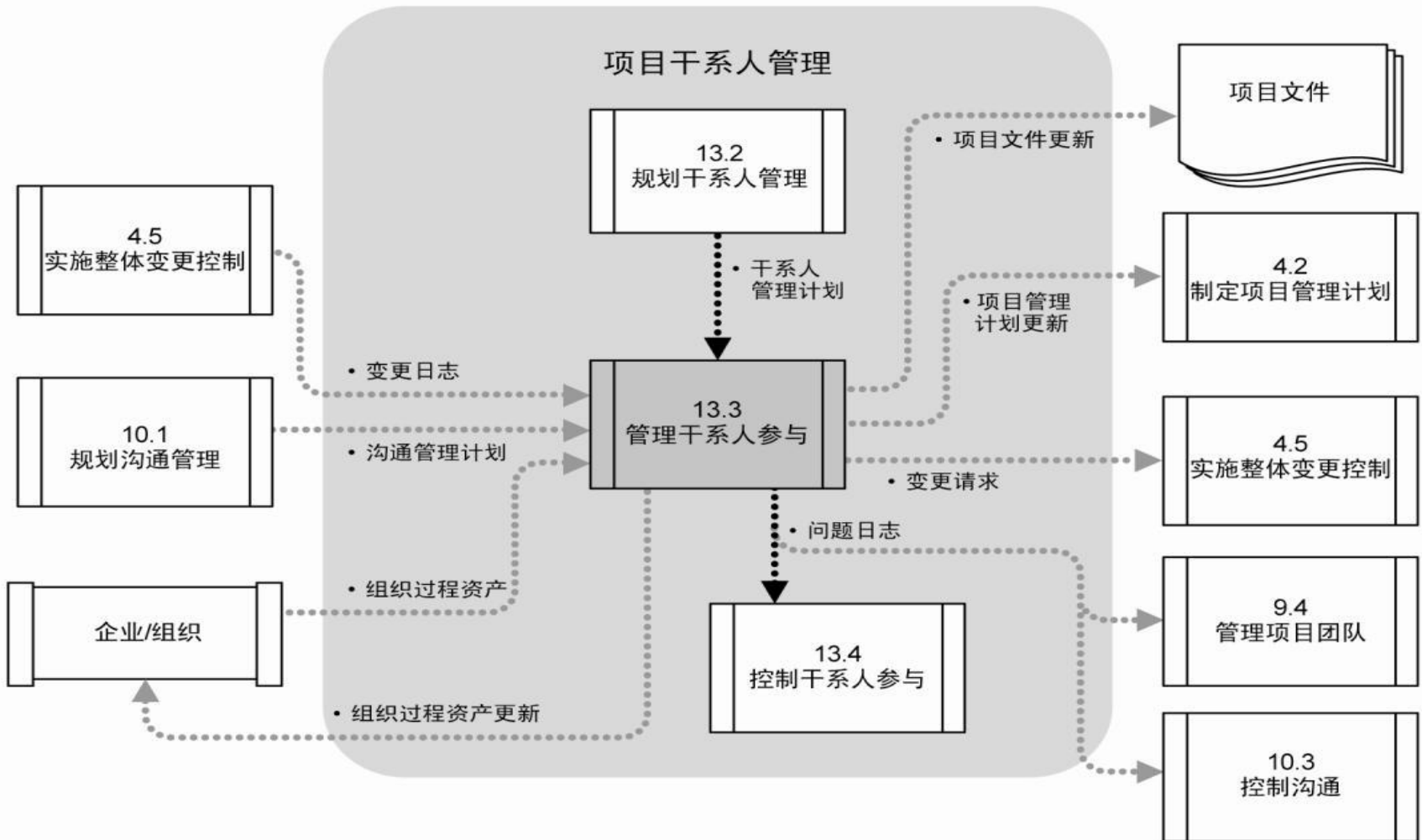
Table 13-2. Sample Stakeholder Analysis

Name	Power/ Interest	Current Engagement	Potential Management Strategies
Stephen	High/high	Leading	Stephen can seem intimidating due to his physical stature and deep voice, but he has a great personality and sense of humor. He previously led a similar refinery upgrade program at another company and knows what he wants. Manage closely and ask for his advice as needed. He likes short, frequent updates in person.
Chien	High/ medium	Resistant	Chien is a very organized yet hardheaded man. He has been pushing corporate IT standards, and the system the PM and sponsor (Debra and Stephen) like best goes against those standards, even though it's the best solution for this project and the company as a whole. Need to convince him that this is okay and that people still respect his work and position.
Ryan	Medium/ high	Supportive	Ryan has been with the company for several years and is well respected, but he feels threatened by Debra. He also resents her getting paid more than he does. He wants to please his boss, Chien, first and foremost. Need to convince him that the suggested solution is in everyone's best interest.
Betsy	High/low	Neutral	Very professional, logical person. Gets along well with Chien. She has supported Debra in approving past projects with strong business cases. Provide detailed financial justification for the suggested solution to keep her satisfied. Also ask her to talk to Chien on Debra's behalf.

4. Managing Stakeholder Engagement

- Project success is often measured in terms of customer/sponsor satisfaction
- Managing stakeholder engagement includes: *obtaining continuous commitment, managing stakeholder expectations, addressing concerns, and solving problems*
- Focus: *understand the purpose, objectives, benefits and risks of the project, obtain the support of stakeholders, reduce the negative impact, and reduce the impact at the project start-up stage*
- Project sponsors often rank scope, time, and cost goals. This ranking can be shown in *an expectations management matrix* to help clarify expectations

4. Managing Stakeholder Engagement



4. Managing Stakeholder Engagement

Table 13-3. Expectations Management Matrix

Measure of Success	Priority	Expectations	Guidelines
Scope	1	The scope statement clearly defines mandatory requirements and optional requirements.	Focus on meeting mandatory requirements before considering optional ones. In this case, following corporate IT standards is optional.
Time	1	There is little give in the project completion date. The schedule is very realistic.	The project sponsor must be alerted if any issues might affect meeting schedule goals.
Cost	3	This project is crucial to the organization. If you can clearly justify the need for more funds, they can be made available.	There are strict rules for project expenditures and escalation procedures. Cost is very important, but it takes a back seat to meeting schedule and then scope goals.
Technology/standards	2	There are several potential solutions available, but only one that meets all of the sponsor's technical requirements, especially for accounting.	While corporate IT standards are important, an exception makes sense in this case.

4. Managing Stakeholder Engagement

Issue Logs

- Understanding the stakeholders' expectations can help in managing issues.
- Issues should be documented in an **issue log**, a tool used to document, monitor, and track issues that need resolution.
- Unresolved issues can be a major source of conflict and result in stakeholder expectations not being met.
- Issue logs can address other knowledge areas as well.

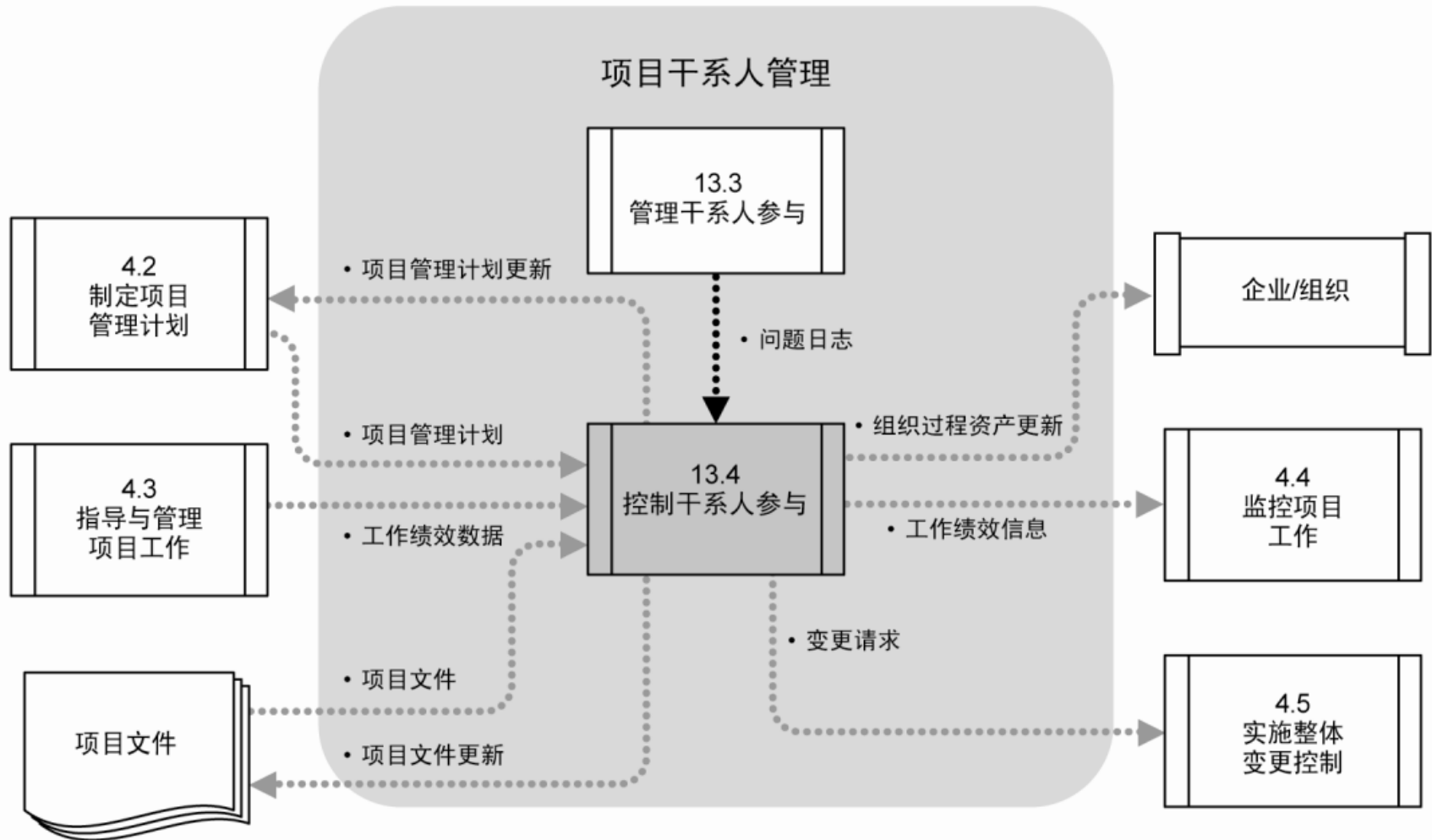
Table 13-4. Sample Issue Log

Issue #	Description	Impact	Date Reported	Reported By	Assigned To	Priority (H/M/L)	Due Date	Status	Comments
1	Need requirements categorized as mandatory and optional	Cannot do much without it	Feb. 4	Ryan	Stephen	H	Feb. 8	Closed	Requirements clearly labeled
2	Need shorter list of potential suppliers—no more than 10	Will delay evaluation without it	Feb. 6	Debra	Ryan	H	Feb. 12	Open	Almost finished; needed requirements categorized first
Etc.									

4. Managing stakeholder engagement

Best Practice

- Project managers are often faced with challenges, especially in managing stakeholders
- Sometimes they simply cannot meet requests from important stakeholders
- Suggestions for handling these situations include the following:
 - Be clear from the start
 - Explain the consequences
 - Have a contingency plan
 - Avoid surprises
 - Take a stand



5. Controlling stakeholder engagement

析辨	管理干系人参与	控制干系人参与
共性	<ul style="list-style-type: none">▣ 都是为了确保干系人实际参与项目的程度符合所需的参与程度;▣ 都可能对干系人管理工作提出变更请求;	
联系	<ul style="list-style-type: none">▣ 管理干系人参与过程的输出“问题日志”，是控制干系人参与过程的输入;▣ 在项目管理中，管理干系人参与和控制干系人参与这两个工作，往往无法截然分开;	
区别	<ul style="list-style-type: none">▣ 管理干系人参与是项目执行过程组的一个过程，控制干系人参与是监控过程组的一个过程;▣ 管理干系人参与，是基于对什么做法有利于提升和维持干系人参与程度的预期，而采取这些做法来提升和维持干系人的参与程度;▣ 控制干系人参与，是基于对干系人实际参与程度与所需参与程度之间的差距的回顾，而采取措施把干系人的实际参与程度拉回到所需参与程度。	

5. Controlling stakeholder engagement

We can control stakeholders. Right ? Why?

- You cannot control stakeholders, but you can control their *level of engagement*
- Engagement involves a dialogue in which people seek understanding and solutions to issues of mutual concern
- Many teachers are familiar with various techniques for engaging students
- It is important to set the proper tone at the start of a class or project

5. Controlling stakeholder engagement

Example of Engaging or Not Engaging Students (or Other Stakeholders)

- If a teacher (or manager) does nothing but lecture on the first day of class (or at meetings) or criticizes the first person who offers a comment, students (or workers) will quickly decide that their best strategy is to keep quiet and maybe not even attend the class (or meetings)
- On the other hand, if the teacher (or manager) uses a lot of activities to get all participants to speak or use technology to participate, they will expect to be active participants in future classes (or meetings)



5. Controlling stakeholder engagement

We can control stakeholders. Right ? Why?

When should we set the stage for engaging project stakeholders?

- *as early as possible*
- *whenever you like*
- *after the project starting*
- *during the execution of the project*
- *at the closing stage*

Using Software to Assist in Project Stakeholder Management

- Productivity software, communications software, and collaboration tools can promote stakeholder engagement
- Social media can also help engage stakeholders. For example, LinkedIn has thousands of groups for project management professionals
- Some project management software includes functionality like Facebook's to encourage relationship building on projects, like giving high fives for a job well done

Chapter Summary

- *The purpose of project stakeholder management* is to identify all people or organizations affected by a project, to analyze stakeholder expectations, and to effectively engage stakeholders in project decisions throughout the life of a project.
- Processes include:
 - Identify stakeholders
 - Plan stakeholder management
 - Manage stakeholder engagement
 - Control stakeholder engagement