

## Stakeholder Management: Core Concepts

### Who Are Stakeholders?

- **Definition:** Anyone who can impact or be impacted by the project.
- **Types:**
  - **Internal:** Employees, project sponsors, board members.
  - **External:** Investors, suppliers, community members.
  - **Clients:** Customers and end-users.
  - **Regulatory/Governmental:** Agencies like IRS, EPA, FDA.

### Why Stakeholder Analysis Matters

- Helps identify stakeholders early.
- Determines their **interest, influence, and involvement**.
- Enables tailored communication and expectation management.

### Stakeholder Analysis Models

#### 1. Salience Model

Categorizes stakeholders based on:

- **Power** (authority)
- **Legitimacy** (rightful involvement)
- **Urgency** (need for immediate attention)

Category	Traits	Example
Discretionary	Legitimate, no power	Local charity
Dependent	Legitimate + urgent	Restaurant owners affected by construction
Demanding	Urgent only	Protesters

Category	Traits	Example
Dangerous	Power + urgency, no legitimacy	Saboteurs
Dormant	Power only	Uninvolved executives
Dominant	Power + legitimacy	Senior managers
Definitive	All three	Project sponsor
Non-stakeholder	None	No action needed

## 2. Power-Interest Grid

Plots stakeholders on a 2D matrix:

- **X-axis:** Interest
- **Y-axis:** Power

Quadrant	Description	Strategy
High Power + High Interest <b>Players</b>		Collaborate closely
High Power + Low Interest <b>Context Setters</b>		Keep satisfied
Low Power + High Interest <b>Subjects</b>		Keep informed
Low Power + Low Interest <b>Crowd</b>		Minimal updates

## Communication Management: Key Elements

### Importance of Communication

- Project managers spend most time communicating.
- Effective communication boosts project success (on time, on budget, within scope).

### Communication Planning

- **Who** needs information?
- **What** do they need?
- **When** do they need it?
- **How** will it be delivered?
- **Who** is responsible for sending it?
- **How** will sensitive data be protected?

## **Communication Plan Components**

- Project background and goals
- Team member roles and contact info
- Communication modes (email, meetings, Slack, etc.)
- Meeting schedules and cadence
- Stakeholder preferences
- Data security protocols

## **Communication Process Model**

### **Roles:**

- **Sender (e.g., Jaden):** Encodes the message.
- **Receiver (e.g., Tyler):** Decodes and provides feedback.

### **Channels:**

- Verbal, written, visual, digital (email, Zoom, etc.)

### **Feedback:**

- Verbal (rephrasing, questions)
- Non-verbal (nodding, expressions)

### **Noise (Barriers):**

- **External:** Background sounds, tech glitches.

- **Internal:** Stress, distractions, timing issues.

## Final Takeaway

Stakeholder and communication management are deeply intertwined. A successful project manager:

- Identifies and categorizes stakeholders.
- Tailors communication to their needs and influence.
- Uses structured tools like the Salience Model and Power-Interest Grid.
- Builds a robust communication plan that adapts to global teams, cultural nuances, and sensitive data.