

# 13 : Project Stakeholder Management

IT4306 – IT Project Management

Level II - Semester 4

## Learning Outcomes

- To identify various types of stakeholder
- To identify the role of a project stakeholder throughout the life of a software project.
- Describe the contents of a stakeholder management plan and methods of controlling stakeholder engagement

# Why Project Stakeholder Management?

- It is a critical factor in overall project success.
- The core purpose is to identify all people and/ or organizations affected by the project, analyze their expectations, and effectively manage them.

# Project Stakeholder Management Process

- Identify Stakeholders
  - Identify all individuals and organizations involved or affected by the project.
  - Determine the best ways to manage each such identified stakeholder.
- Planning Stakeholder Management
  - Analyze the stakeholder requirements and strategize on how to engage stakeholders effectively.
- Managing Stakeholder Engagement
  - Communicate and work with project stakeholders to satisfy their expectations.
- Controlling Stakeholder Engagement
  - Monitor stakeholder relationships and adjust strategies to engage each stakeholder.

# Artifacts of the Stakeholder Management Process

- Initiating Stage
  - The requirement is to identify the stakeholders
  - Develop a stakeholder register
- Planning Stage
  - The requirement is to plan stakeholder management
  - Stakeholder management plan and project document updates are the expected outputs.
- Executing Stage
  - The requirement is to manage stakeholder engagement
  - Outputs of this stage would be issue logs, change requests, project management plan updates, organizational process assets updates
- Monitoring and Controlling
  - The requirement is to control the engagement of stakeholders
  - Outputs of this stage would be work performance information, change requests and organizational process assets updates

# Identifying Stakeholders

- Two types
  - Internal (e.g., project sponsor, project team)
  - External (e.g. customers)
- Focus should be on the stakeholders with the most direct ties to a project.

# Stakeholder Register

- Includes basic information about the stakeholders, such as:
  - Identification information
  - Assessment information
  - Stakeholder classification
- Classification of stakeholders determines the approach for managing stakeholder relationships.
  - Power/Interest grid is a useful tool to group stakeholders based on their level of authority and the level of concern for the outcomes of the project.

# Stakeholder Engagement Levels

- Stakeholders can be categorized into five engagement levels as follows:
  - Unaware
  - Resistant
  - Neutral
  - Supportive
  - Leading



# Planning Stakeholder Management

- After identifying stakeholders, the project team should develop a plan for managing stakeholders.
- The plan may include but is not limited to:
  - Current and desired level of engagement
  - Interrelationships between stakeholders
  - Communication requirements
  - Possible management strategies for each stakeholder
- It is important to note that some of the information in stakeholder management plans is sensitive, and care needs to be taken when managing such information.

# Management of Stakeholder Engagement

- The success of a project is often determined and is measured in terms of the satisfaction of each stakeholder involved.
- Various ranking systems and matrices, such as the expectation management matrices, are used to manage stakeholder engagement.

# Controlling Stakeholder Engagement

- One cannot control stakeholders; however, their level of engagement can be controlled.
- It is important to set the proper tone at the beginning of the project.
- To control engagement
  - Stakeholders can be invited to actively participate in a kick-off meeting rather than just attending it.
  - The project schedule should include activities and deliverables related to stakeholder engagement such as surveys, reviews, demonstrations, and sign-offs.