Stakeholder Management

* Stakeholders: People, groups or organizations that could impact or be impacted by the project.
  + Top Management, your manager, peers, resource managers, internal customers, external customers, government.
  + Multiple users with different, sometimes conflicting, requirements
  + May not know what they want
  + May not be the actual user
  + Unreasonable requests
* Identify stakeholders, analyze stakeholder expectations and their impact on the project, and develop appropriate management strategies for effectively involving stakeholders in project decisions and execution.
* Stakeholder Management tools
  + Power/interest matrix
  + Cooperation-Threat matrix
  + Stakeholder analysis register template
  + Communication Plan
* Stakeholder Analysis
  + Who are they?
  + How important are they to the project?
  + What are their interests in the project?
  + Will their interest level vary throughout the project?
  + What is important to the stakeholders?
  + How could stakeholders block your efforts?
  + What is your strategy for enhancing stakeholder support?
* Stakeholder analysis register
  + A project document including the identification assessment, and classification of project stakeholders
  + A table used to manage interactions with the stakeholders
  + Lists all stakeholders and stakeholder groups
  + Information added and updated throughout the phases of the project:
    - Interests, involvement, interdependencies, influence on project success.
    - All interactions with each stakeholder or group, whether planned or not, whether initiated by the project or by the stakeholder.
    - Who on the project team is responsible.
* Project Sponsor
  + The person or group responsible for enabling success.
  + May be inside but is usually outside the project.
  + Signs off that the project is complete – the one the PM must satisfy.
  + The person responsible for escalating issues that are beyond the control of the PM.
  + Significant role in developing the initial charter and project plan.
* Politics of Projects
  + The environment
  + The goals of each stakeholder or group
    - Goals that are openly stated or clear
    - Hidden agendas?
  + Power
* Relationship Building
  + Analyze stakeholders
  + Assess influence
  + Understand expectations
  + Define success
  + Keep stakeholders involved and informed
* Build Respect
  + Be honest
  + Take ownership
  + Be predictable and reliable
  + Stand by decisions
  + Take accountability for mistakes
* Engagement levels
  + May classify in more detail than in initiation phase:
    - Unaware, Resistant, Neutral, Supportive, Leading.
  + For each stakeholder or group. Consider potential movement from one level to another throughout the project.
* Stakeholder management plan
  + A component of the Project Management Plan
    - Desired and current engagement levels with stakeholders
    - Scope and impact of project on stakeholders
    - Interrelationships between stakeholders
    - Stakeholder communication requirements and plan
    - Time frame, frequency, format, and content of planned communications to stakeholders
    - Method for updating the stakeholder management plan.
* Manage Stakeholder Engagement
  + Communicating and working with stakeholders to meet their needs and expectations
  + To increase support and reduce resistance from stakeholders
  + Increase the probability of project success
* Summary
  + Stakeholders are people, groups or orgs that could impact or be impacted by the project.
  + Managing stakeholders is a key success factor for projects
  + Analyze stakeholder interests and level of influence
  + Build coalitions
  + Effective Communication with stakeholders must be continuous to continue positive engagement so your project will be delivered on time, within budget, and according to stakeholder satisfaction.