

## Execution, Stakeholder, and Governance

### **Module 1: Stakeholder Management and Collaboration**

Welcome! The alphabetized glossary contains many of the terms you'll find within this course. This comprehensive glossary also includes additional industry-recognized terms not used in course videos. These terms are important for you to recognize when working in the industry, participating in user groups, and participating in other certificate programs.

Term	Definition
Absence of trust	Team members are unwilling to be vulnerable within the group, preventing open and honest dialogue.
Adaptability	Allows the organization to respond swiftly to market changes, technological advancements, and other external factors while remaining relevant
Alignment	Ensures all program activities and objectives are in sync with the organization's strategic goals, leading to coherent and focused efforts
Avoidance of accountability	When there is a lack of commitment, team members hesitate to hold one another accountable.
Benefits delivery	A phase in the benefits management process. Program activities designed to achieve the identified benefits are executed during this step.
Benefits identification	A phase in the benefits management process that identifies and defines specific benefits expected from the program. The benefits register is developed during this phase.
Benefits management domain	A program management performance domain. A step-by-step approach to ensure program benefits are delivered as planned.

Term	Definition
Benefits management process	A five-step approach developed to define, create, optimize, deliver, and sustain the benefits provided by a program.
Benefits analysis and planning	A phase in the benefits management process. Analyzes and prioritizes identified benefits to ensure they are feasible and aligned with organizational goals. The benefits management plan is created during this phase.
Benefits realization	The process of planning and tracking benefits from program planning through closure. The primary purpose of a program is to realize benefits.
Benefits sustainment	A phase in the benefits management process. Ensure benefits continue to be realized and optimized after the program concludes.
Benefits transition	A phase in the benefits management process. Prepare for the transfer of benefits ownership from the program to the operational environment.
Change management plan	A formal plan that defines how change will be managed throughout a program.
Collaboration domain	A program management performance domain that creates and maintains synergy across all stakeholders, including those internal and external to the program.
Complexity	Managing complexity involves understanding and addressing the interdependencies and intricacies within the program. This leads to more effective problem-solving and risk management.

Term	Definition
Component	An aspect of a program to include projects and all other associated activities that must be planned and integrated to ensure program success.
Consultation	Consultation involves seeking input and advice from stakeholders to ensure diverse perspectives are considered and the quality of decisions is enhanced.
Cross-functional team	A team comprised of multiple members from a variety of functions within an organization.
Culture	A supportive culture fosters collaboration, innovation, and a positive working environment, which are essential for program success.
Deliverable	A measurable result of a program component essential to overall program benefits realization.
Empathy	Empathy helps in understanding and addressing stakeholders' needs and concerns. This often leads to stronger relationships and more effective collaboration.
Engagement	Engagement ensures that all stakeholders are actively involved and committed to the program's goals. It includes fostering a sense of ownership and accountability.
Fear of conflict	Teams that lack trust are incapable of engaging in an unfiltered and passionate debate of ideas.
Final program/closure report	A report completed during the program closure phase that includes a summary of the overall program results.
Five dysfunctions of a team	A step-by-step approach developed by Patrick Lencioni to identify and mitigate the risk of five

Term	Definition
	dysfunctions that can negatively impact team performance.
Funding organization	Entity providing the financial resources necessary to deliver the program. This organization also sets financial constraints and expectations.
Governance	The structure of decision-making, accountability, transparency, and risk management in place to guide an organization. Program governance is the application of governance principles to programs to ensure they are aligned with organizational strategy and delivered successfully.
Governance framework domain	A program management performance domain. Enabling and performing program decision-making to establish practices to ensure compliance with standards and regulations.
Governance plan	A subsidiary plan of the program management plan. Establishes the framework for decision-making, roles, responsibilities, and procedures to ensure program success and compliance.
Inattention to results	Failure to hold one another accountable creates an environment in which team members prioritize their individual needs over the team's collective goals.
Influence/impact grid	A stakeholder mapping tool similar to the power/index grid. This grid categorizes stakeholders based on their influence over the project and the impact the project has on them.
Integration	The act or process of combining or coordinating separate elements or components into a unified whole to enhance efficiency, effectiveness, or synergy.

Term	Definition
Interest	Interest refers to the level of concern or involvement a stakeholder has in the program or project's outcomes.
Lack of commitment	Without conflict, it is difficult for team members to commit to decisions, leading to ambiguity.
Leadership	The role of a program manager to inspire, unite, and lead the program team to align with the program vision.
Lifecycle management domain	A program management performance domain. Effective management of the program lifecycle from start to finish to ensure success.
Management	Ensures organizational processes and systems are streamlined and efficient to support strategic initiatives.
Performing organization	Entity responsible for carrying out the program work. They provide necessary resources, processes, and infrastructure to support program activities.
Portfolio	A collection of projects and programs that are grouped together based on shared characteristics, such as strategic objectives, funding source, or risk profile.
Portfolio manager	An individual responsible for overseeing the organization's portfolio of projects and programs. They ensure that the portfolio is aligned with the organization's strategy and that it delivers the expected benefits.
Power	The ability of a stakeholder to influence the outcome of the program or project.

Term	Definition
Power/interest grid	A stakeholder mapping technique used to classify stakeholders and determine the optimal engagement strategy.
Program	A group of interrelated projects and activities that are coordinated to achieve a specific business objective. Programs are typically larger and more complex than individual projects and often involve multiple stakeholders.
Program closure phase	A program lifecycle phase. The program closure phase encompasses all activities required to close out a program.
Program communications management plan	A document that outlines how project information will be communicated to stakeholders. It defines communication channels, frequencies, types of information to be shared, and roles and responsibilities for communication activities.
Program definition phase	A program lifecycle phase. The program definition phase involves activities required to authorize the program and develop a comprehensive program management plan.
Program delivery phase	A program lifecycle phase. The program delivery phase involves activities to produce the program's products or services as outlined in the program management plan.
Program kickoff meeting	An initial meeting to introduce the program. Objectives, key stakeholders, and timelines once a program management plan is approved.
Program lifecycle	The program lifecycle provides a structured approach to manage the life cycle management performance domain. It consists of three

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	interrelated phases that facilitate effective program definition, delivery, and closure.
Program management	The application of knowledge, skills, tools, and techniques to meet program requirements and realize benefits. Programs are groups of related projects that are managed in a coordinated way to obtain benefits not available from managing them individually
Program Management Office (PMO)	A centralized unit within an organization that provides support and guidance for project and program management activities.
Program management plan	Comprehensive plan detailing how a program will be executed, monitored, and controlled.
Program manager	A program manager is an individual responsible for the overall success of a program. They lead and direct the program, coordinating activities within the program to keep it on track.
Program sponsor	A high-level individual within an organization who champions the program, secures resources, and provides overall direction and support.
Program status report	A formal report created by the program manager on a periodic basis to keep stakeholders informed of program status and benefits realization.
Program steering committee	A group of senior stakeholders who provide oversight and guidance for the program. They represent different areas of the organization impacted by the program and offer strategic direction.

Term	Definition
Program team member	Perform tasks and activities directly related to achieving program objectives. They work under the direction of the program manager.
Project	A temporary endeavor undertaken to create a unique product, service, or result. Projects have a defined start and end date, and they are typically broken down into smaller, more manageable tasks.
Project Management Institute (PMI)	A professional association for project, program, and portfolio management professionals. It is the world's leading organization for project management, offering certifications, standards, and resources to help professionals advance their careers.
Project manager	An individual who is responsible for the planning, execution, and successful completion of a project. They oversee all aspects of the project, from defining the scope and schedule to managing the budget and resources.
Project team member	Work on specific projects within the program. Execute project tasks and activities under the guidance of the project manager.
RACI	A method used to identify roles and responsibilities. Includes responsible, Accountable, Consult, and Inform designators.
Regulatory agencies	Government or other authoritative bodies that establish regulations and standards the program must comply with. Their requirements ensure the program adheres to legal boundaries and industry standards.



Term	Definition
Resiliency	Resiliency helps the organization withstand and recover from disruptions and ensure long-term sustainability and strategic continuity.
Resource management plan	A subsidiary plan of the program management plan. Details the approach for managing human, physical, and material resources to ensure they are used efficiently and effectively throughout the program.
Risk	An uncertain event or condition that, if it occurs, could have a positive or negative impact on a project or program. Risks can be identified, assessed, and mitigated through a risk management process.
Risk mitigation	A term used to identify responses to reduce the probability and/or impact of a risk occurring.
Stakeholder	Anyone who is affected by, can affect, or has a vested interest in the outcome of a project or program. Stakeholders can include customers, sponsors, team members, executives, and even the general public.
Stakeholder engagement domain	A program management performance domain. The process of identifying, engaging, and managing program stakeholders to understand their needs and meet their expectations.
Stakeholder engagement plan	A subsidiary plan of the program management plan. Defines strategies and actions for effectively engaging stakeholders to meet their needs and expectations.
Stakeholder management	The process of identifying, understanding, managing the expectations of, and communicating with all stakeholders impacted by a project or program. Effective stakeholder

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	management is crucial for building relationships, addressing concerns, and ensuring project success.
Stakeholder mapping	A strategic process used to identify, analyze, and prioritize individuals or groups (stakeholders).
Stakeholder onion diagram	A stakeholder mapping tool. This diagram places the program at the center, with concentric layers of stakeholders radiating outwards based on their level of involvement or influence.
Stakeholder register	A document that identifies key stakeholders essential to program success by defining roles and responsibilities they must support.
Stakeholder salience model	This model categorizes stakeholders based on three attributes: power, legitimacy, and urgency. Stakeholders are classified into different types (e.g., definitive, dominant, dependent) depending on how many attributes they possess.
Standard for Program Management, 5th Edition	A guide published by the Project Management Institute (PMI) that provides standardized guidelines and best practices for program management. This edition outlines the principles, practices, and competencies needed to effectively manage multiple related projects as a cohesive program to achieve strategic objectives.
Strategic alignment domain	A program management performance domain. Program managers must align program objectives to ensure delivery of benefits expected by the firm.
Strategic initiative	A high-level project or series of projects undertaken to achieve a significant organizational goal that aligns with the overall strategy.

Term	Definition
Suppliers	External entities providing goods, services, or materials necessary for the program. They play a critical role in the supply chain and program execution.
Synergy	The process of ensuring all program components are planned and organized in a manner to achieve the expected benefits of the program.
Team of teams	A collaborative structure where multiple, smaller teams work together towards a larger, common goal. Each team has its own expertise and focus, but they are coordinated and aligned under a program or project management umbrella.
Transparency	Transparency builds trust and ensures all stakeholders have access to accurate and timely information, which facilitates better decision making and collaboration.
Value delivery	The primary purpose of a program. Value is defined as the realization and sustainment of the suspected benefits to be derived from a program.
Vision	A forward-looking statement that outlines what the company wants to become in the future.