

## 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.