Project Stakeholder Management

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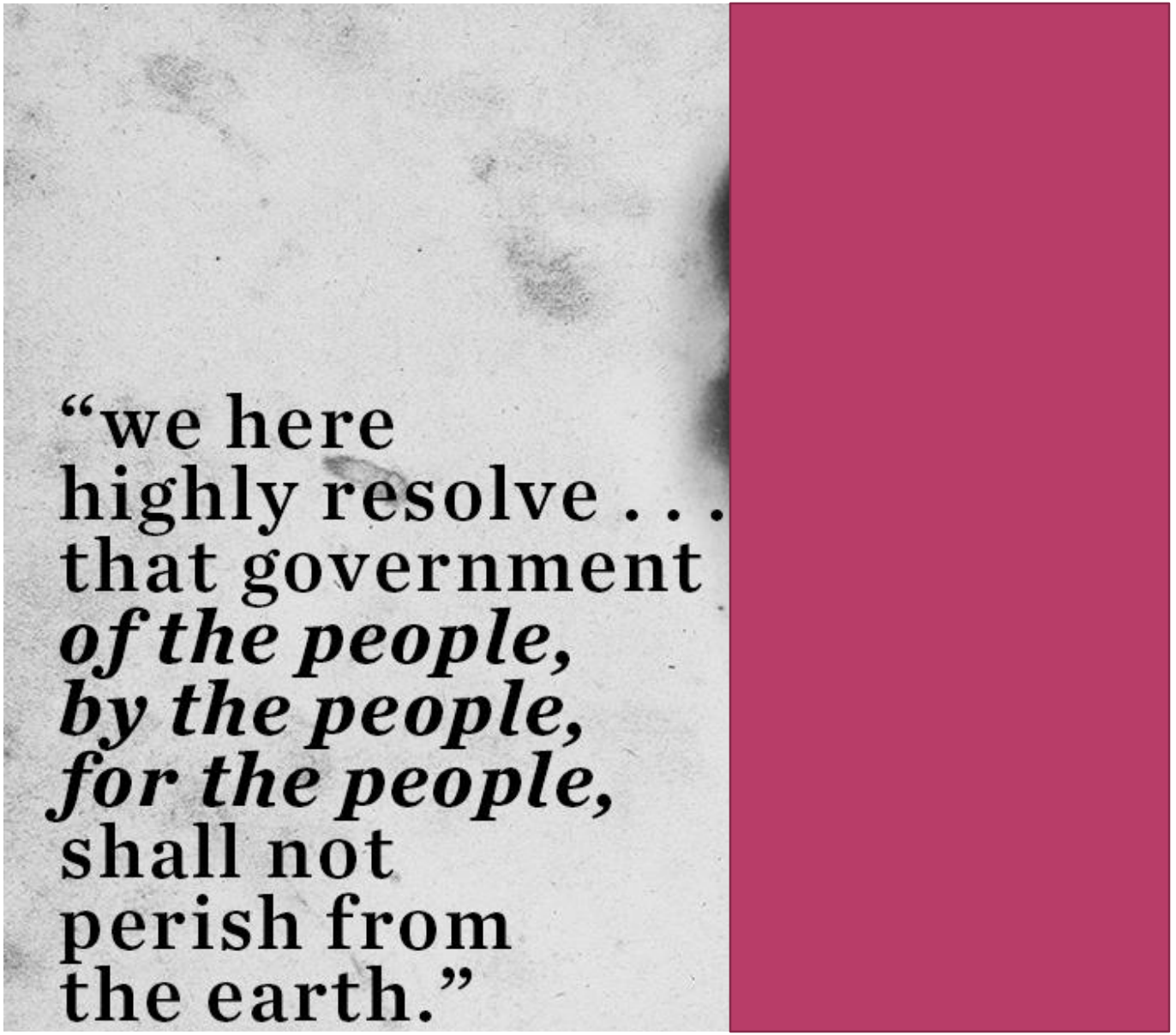

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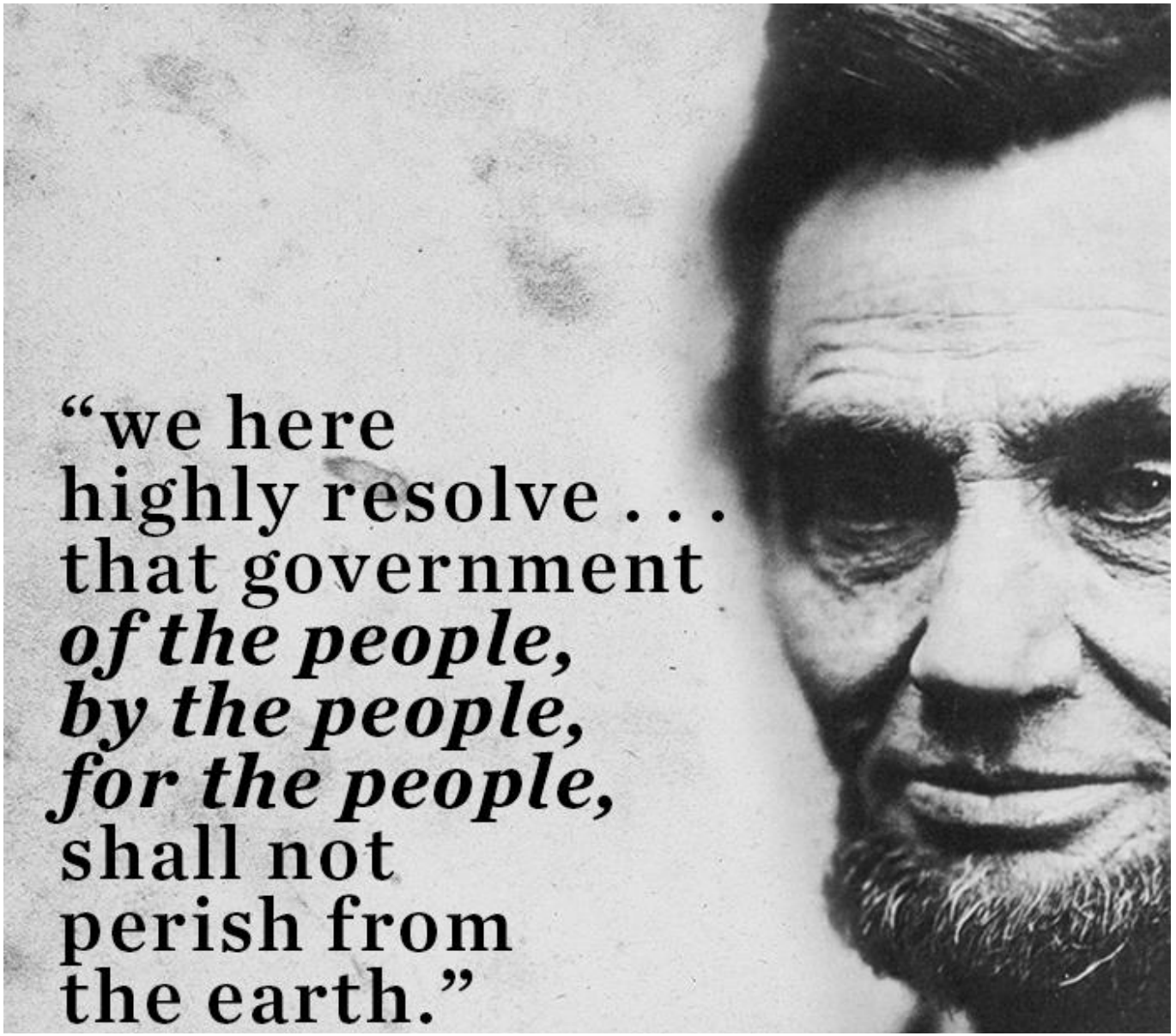
"we here
highly resolve . . .
that government
of the people,
by the people,
for the people,
shall not
perish from
the earth."

Contents

- Importance of Stakeholder Management
- Identify Stakeholders
- Plan Stakeholder Management
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement
- Software

Stakeholders

request

approve

reject

support

oppose

Projects

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Purpose

Identify all people or organizations affected by a project, analyze stakeholder expectations, and effectively **engage** stakeholders in project decisions throughout the life of a project.

What's the influence when a project is completed?

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Buy-in blues

Deal with protesters early

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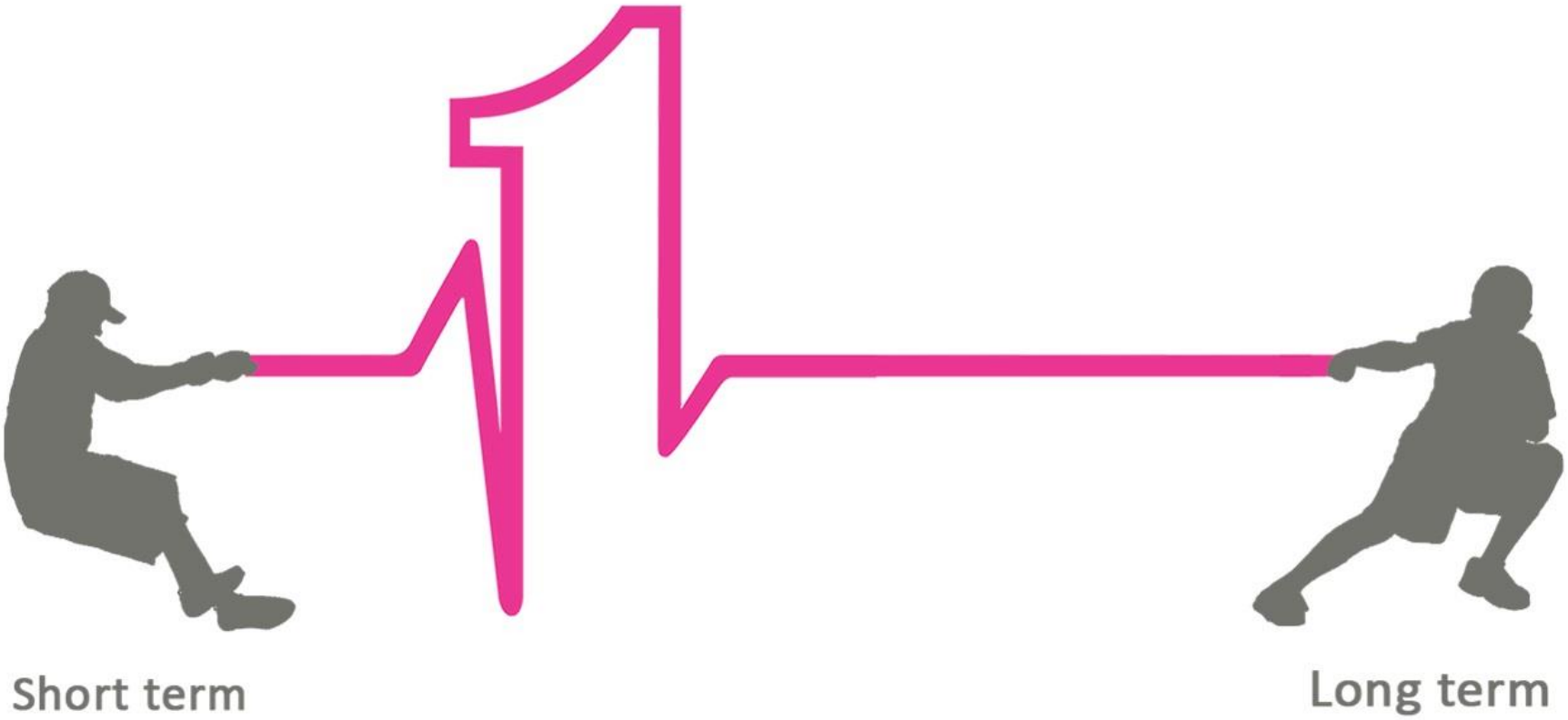
Short-term profits



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Overachieving

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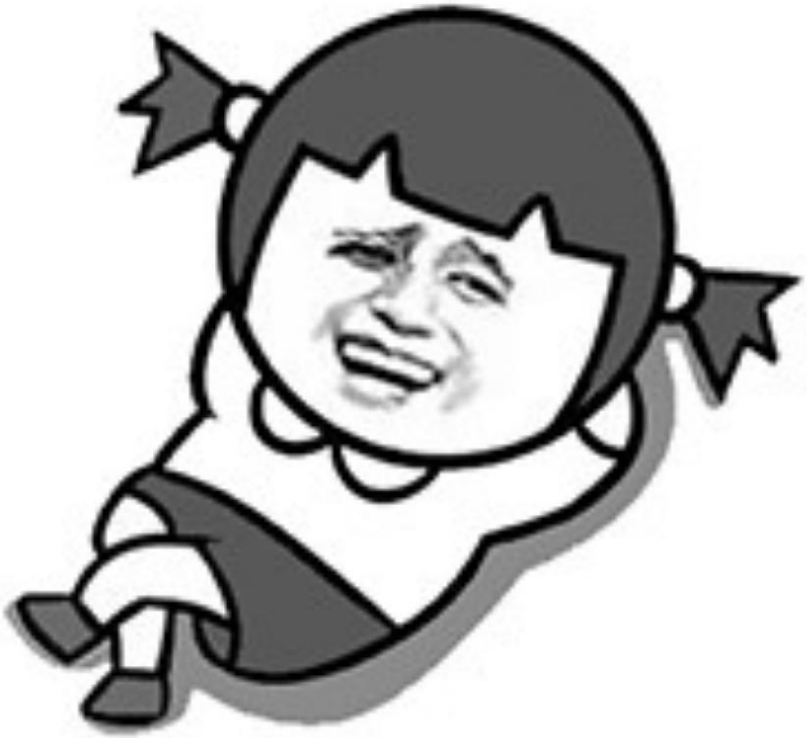
Overachieving

Overachieving

让我回高中休息会儿



Lack of respect

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Lack of respect

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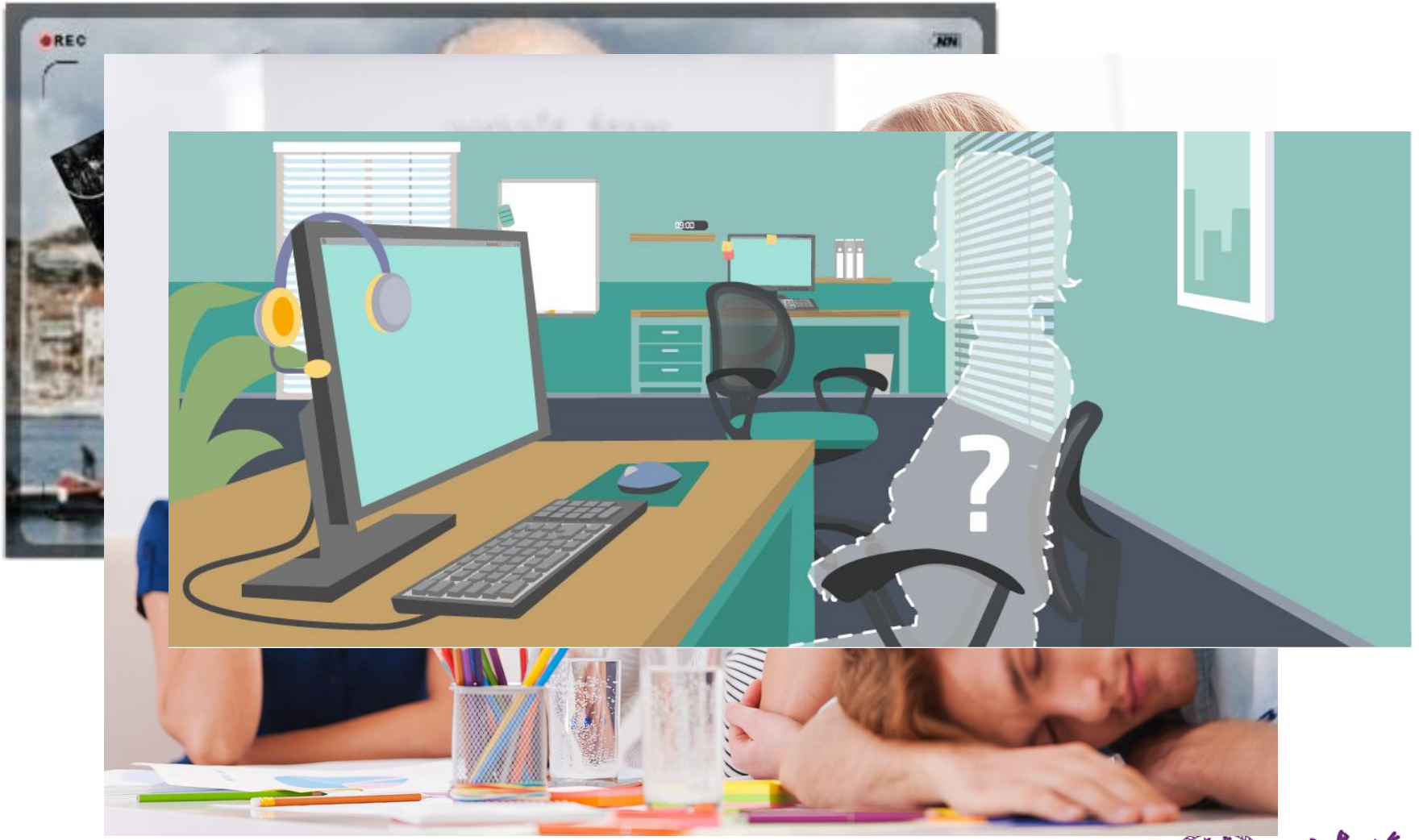
Lack of respect



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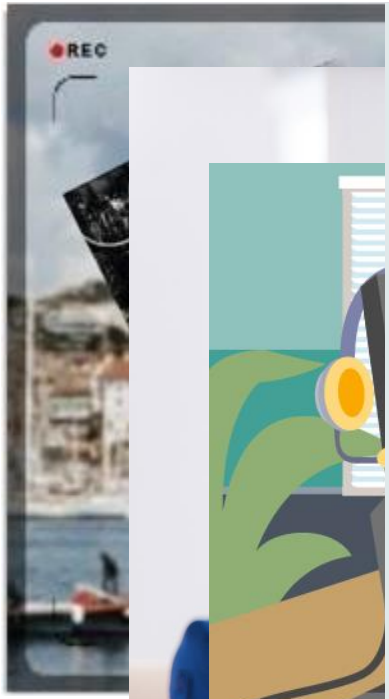

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Fishing

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Situations leading to project sabotage

- Buy-in blues: deal with protesters early
- Short-term profits: immediate payoff will sacrifice the future health
- Overachieving: focus on most important projects first
- Lack of respect : retaliate with apathy, boredom, absenteeism, make-work, outright sabotage and other maladies.

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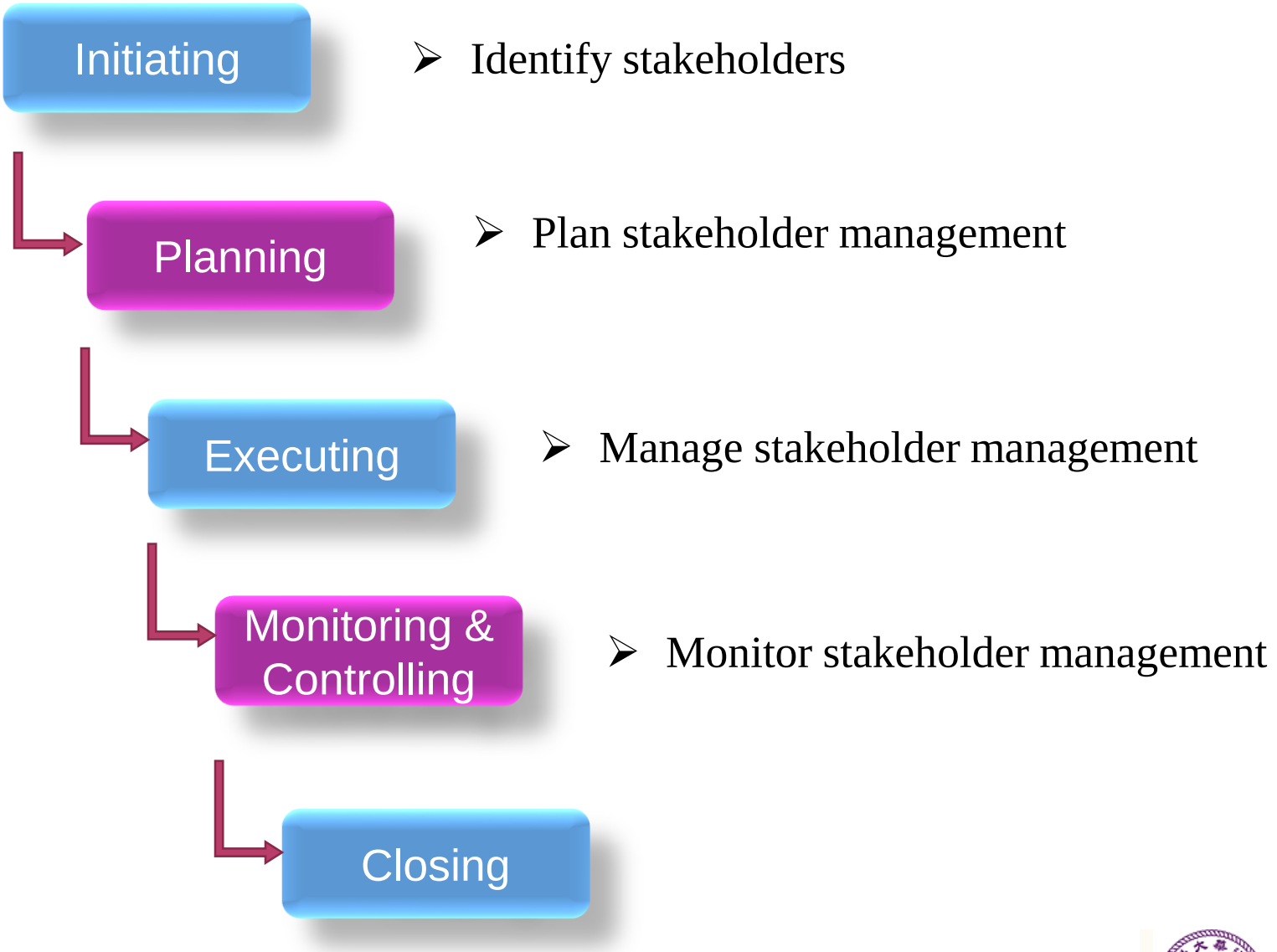

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Identify Stakeholders

The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Inputs	Tools & Techniques	Outputs
1. Project charter 2. Business documents 3. Project management plan 4. Project documents 5. Agreements 6. Enterprise environmental factors 7. Organizational process assets	1. Expert judgment 2. Data gathering 3. Data analysis 4. Data representation 5. Meetings	1. Stakeholder register 2. Change requests 3. Project management plan updates 4. Project documents updates

GETTING EVERYBODY ON BOARD

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- Other project managers?
- Competitors?

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Stakeholder examples

- Program director
- Program manager
- Project manager
- Project manager's family
- Sponsor
- Customer
- Performing organization
- Other employees
- Labor unions
- Team members
- PMO
- Governance board
- Suppliers
- Governmental regulatory agencies
- Competitors
- ……

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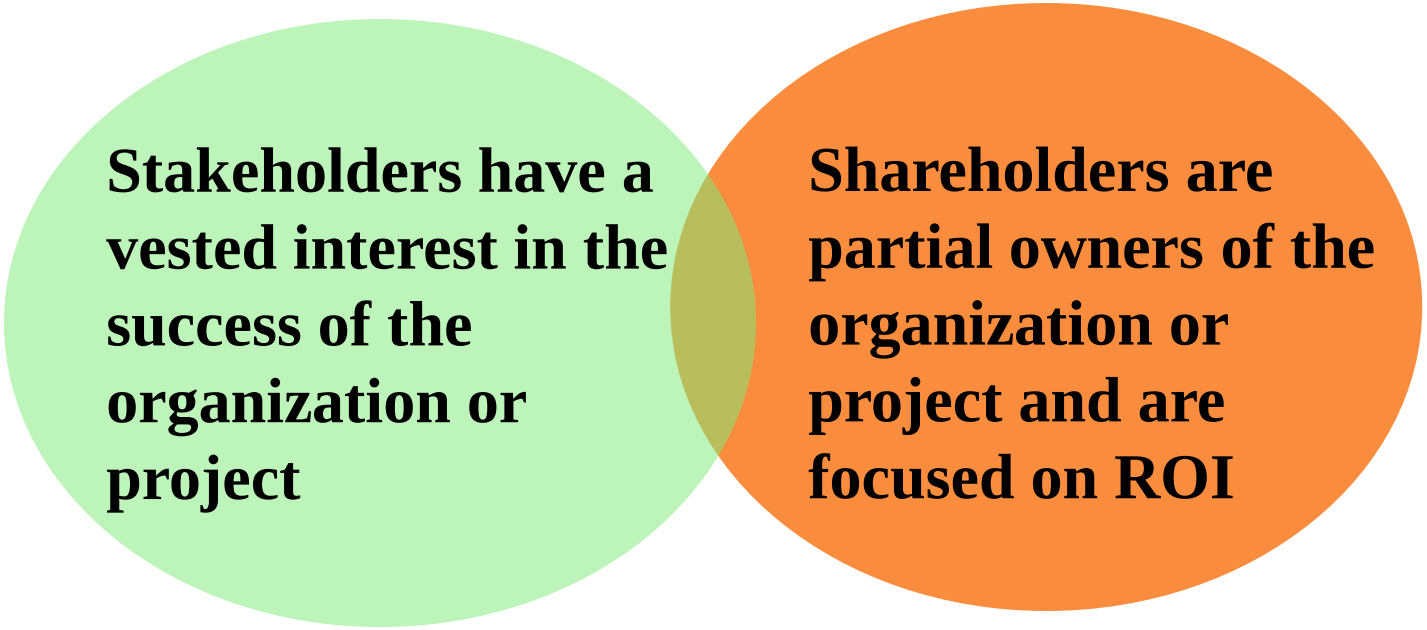
Stakeholders vs Shareholders



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Stakeholder Register

- **Identification information**: names, positions, locations, roles, contact information.
- **Assessment information**: major requirements and expectations, potential influences, and phases
- **Stakeholder classification**: internal/external, supporter/resistant, impact/influence/power/interest

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Sample Stakeholder Register

Name	Position	Internal/ External	Project Role	Contact Information
Stephen	VP of Operations	Internal	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
Debra	Consultant	External	Project manager	debra@XX
Suppliers	Suppliers	External	Supply software	suppliers@xx

Can you share it with someone else in your organization?

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Stakeholder Analysis

Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.

- Power/interest grid
- Power/influence grid
- Influence/impact grid
- Salience model

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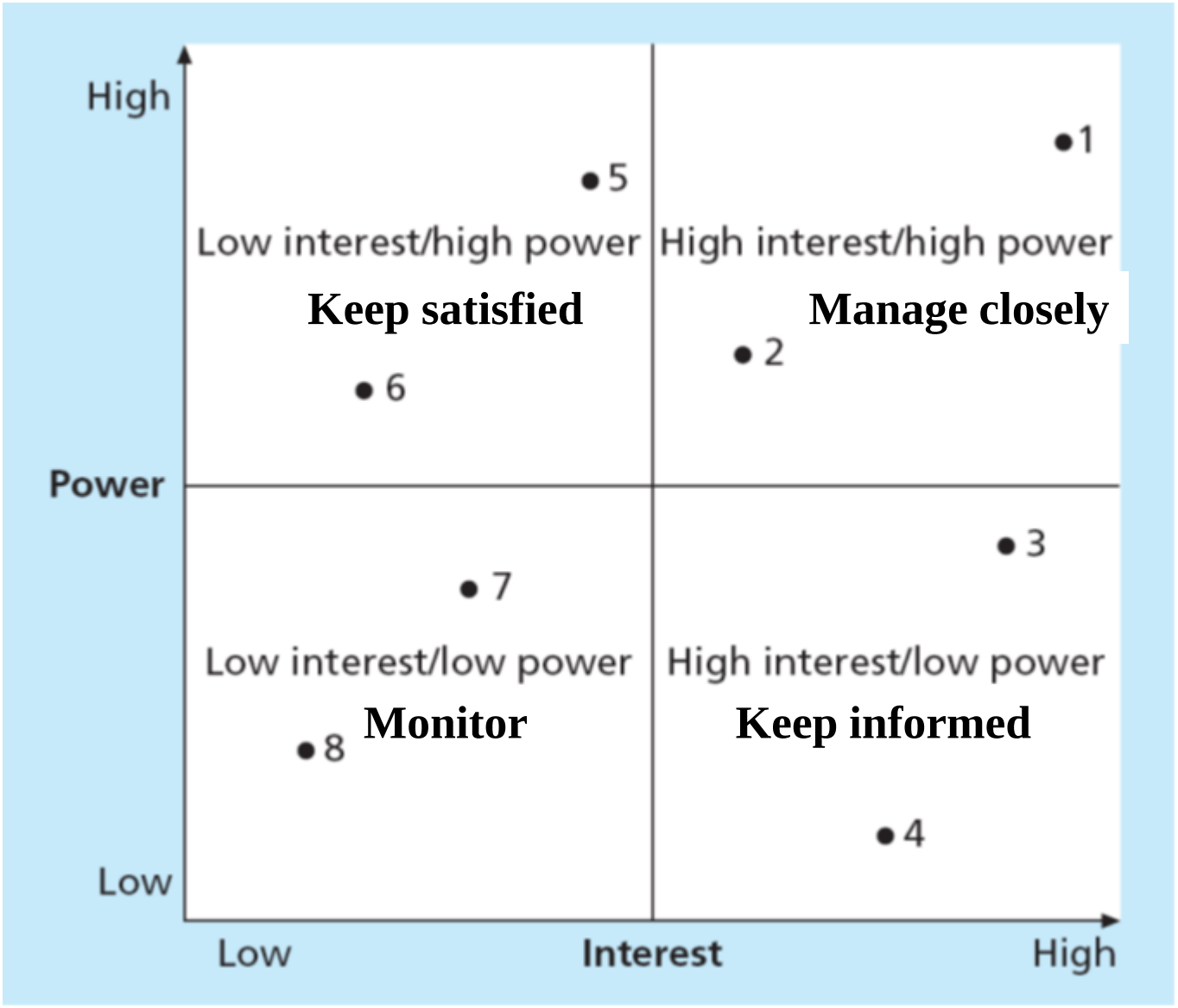
Power/Interest Grid



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Five Engagement Levels

Unaware | **Resistant** | **Neutral** | **Supportive** | **Leading**

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Your project sponsor asks for something unreasonable?

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Plan Stakeholder Management

The process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on project.

Inputs	Tools & Techniques	Outputs
1. Project charter 2. Project management plan 3. Project documents 4. Agreements 5. Enterprise environmental factors 6. Organizational process assets	1. Expert judgment 2. Data gathering 3. Data analysis 4. Decision making 5. Data representation 6. Meetings	1. Stakeholder engagement plan

The key benefit is that it provides an actionable plan to interact effectively with stakeholders.

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Stakeholder Management Plan

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

Can you share it with someone else in your organization?

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Sample Stakeholder Analysis

Name	Power/Interest	Current Engagement	Potential Management Strategies
Stephen	High/high	Leading	XXXXXX
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 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	XXXXXX
Betsy	High/low	Neutral	XXXXXX

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Stakeholder Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Leading ?

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Manage Stakeholder Engagement

The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.

Inputs	Tools & Techniques	Outputs
1. Project management plan 2. Project documents 3. Enterprise environmental factors 4. Organizational process assets	1. Expert judgment 2. Communication skills 3. Interpersonal and team skills 4. Ground rules 5. Meetings	1. Change requests 2. Project management plan updates 3. Project document updates

Key benefit: it allows the PM to increase support and minimize resistance from stakeholders.

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Engage Stakeholders

Use various communications methods and their interpersonal and management skills to engage stakeholders

Two tools:

1. Expectation Management Matrix
2. Issue Log

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Manage Expectation

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Expectation 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 stakeholder must be alerted if any issues might affect meeting schedule goals
Cost	3	XXX	XXX
Technology /standards	2	XXX	XXX

Who is this stakeholder?

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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

Why does PMI put Issue Log in stakeholder management?

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Best Practice

- Be clear from the start
- Explain the consequences
- Have a contingency plan
- Surprise?
- Take a stand

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Can you control stakeholders?

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Monitor Stakeholder Engagement

The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans

Inputs	Tools & Techniques	Outputs
1. Project management plan 2. Project documents 3. Work performance data 4. Enterprise environmental factors 5. Organizational process assets	1. Data analysis 2. Decision making 3. Data representation 4. Communication skills 5. Interpersonal and team skills 6. Meetings	1. Work performance information 2. Change requests 3. Project management plan updates 4. Project documents updates

Key benefit: it maintains or increases the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.

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Engagement

- 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.

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Your mom and I are going to divorce next month

What???Why??? Call me please!

I wrote Disney and this phone changed it. We are going to Disney.

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Enhance Engagement

- Project managers need to set stage for engaging project stakeholders early in the project. (?)
- The project schedule should include activities and deliverables related to stakeholder engagement. (?)
- Important stakeholders are invited to be members of the project teams.

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Software

- Productivity software: word processors, spreadsheets, and presentation software
- Communications software: e-mail, blogs, Web sites
- Collaboration tools: Google docs, wikis, and virtual meeting software
- Social media: WeChat, LinkedIn, Facebook

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Thanks!

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