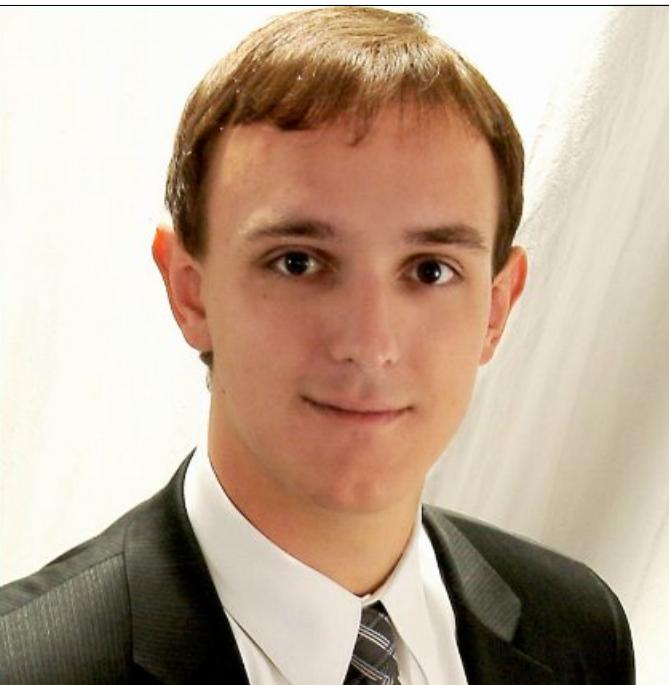


Project Stakeholder Management

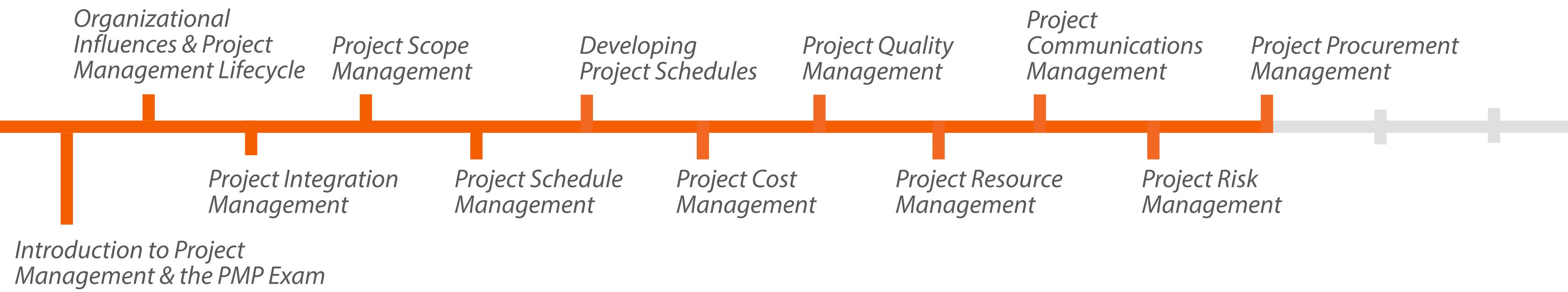
Identifying Project Stakeholders



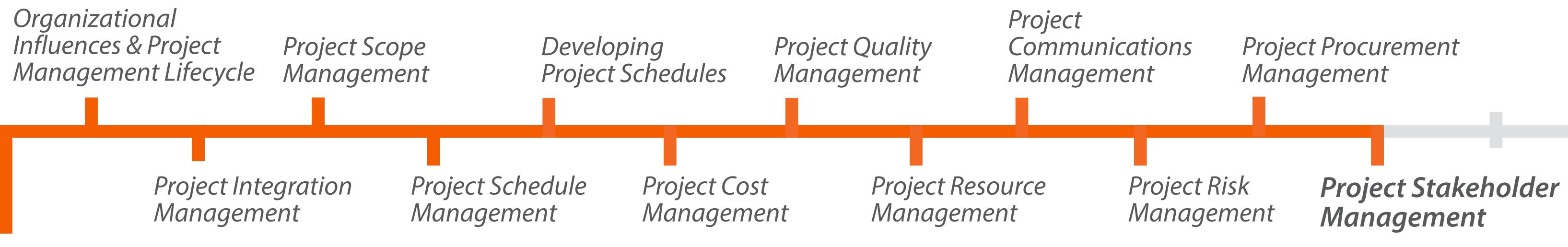
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Preparing for the PMP® Exam



Preparing for the PMP® Exam



Introduction to Project Management & the PMP Exam

Course Overview



Identifying Project Stakeholders
Planning Stakeholder Engagement
Managing Stakeholder Engagement
Monitoring Stakeholder Engagement

Module Overview



Who Is a Stakeholder?

Importance of Stakeholder Management

Identifying Stakeholders

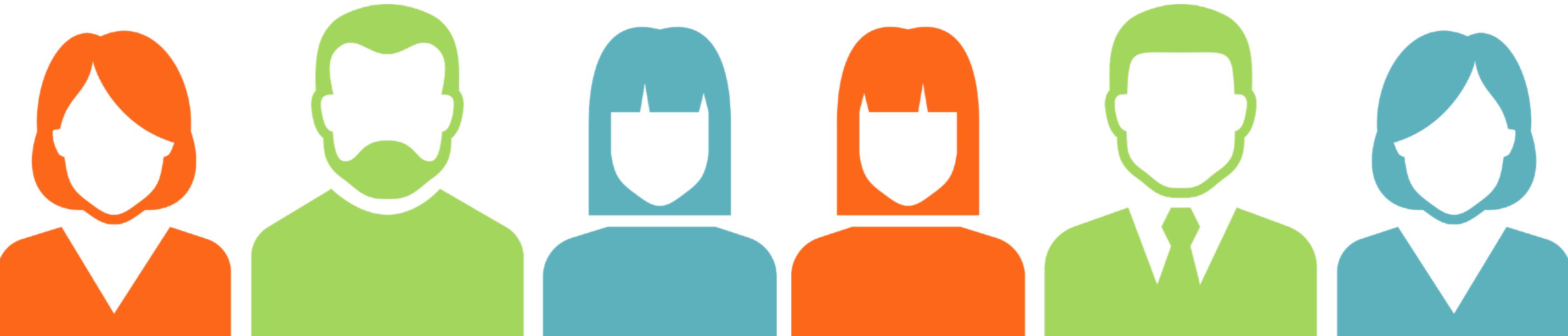
Classifying Stakeholders

Identify Stakeholders Process Components

Who Is a Stakeholder?

Who Is a Stakeholder?

Individual • Group • Organization



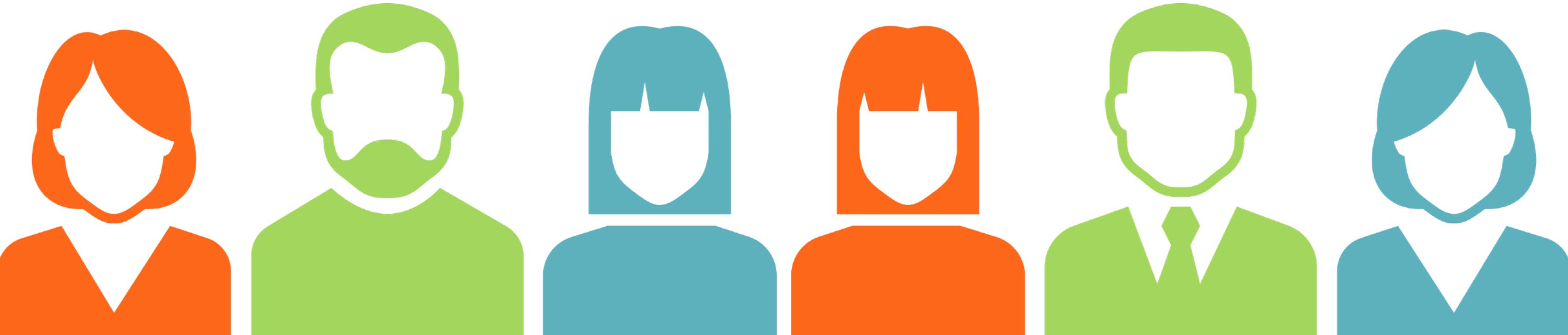
Who Is a Stakeholder?

**Customers • Sponsors • Performing Team
Involved Members of Public**



Who Is a Stakeholder?

“Is it possible that they will be impacted by the project or by its result, either positively or negatively?



Potential Stakeholders

Example: Development of new high-rise apartment building

Development & Operation

Developer

Architect

Interior Designers

Construction Crew

Investors

Financiers

Sales Staff

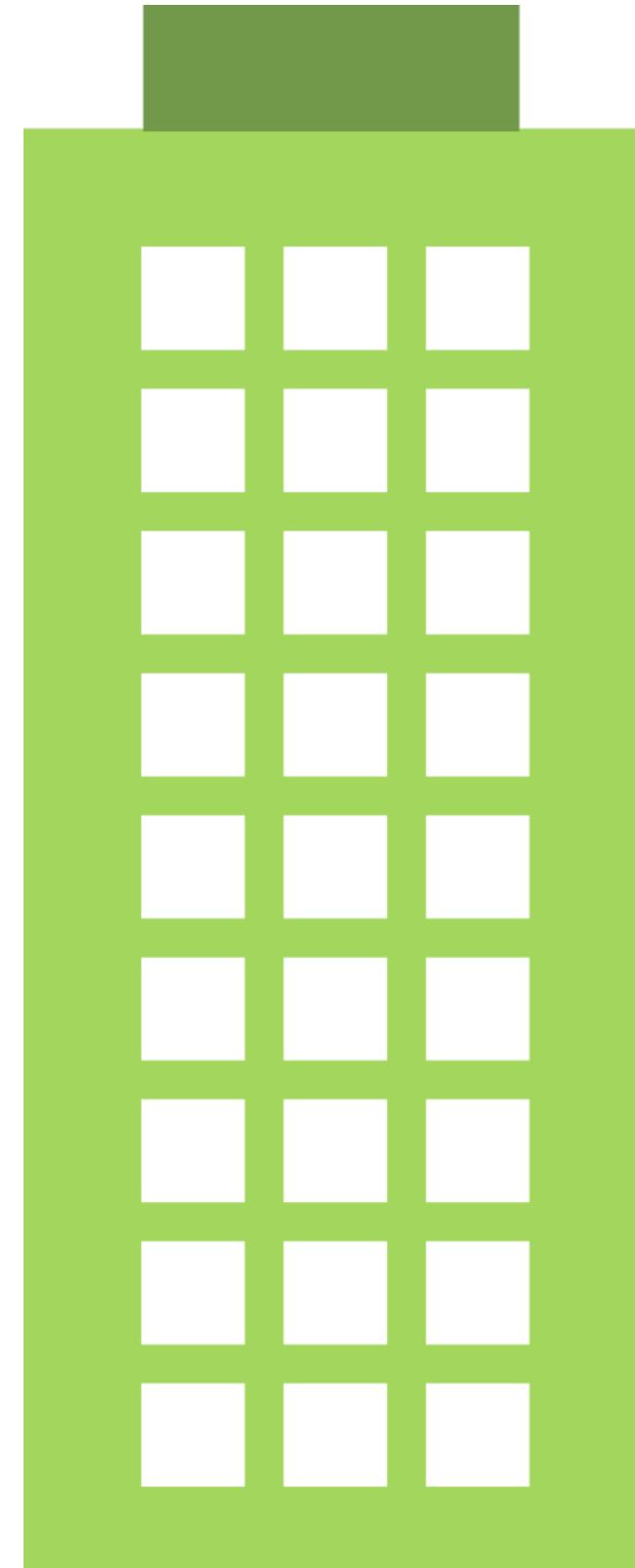
Marketing Team

Property Managers

Operating Staff

Contract Workers

Landscapers



Potential Stakeholders

Example: Development of new high-rise apartment building

Government & Commerce

City Government

City Planners

Public Utilities

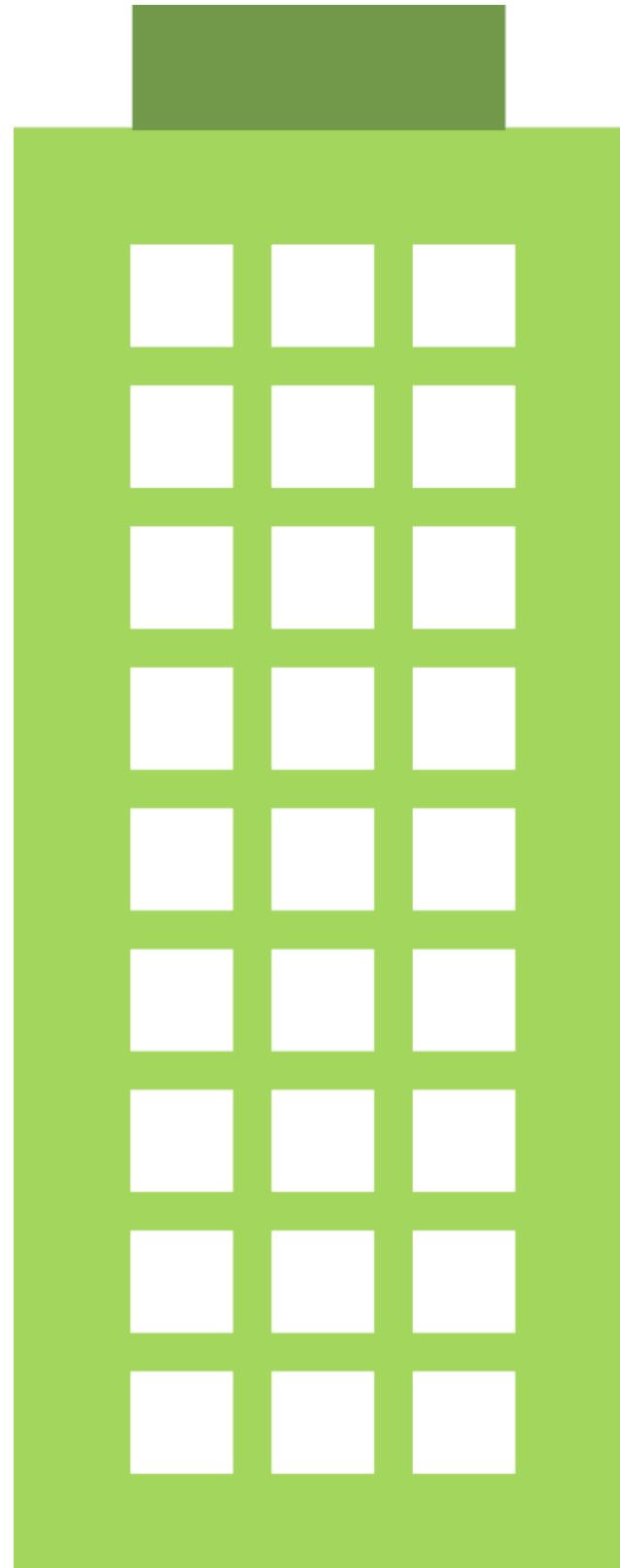
Telecom Providers

Health Inspectors

Safety Inspectors

Nearby Businesses

On-Site Businesses



Potential Stakeholders

Example: Development of new high-rise apartment building

Affected Public & Prospective Clients

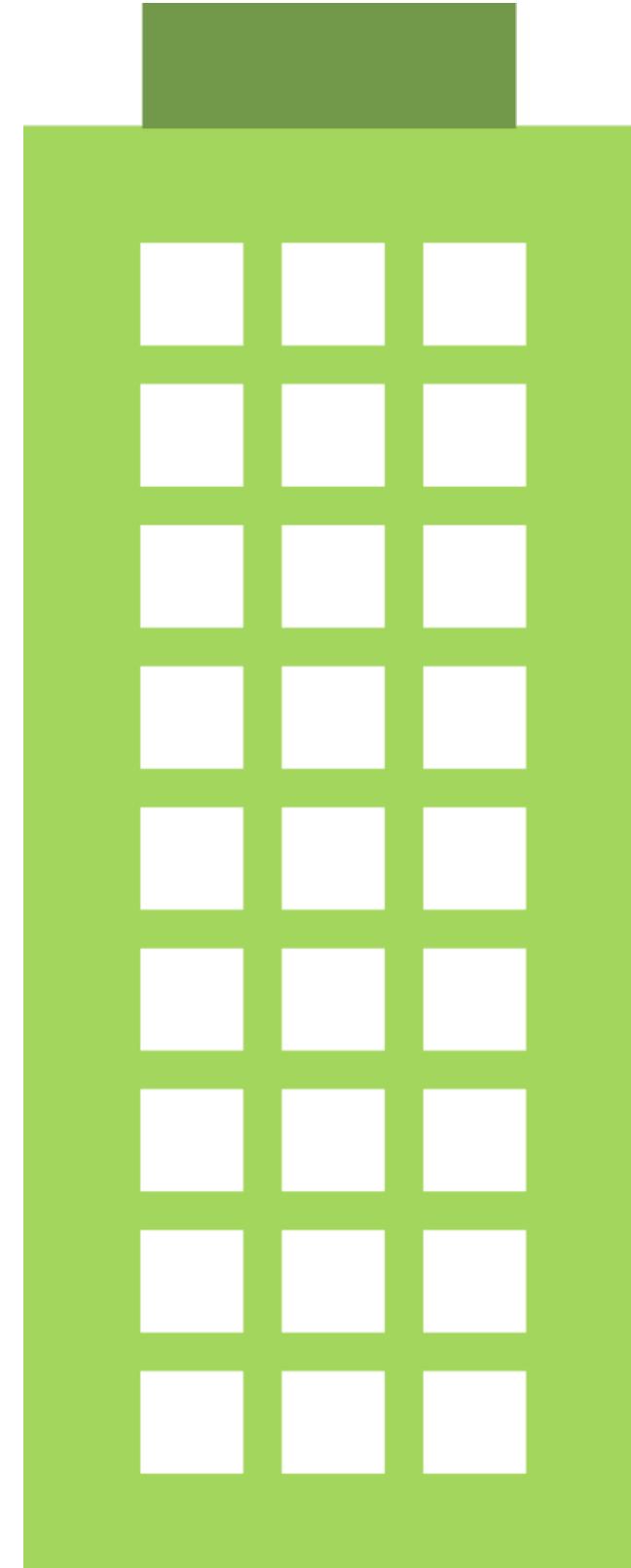
On-Site Residents

Potential Residents

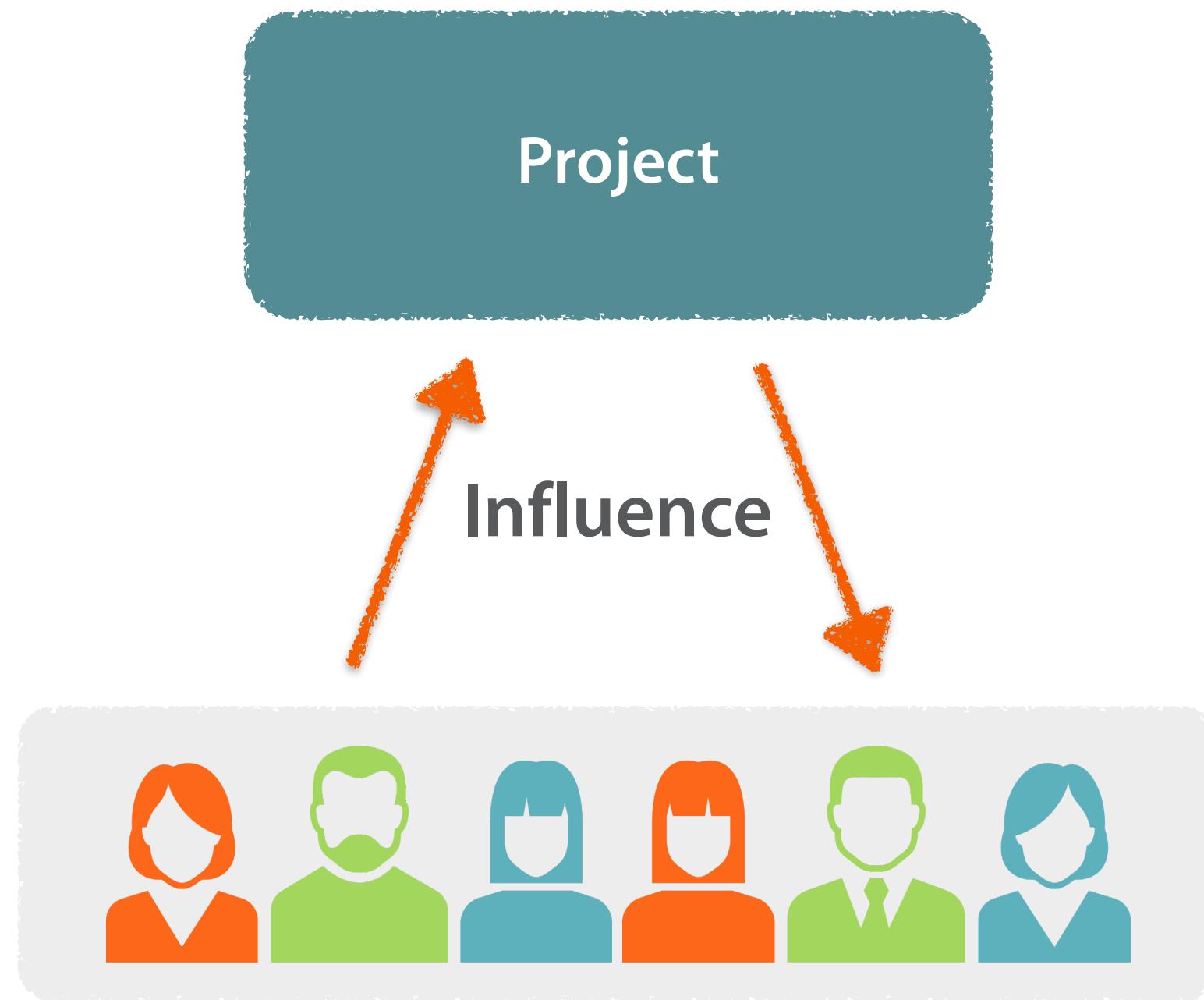
Neighborhood Residents

Area Commuters

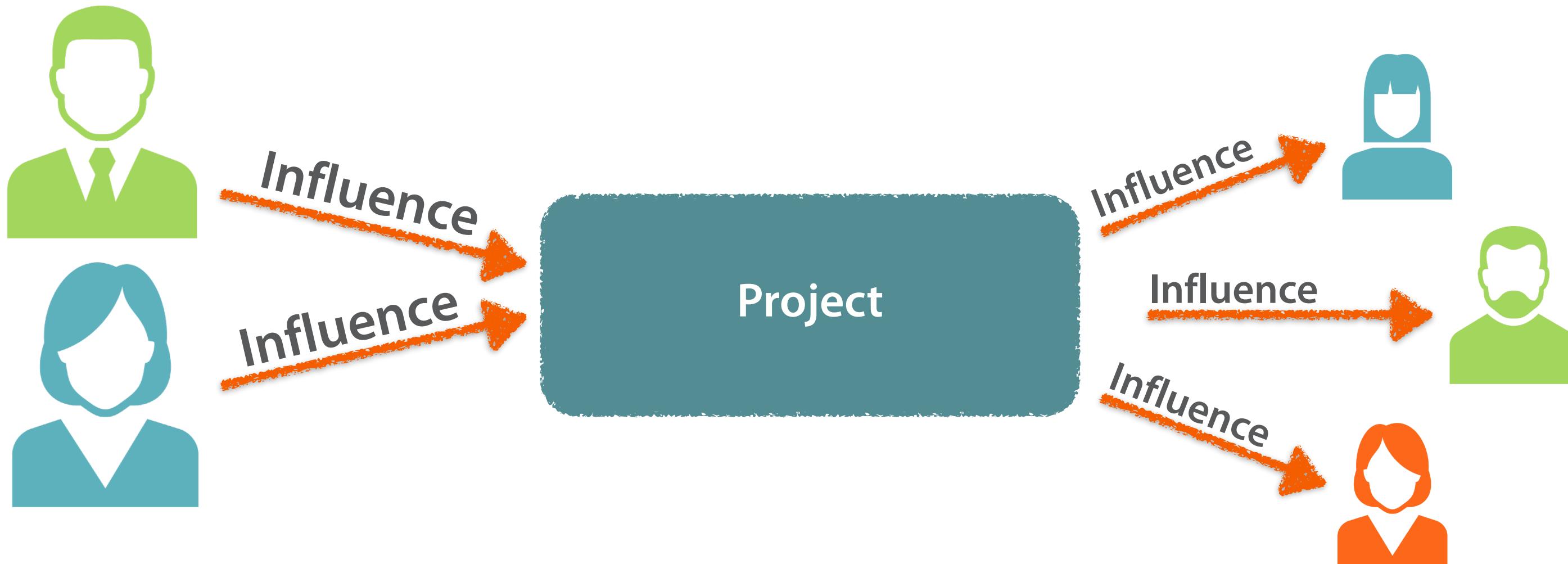
Area Transitors



Who Is a Stakeholder?



Who Is a Stakeholder?

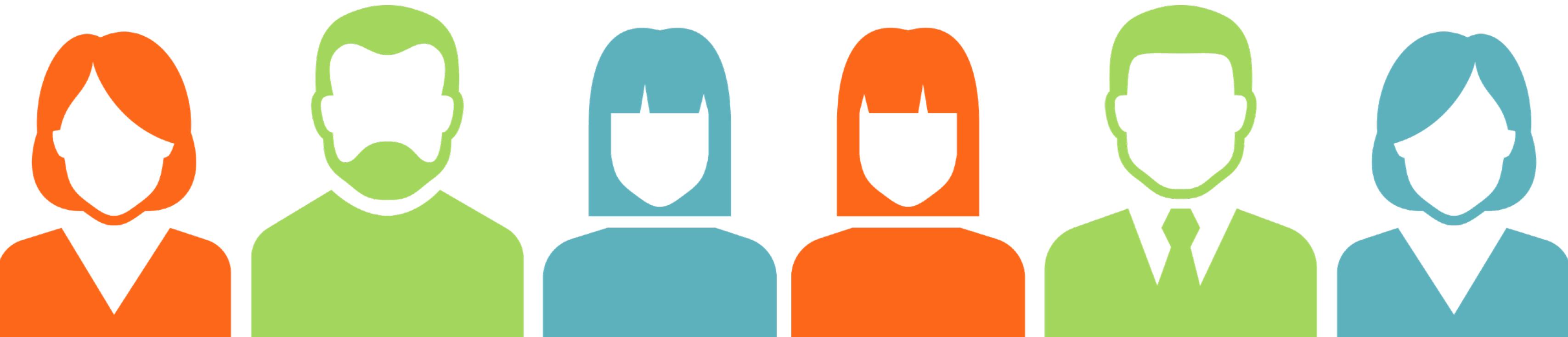


Importance of Stakeholder Management

Importance of Stakeholder Management

Key Stakeholder Factors:

Authority • Influence • Interest • Involvement



Importance of Stakeholder Management

Authority:

Who holds formal control over aspects important to project?

At what phases of project is this authority most important?

What factors influence how this authority is wielded by holder?



Importance of Stakeholder Management

Influence:

How closely does realistic influence align with formal authority?

Can a party without formal authority influence those with formal authority?

How should these influencers be engaged with and managed?



Importance of Stakeholder Management

Interest:

How much interest do parties holding authority and influence have in the project's outcome?

Does level of interest impact the project positively or negatively?

How might interest level be maintained or modified, as needed?



Importance of Stakeholder Management

Involvement:

How much involvement do parties holding authority and influence have in the project's outcome?

Does level of involvement impact the project positively or negatively?

How might involvement level be maintained or modified, as needed?



Importance of Stakeholder Management

Project manager and team time
is a limited resource

Efficient stakeholder
management conserves focus
for project work

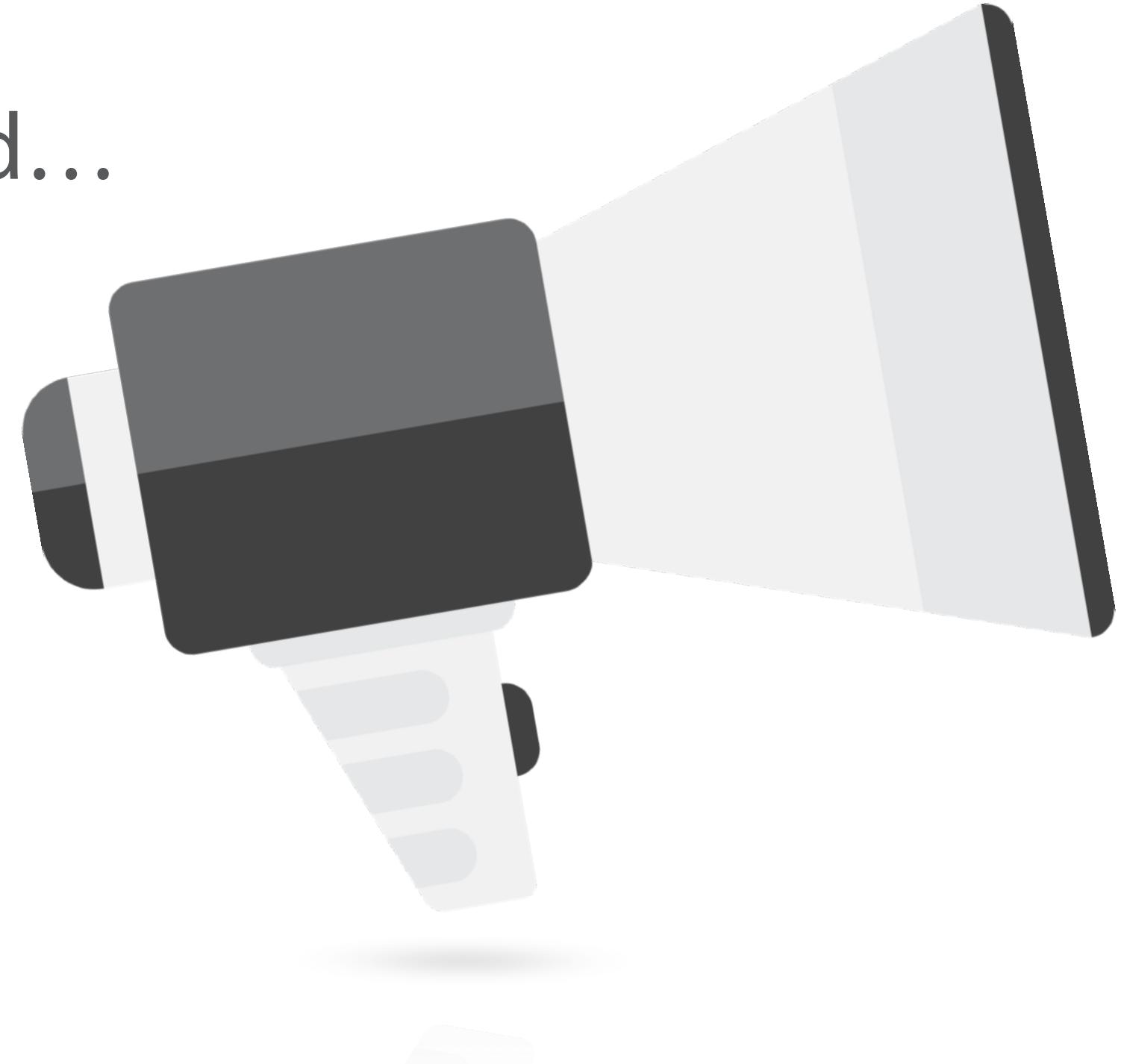


Importance of Stakeholder Management

Stakeholder management should...

Minimize risks and objections
to project objectives

Maximize opportunities and
positive involvement



Importance of Stakeholder Management

Stakeholder management should...

Provide stakeholders with information they need

Seek to satisfy stakeholder desires while protecting project objectives



Identify Stakeholders

Initiating

Project
Stakeholder
Management

Discover which people,
groups and organizations may
impact or be impacted by
project work and outcomes



Plan Stakeholder Engagement

Planning

Project
Stakeholder
Management

Analyze needs, interests and impacts of identified stakeholders

Craft strategies for managing and controlling stakeholder engagement



Manage Stakeholder Engagement

Executing

Project
Stakeholder
Management

Communicate about project progress with stakeholders

Meet stakeholder needs

Address challenges and conflicts



Monitor Stakeholder Engagement

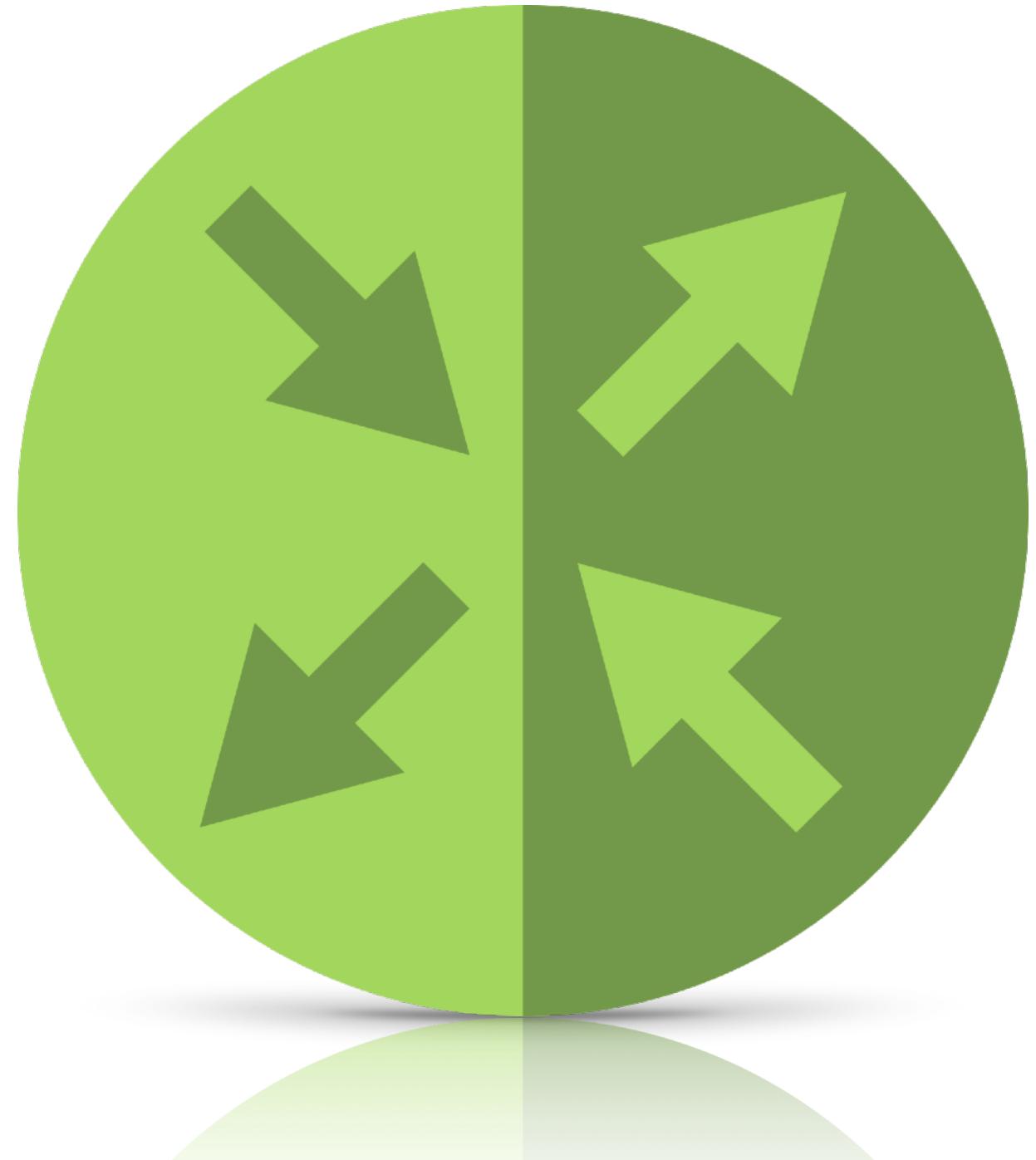
Monitoring &
Controlling

Project
Stakeholder
Management

Audits effectiveness of
stakeholder communications

Ensures stakeholder relationships
remain optimal

Adjusts engagement plans as
necessary



Identifying Project Stakeholders

Identifying Project Stakeholders

Core information needed regarding all project stakeholders:

Role on project

Organizational affiliation

Project interests

Areas of knowledge & expertise

Relationship to project & expectations

Level of potential and active influence



Identifying Project Stakeholders

Key stakeholders include...

Project sponsor

Project manager

Project customer or client

Other parties with decision-making authorities and management roles



Identifying Project Stakeholders



Identifying Project Stakeholders

Interview key stakeholders
to learn of other project
stakeholders

Continuing interviewing
and expanding list until
complete



Classifying Project Stakeholders

Classifying Project Stakeholders

Projects often have a large number of potential stakeholders

Prioritizing engagement activities only practical method for management

Analysis allows engagement activities to best suit needs and preferences



Classifying Project Stakeholders

Different circumstances may result in different levels of engagement

Important to anticipate how key stakeholders may react to certain events and scenarios



Classifying Project Stakeholders

Strategies should be developed to...

Leverage stakeholder-related opportunities

Mitigate reactions that threaten project

Four modeling methods helpful in classifying stakeholders



Classifying Project Stakeholders

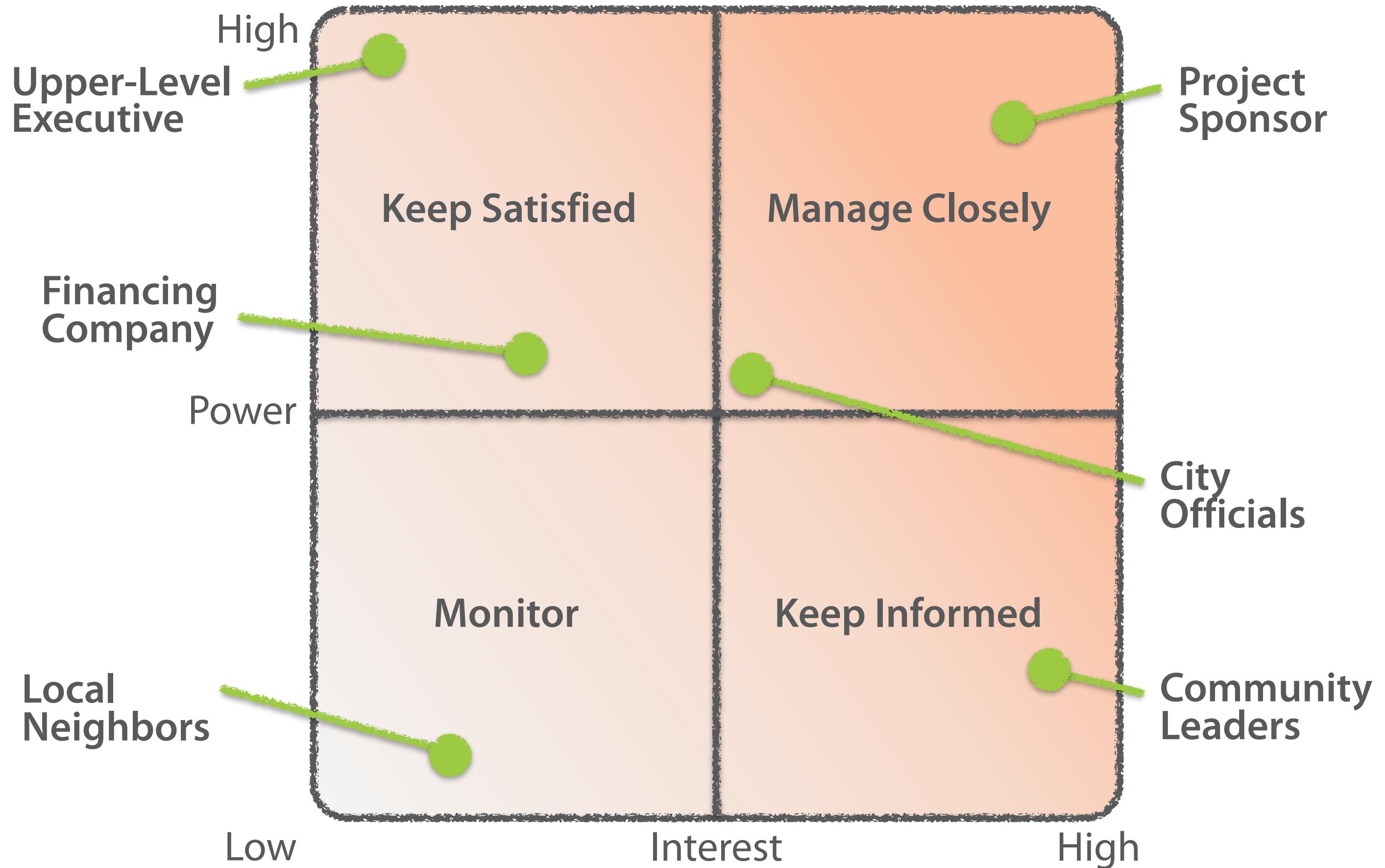
Power/Interest
Grid

Power/Influence
Grid

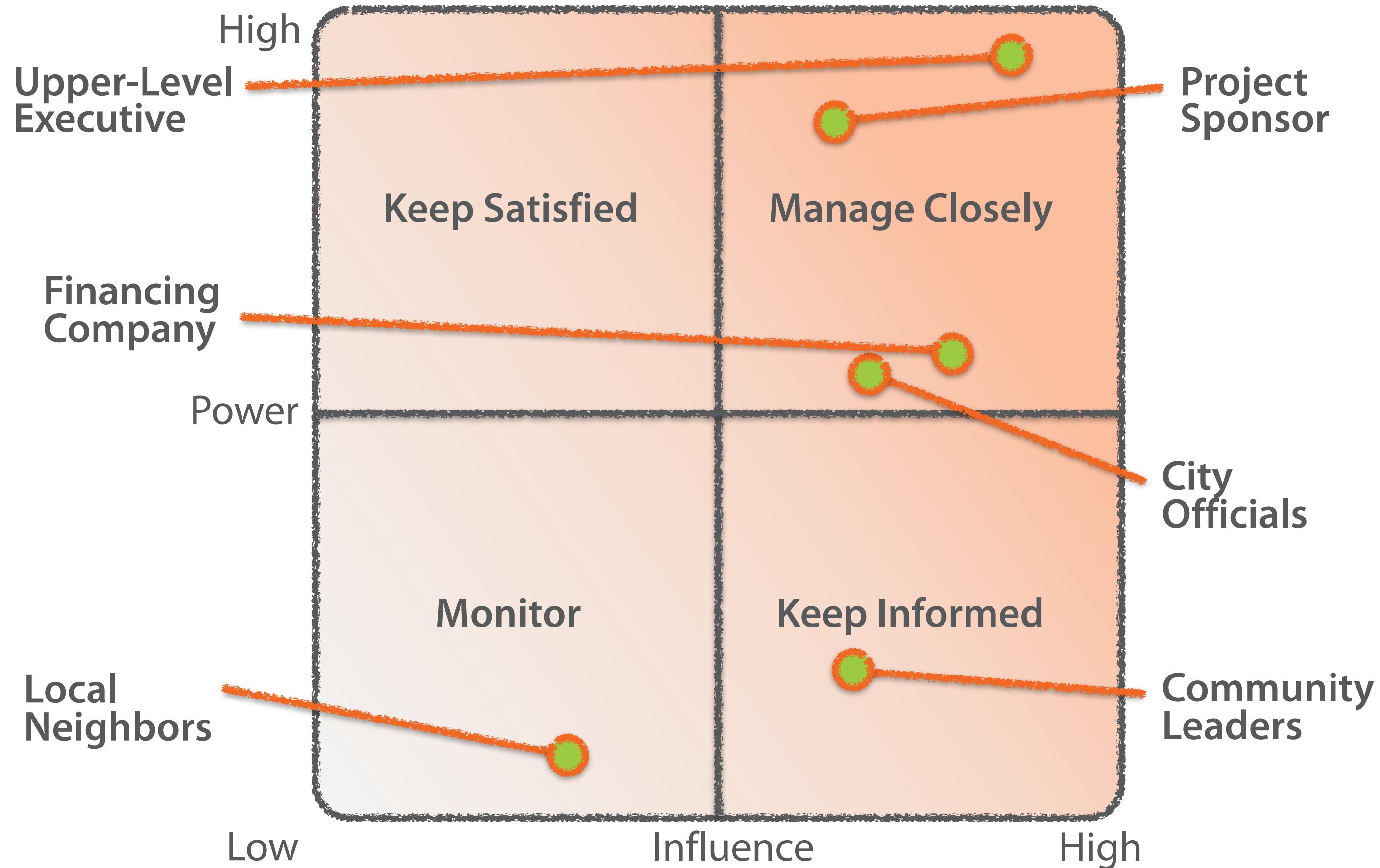
Influence/Impact
Grid

Salience
Model

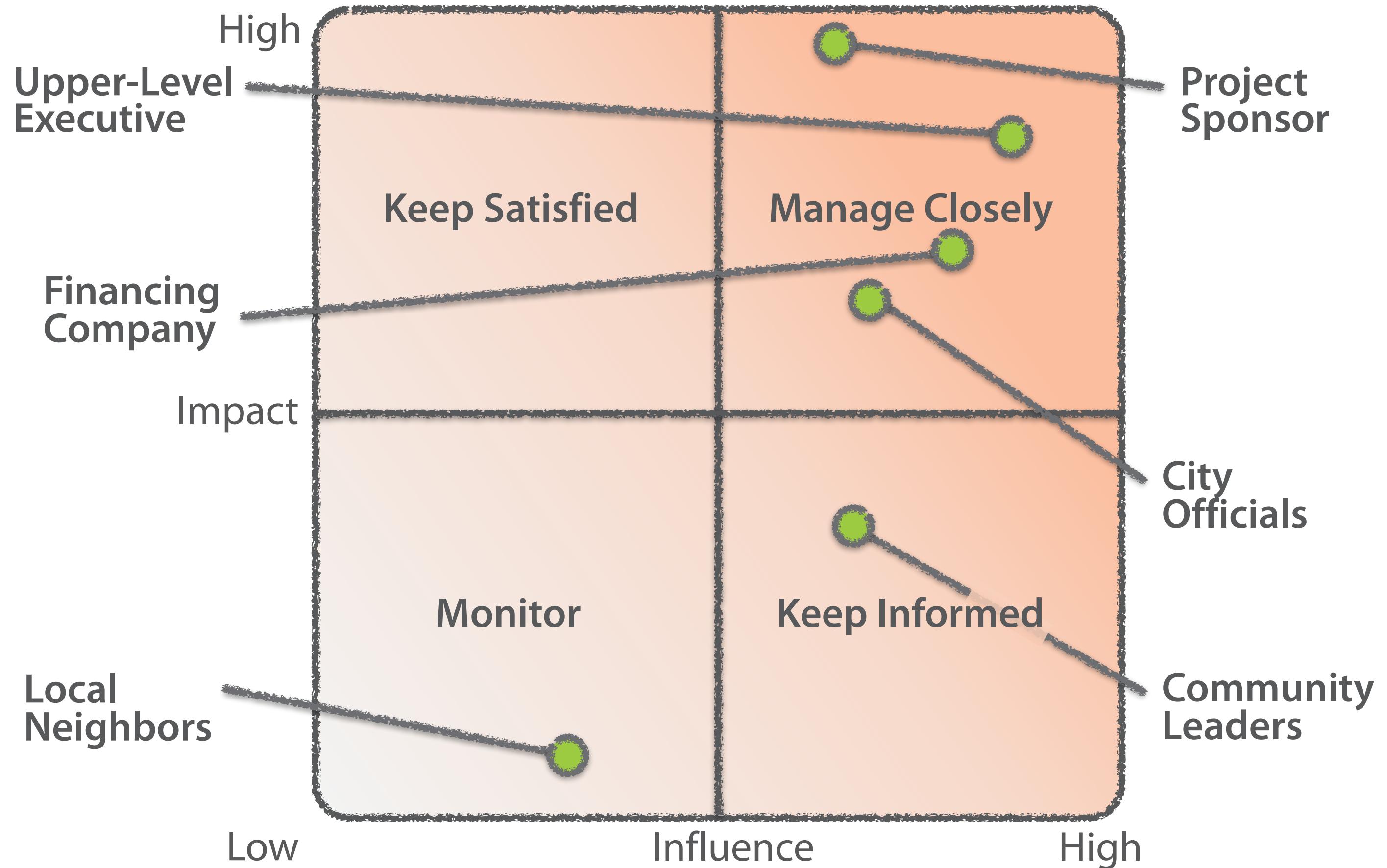
Power/Interest Grid

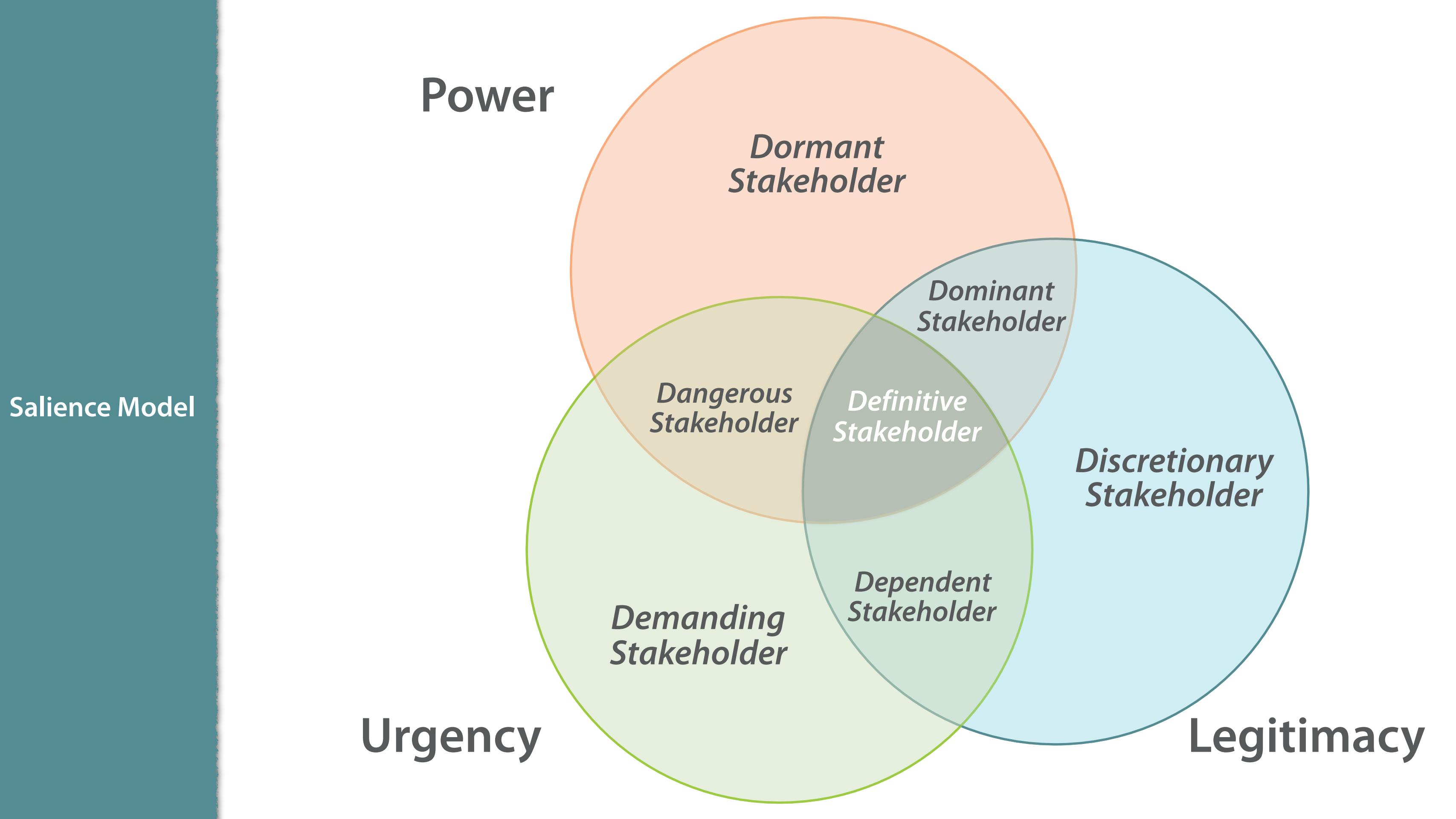


Power/Influence Grid



Influence/Impact
Grid





Identify Stakeholders

Process Components

Identify Stakeholders

Initiating

Project
Stakeholder
Management

Inputs	Tools & Techniques	Outputs
Project Charter	Expert Judgment	Stakeholder Register
Business Documents	Data Gathering	Change Requests
Project Management Plan	Data Analysis	Project Management Plan Updates
Project Documents	Data Representation	Project Documents Updates
Agreements	Meetings	
Enterprise Environmental Factors		
Organizational Process Assets		

Identify Stakeholders

Process Inputs

Identify Stakeholders

Inputs

T&Ts

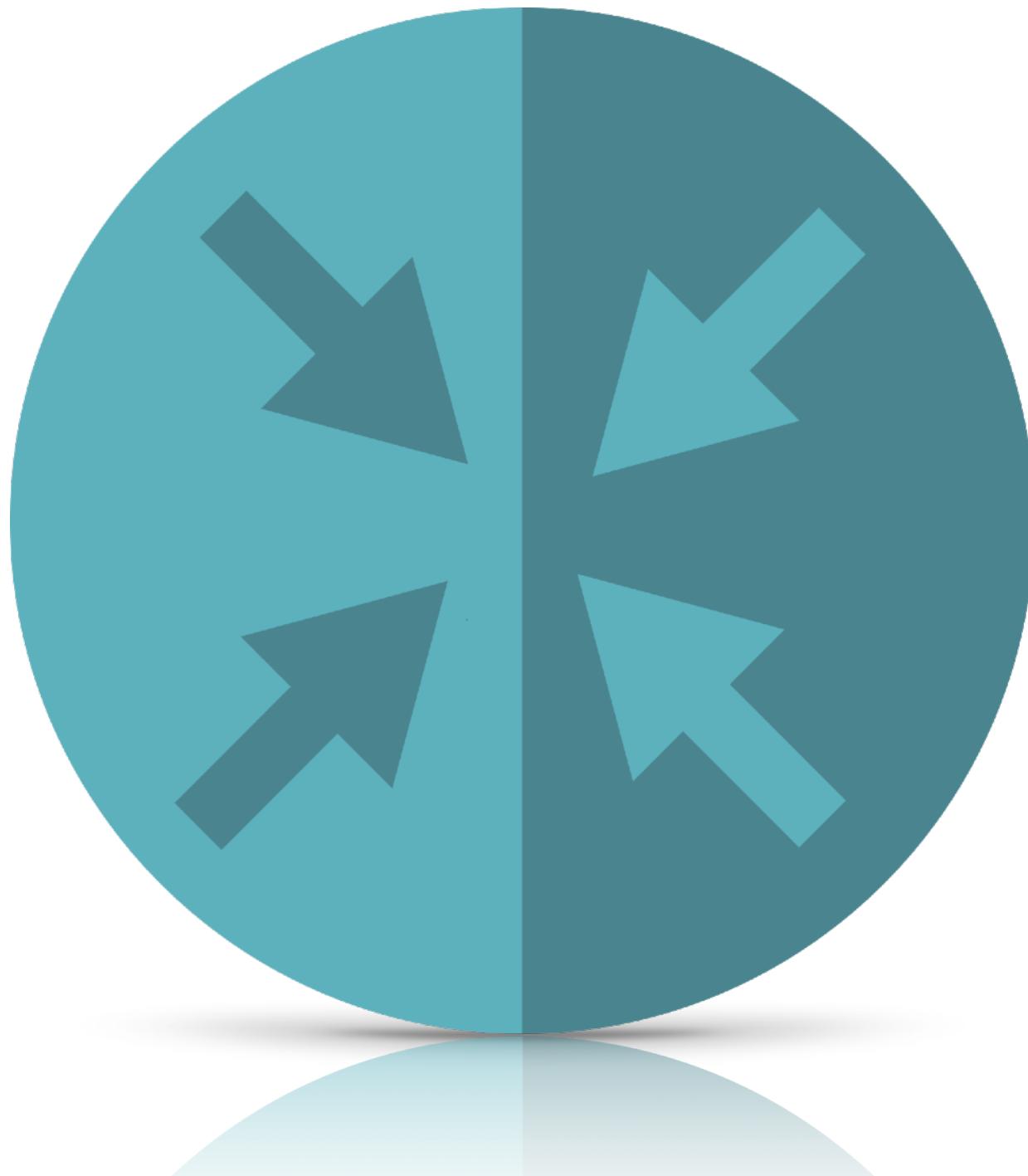
Outputs

Project Charter

Lists project sponsor(s), customers and the key stakeholders

Discusses what organization members and departments may be involved in or impacted by project

May include information on external stakeholders likely to be impacted



Identify Stakeholders

Inputs

T&Ts

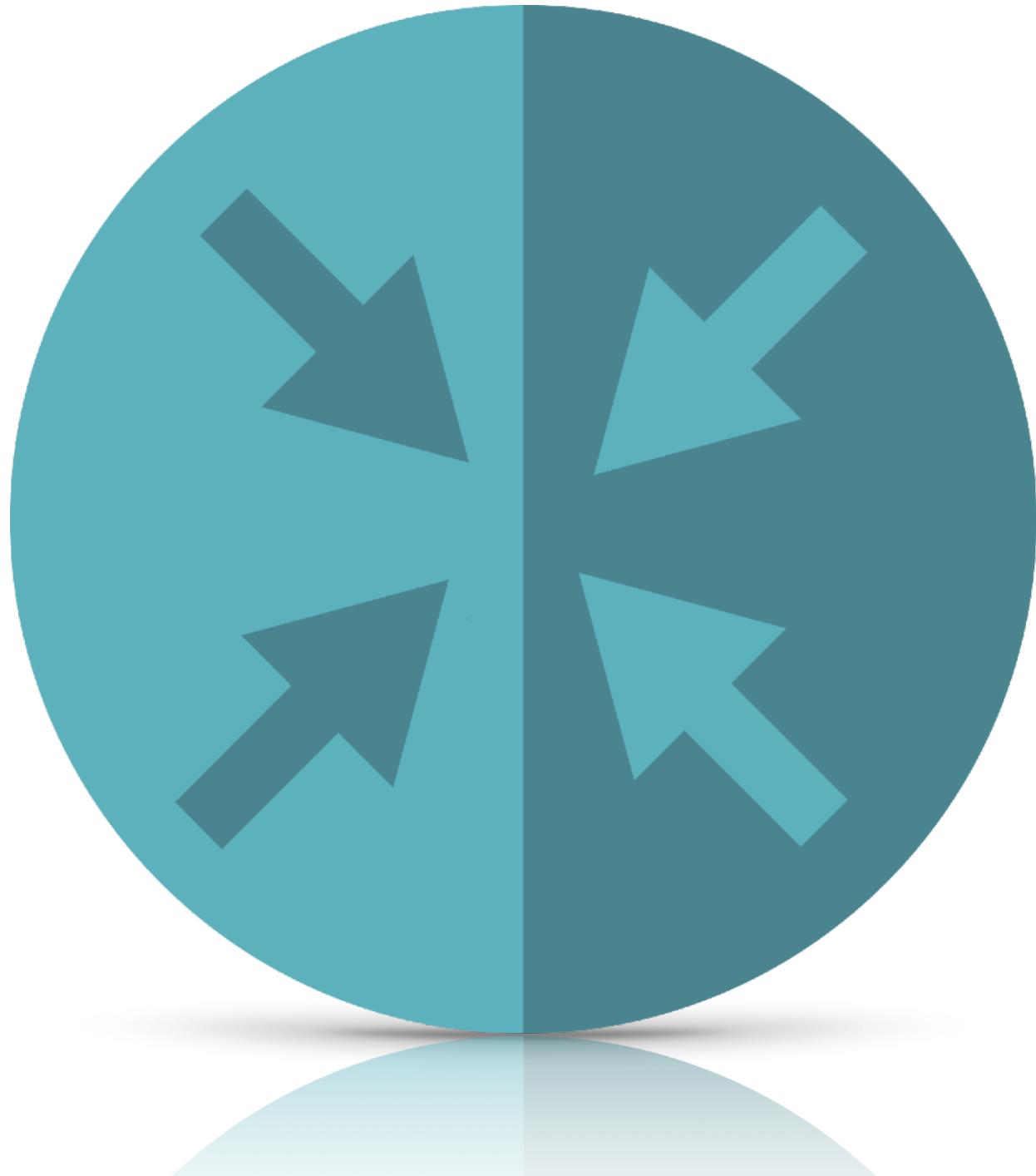
Outputs

Business Documents Business Case

Identifies initial stakeholders, along with core project objectives

Benefits Management Plan

Describes when project efforts should yield results, and which stakeholders may receive these or benefit from them



Identify Stakeholders

Inputs

T&Ts

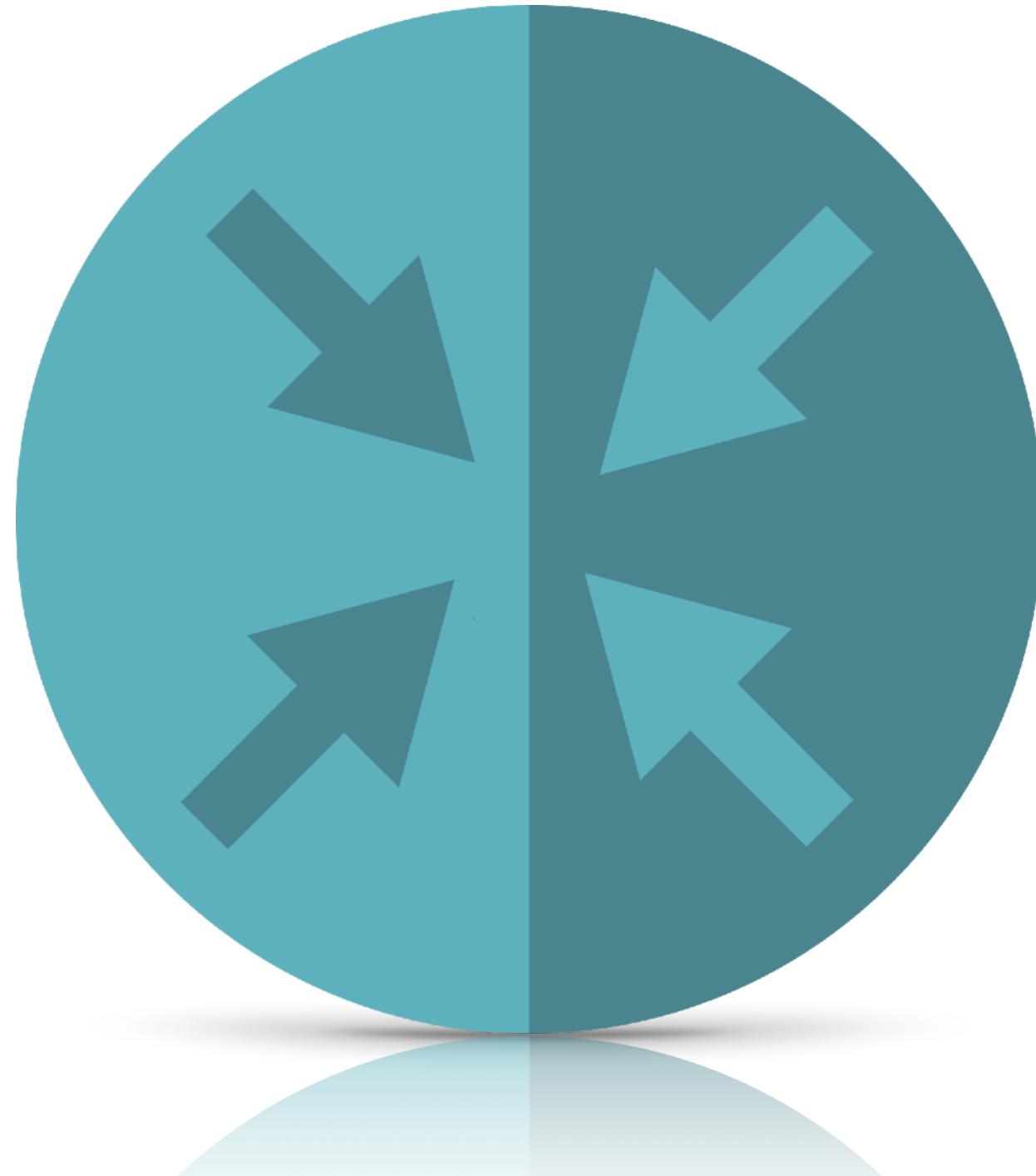
Outputs

Project Management Plan Communications Management Plan

Outlines how communications with stakeholders will be handled

Stakeholder Engagement Plan

Describes actions and strategies to be used to optimize stakeholder engagement levels



Identify Stakeholders

Inputs

T&Ts

Outputs

Project Documents Change Log

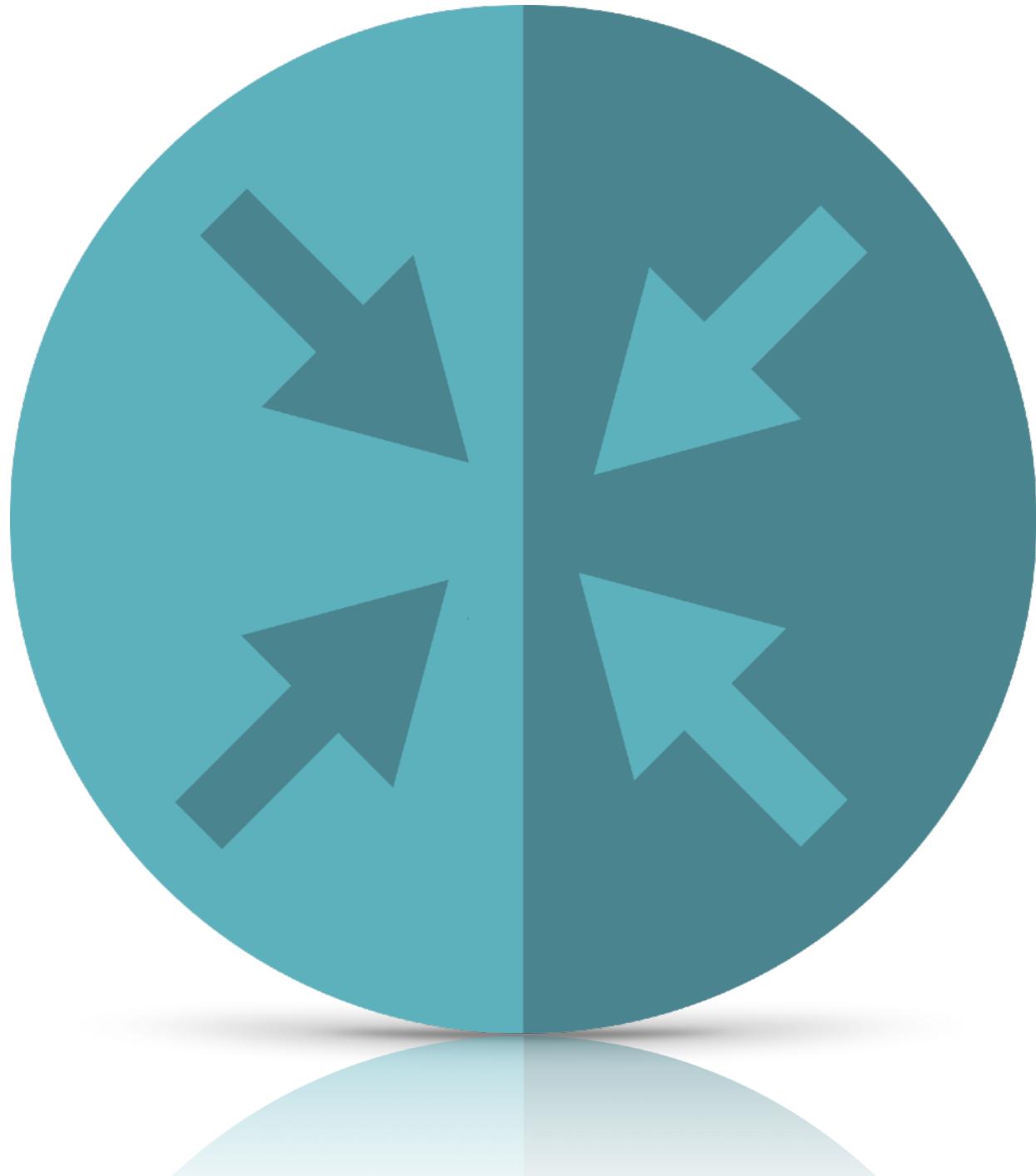
May introduce new stakeholders or revise relationship of stakeholder to project

Issue Log

Similar to change log, but directly related to issues and challenges the project faces

Requirements Documentation

May include information about stakeholders



Identify Stakeholders

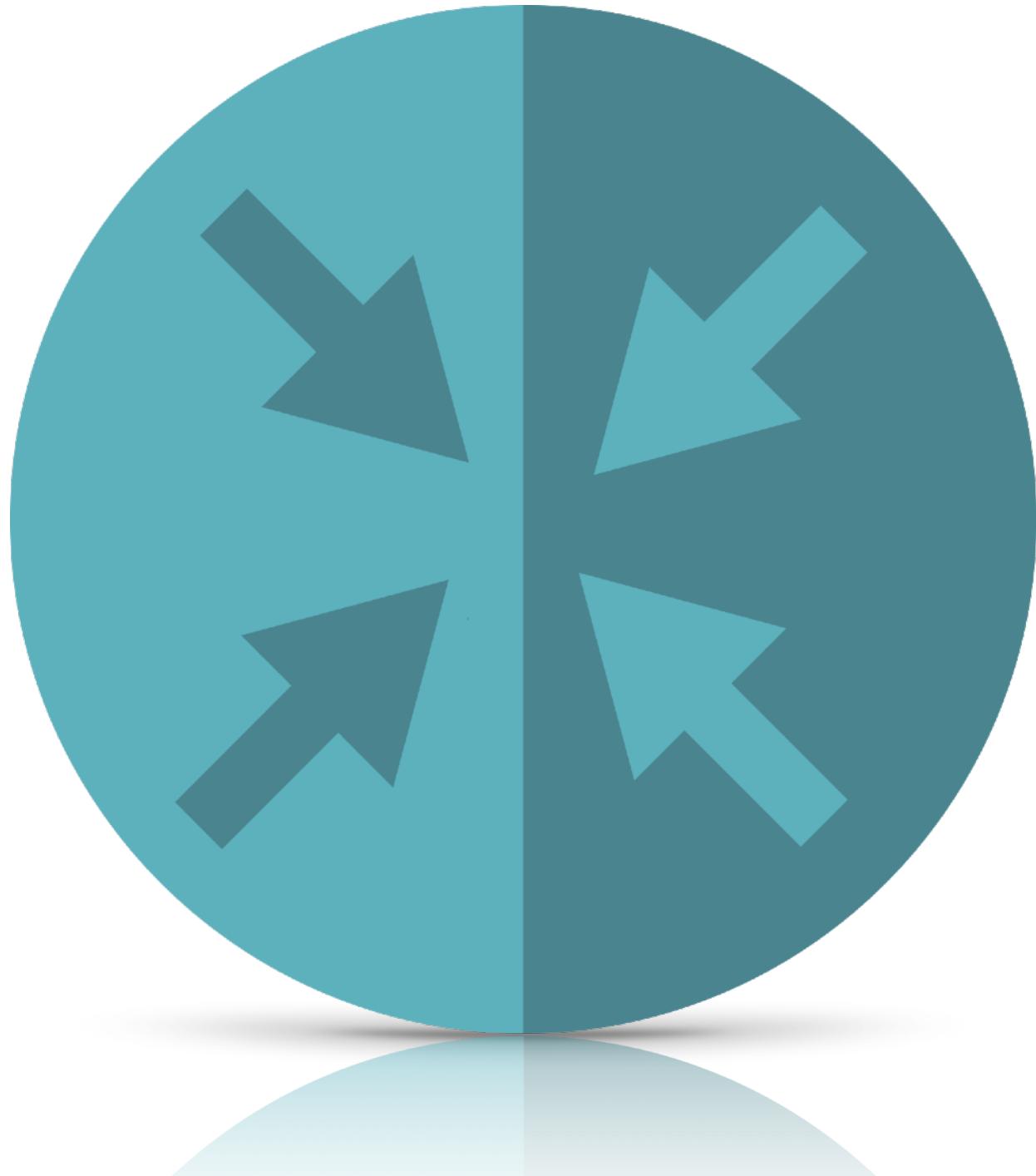
Inputs

T&Ts

Outputs

Agreements

Parties and signatories are stakeholders



Identify Stakeholders

Inputs

T&Ts

Outputs

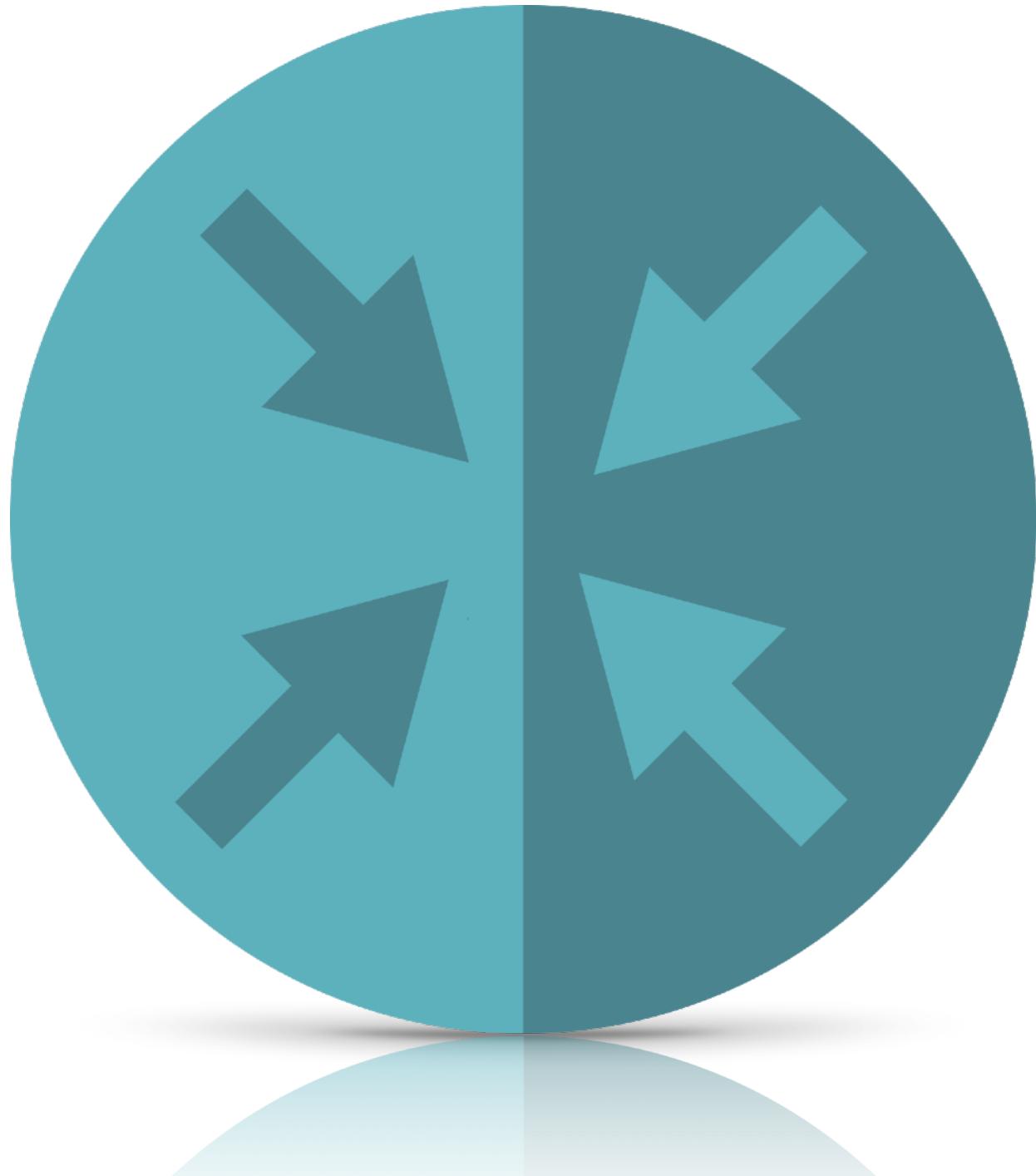
Enterprise Environmental Factors

Organizational culture & political climate

Government/industry standards

Global/regional/local trends & practices

Geographic distribution of resources



Identify Stakeholders

Inputs

T&Ts

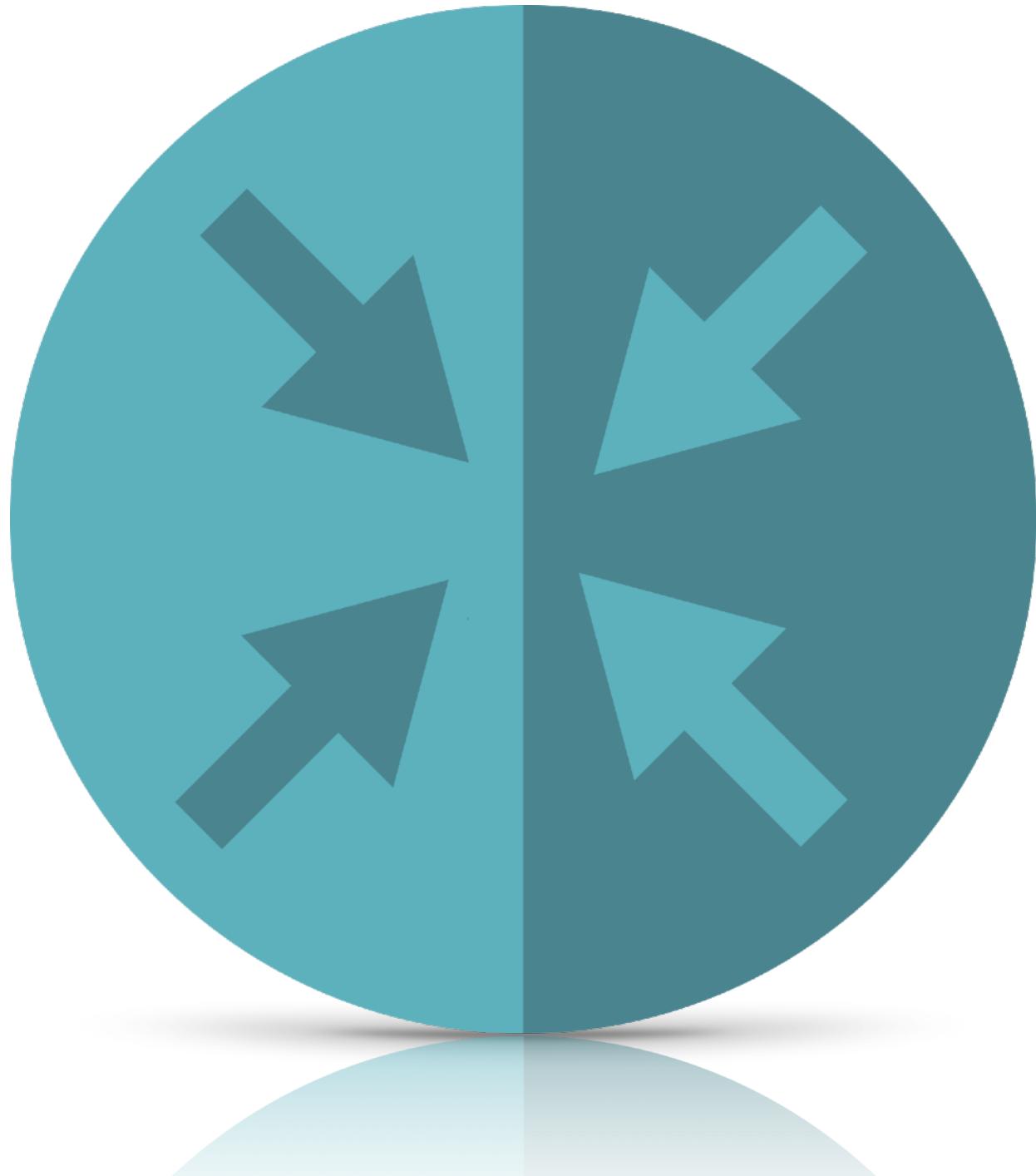
Outputs

Organizational Process Assets

Stakeholder register templates

Previous project stakeholder registers

Lessons learned repository



Identify Stakeholders

Process Tools & Techniques

Identify Stakeholders

Inputs

T&Ts

Outputs

Expert Judgment

Those with knowledge of...

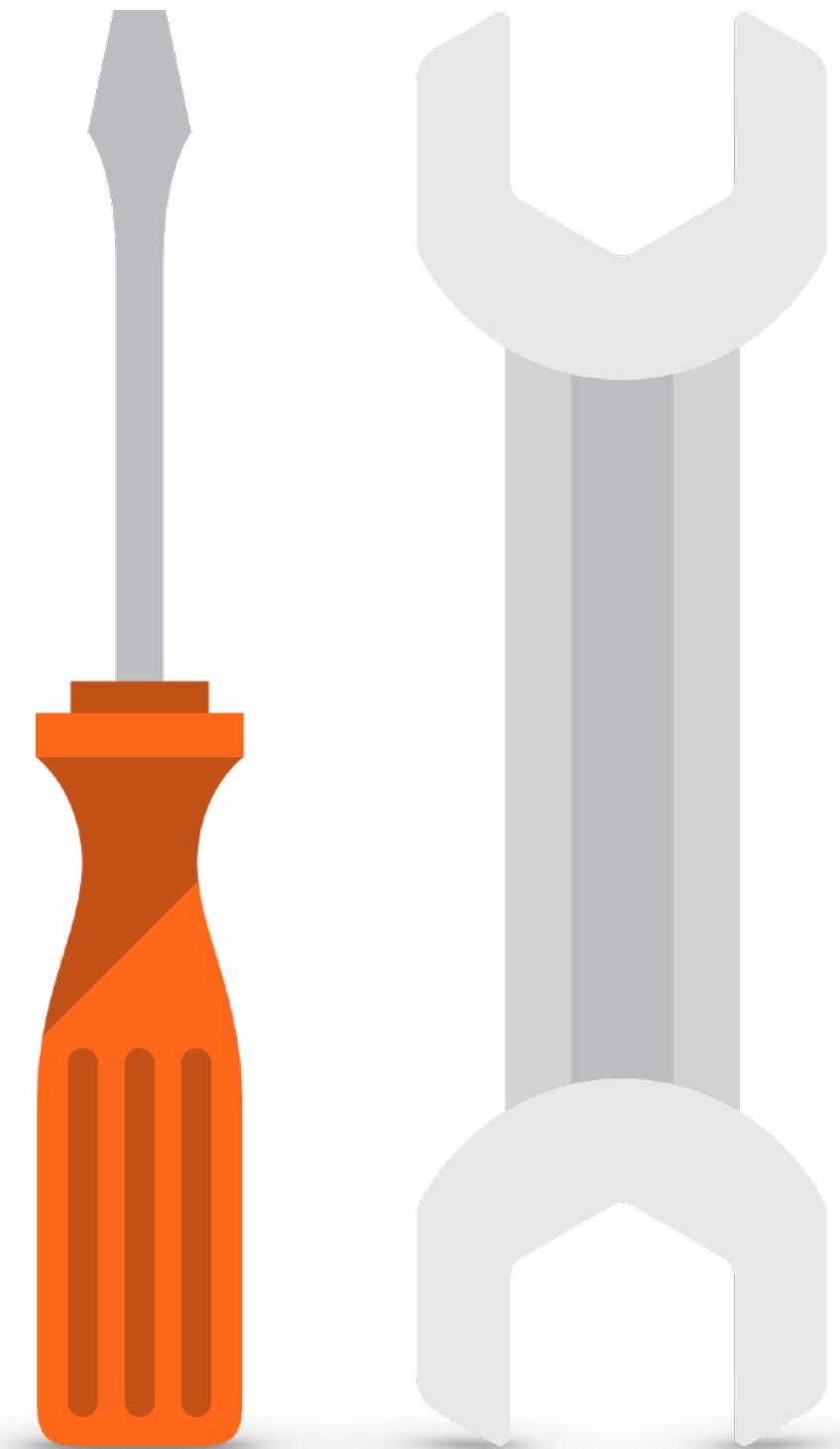
Power structures and internal politics

Organizational culture/environment

Industry and project factors

Key individual stakeholders

...often prove helpful in identifying
stakeholders



Identify Stakeholders

Inputs

T&Ts

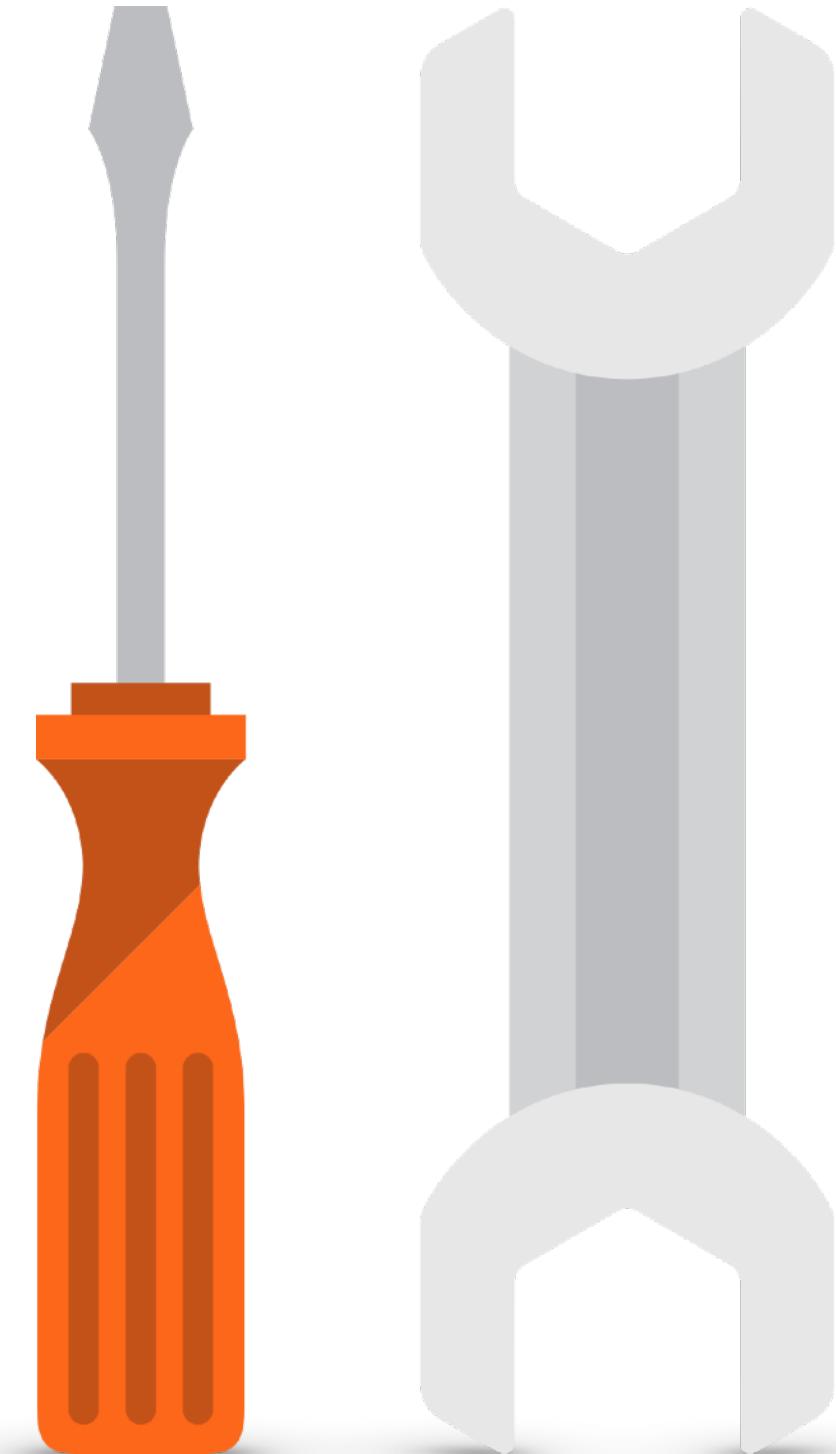
Outputs

Data Gathering Questionnaires & Surveys

Includes focus groups and one-on-ones, as well as broader collection methods

Brainstorming

Team members and subject matter experts generate lists of potential stakeholders



Identify Stakeholders

Inputs

T&Ts

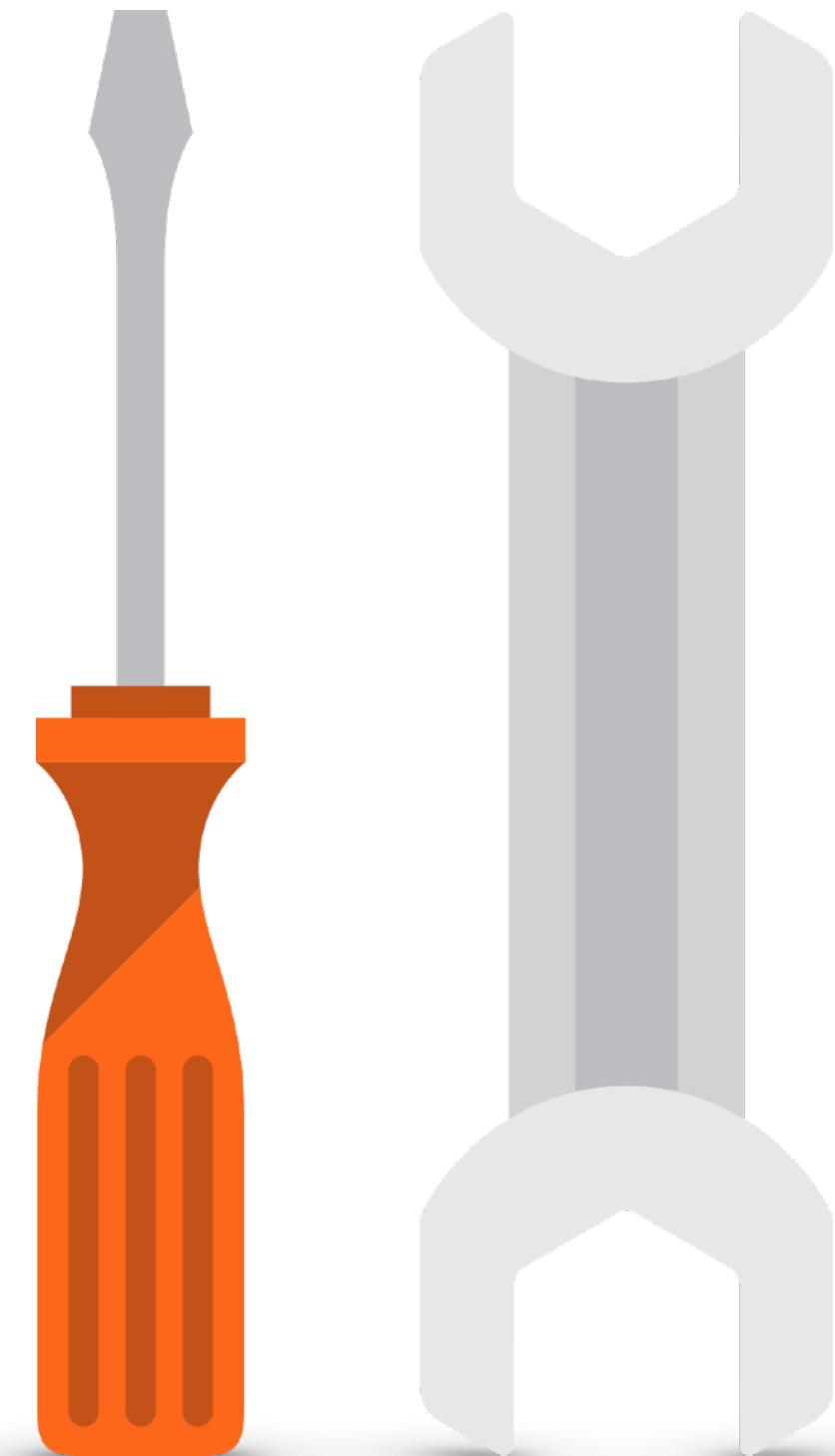
Outputs

Data Analysis Stakeholder Analysis

Interest: Those likely to be impacted by the project

Rights: Those with legal or moral rights related to the project's work or deliverables

Ownership: Those with property rights over an asset used, impacted by, or created by the project



Identify Stakeholders

Inputs

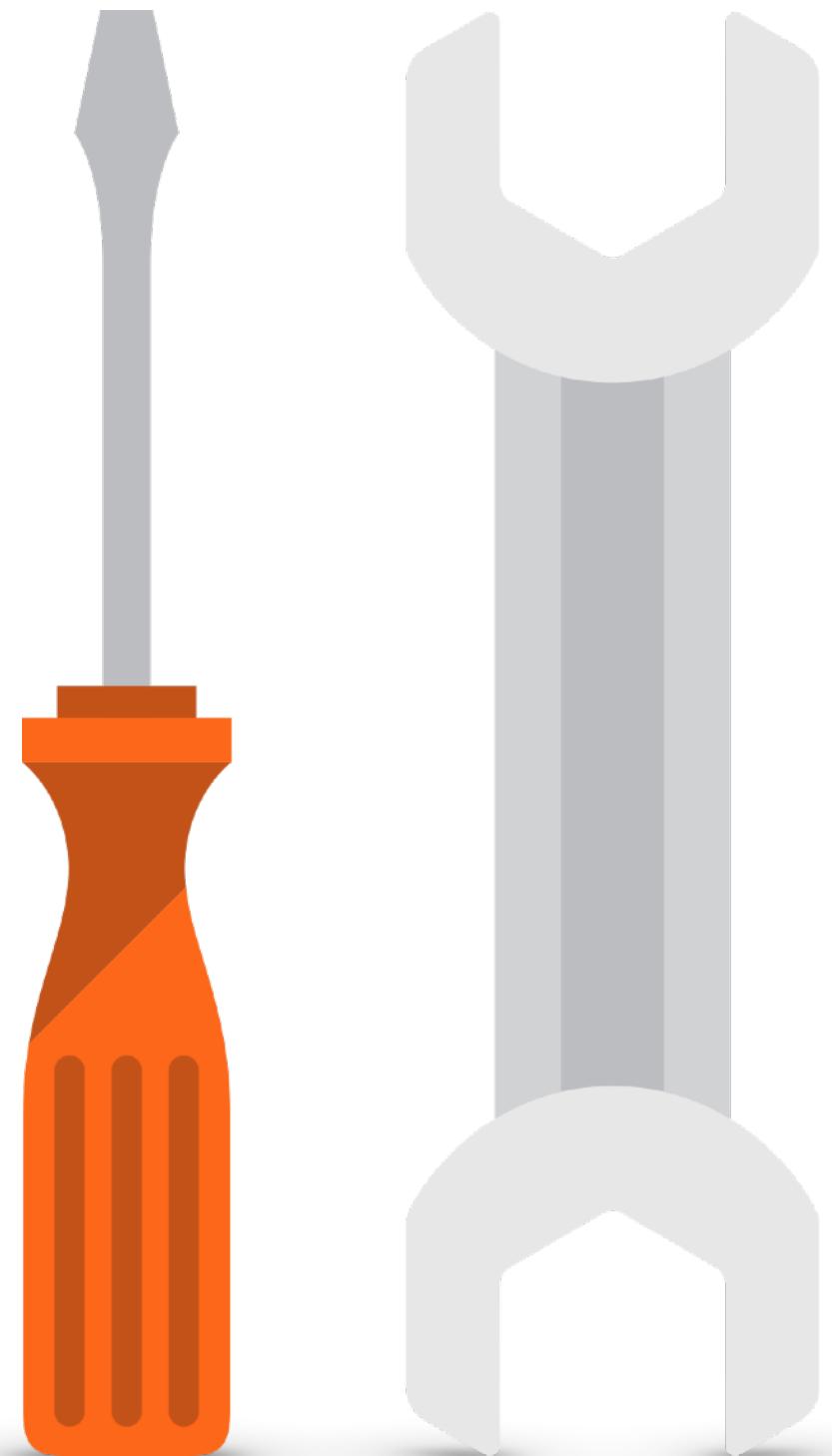
T&Ts

Outputs

Data Analysis Stakeholder Analysis

Knowledge: Those with specialty expertise who may impact the project's work

Contribution: Those who provide support, resources, or personnel for project work



Identify Stakeholders

Inputs

T&Ts

Outputs

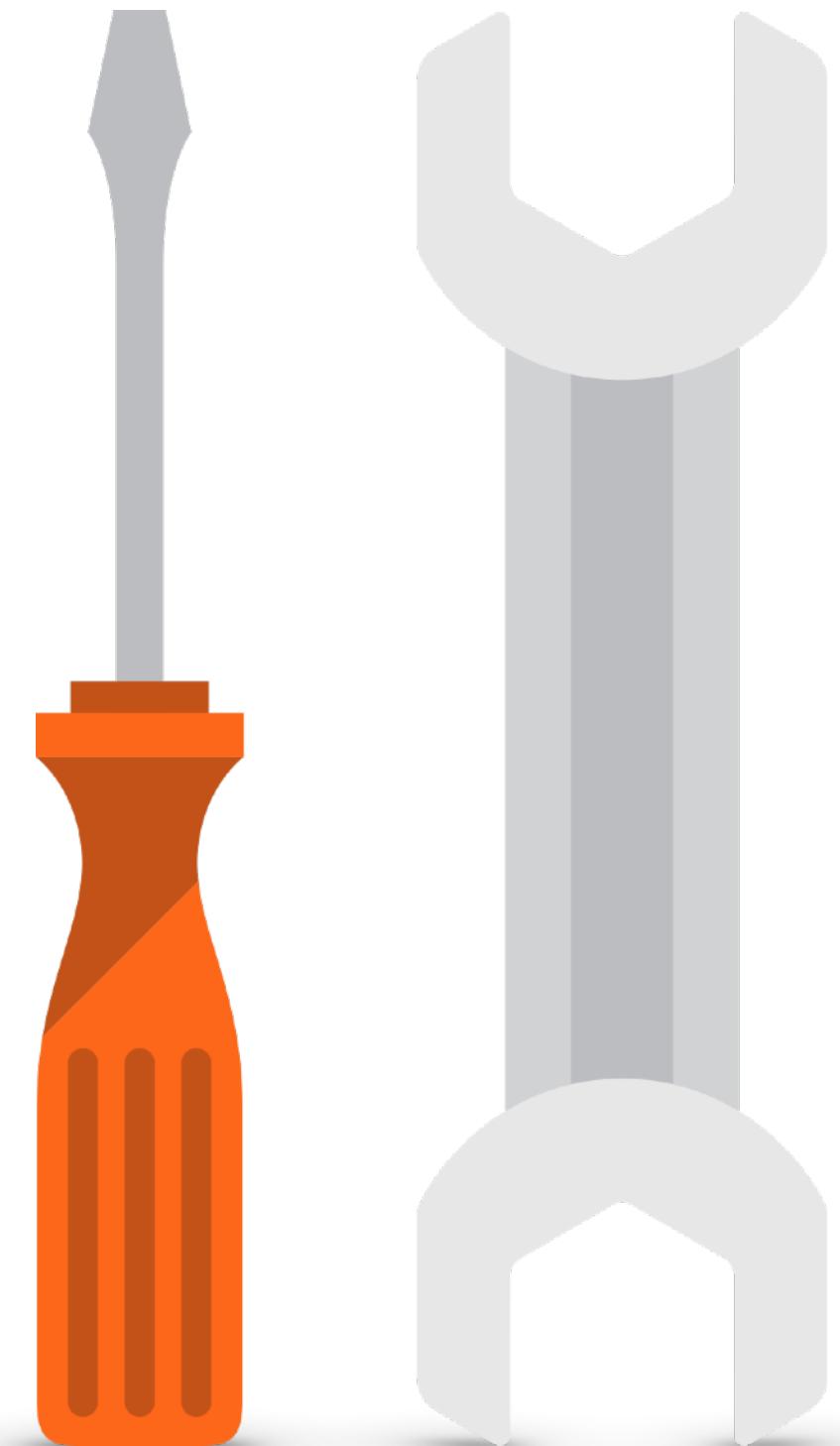
Data Representation Visualization Methods

Power/Interest Grid

Power/Influence Grid

Impact/Influence Grid

Salience Model



Identify Stakeholders

Inputs

T&Ts

Outputs

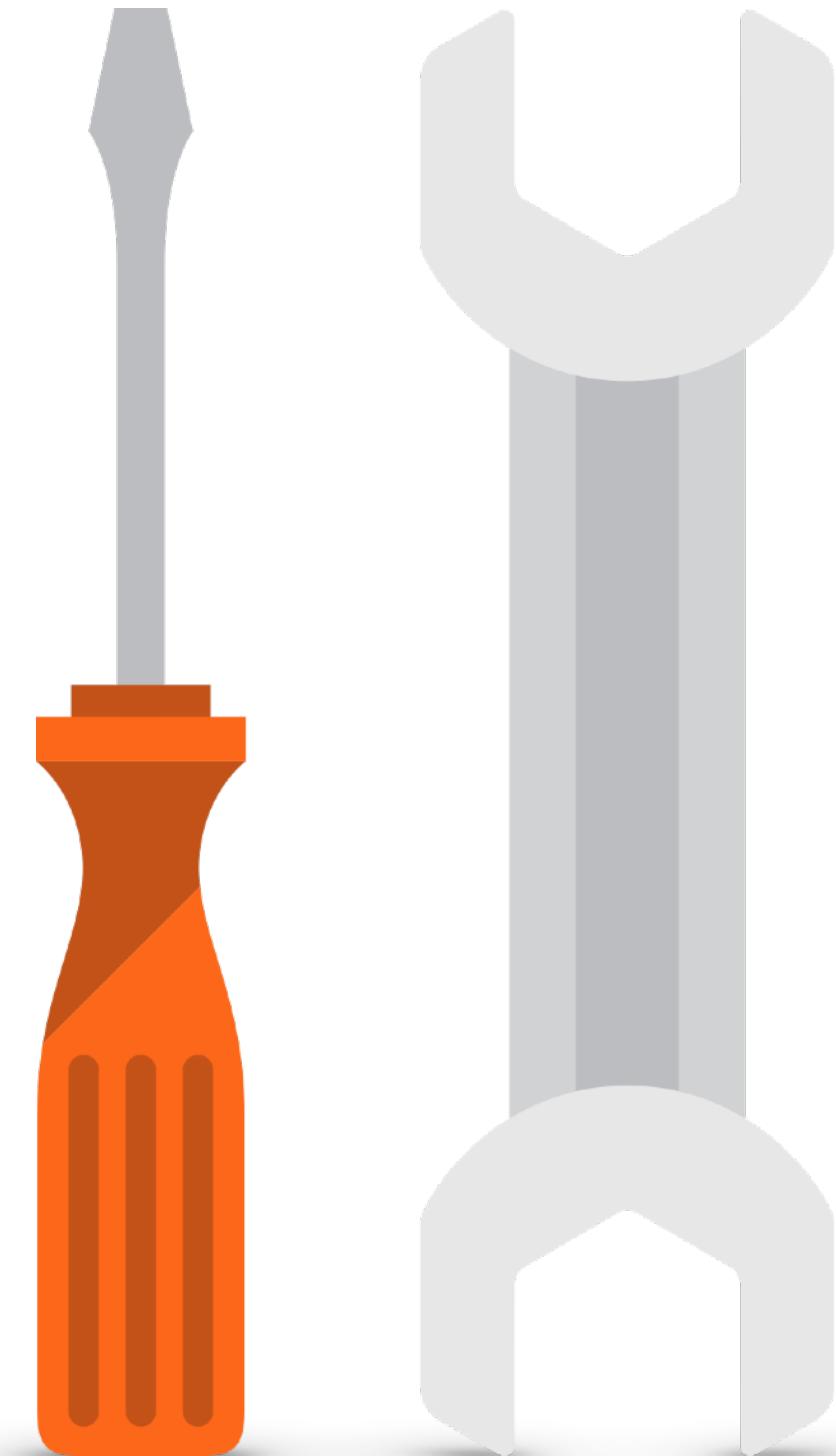
Data Representation Directions of Influence

Upward: Senior management or customer

Downward: Team members or specialists

Outward: Stakeholders outside project team

Sideward: Project manager peers



Identify Stakeholders

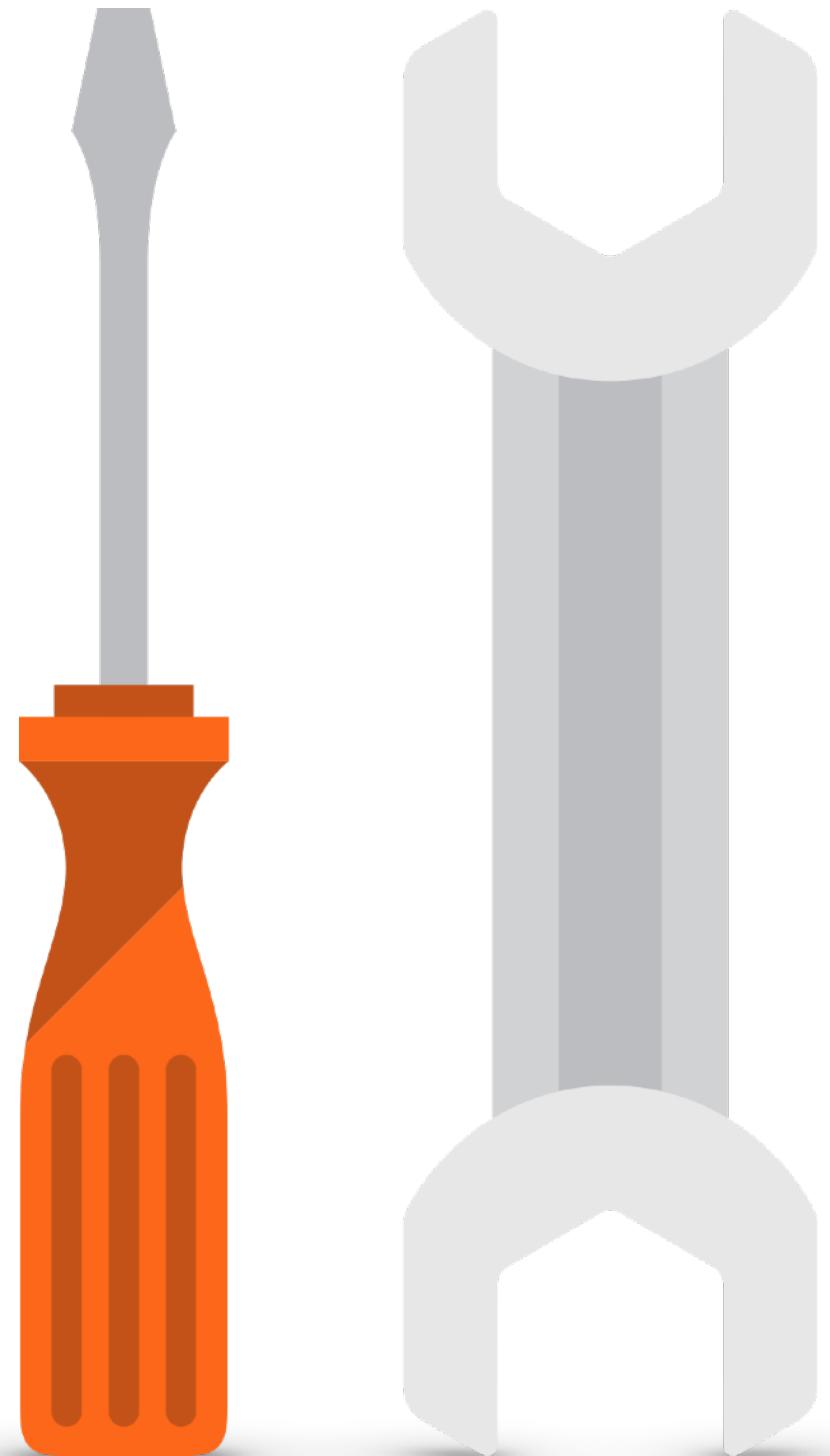
Inputs

T&Ts

Outputs

Data Representation Prioritization

Limited time and resources require prioritization of stakeholder engagement efforts



Identify Stakeholders

Inputs

T&Ts

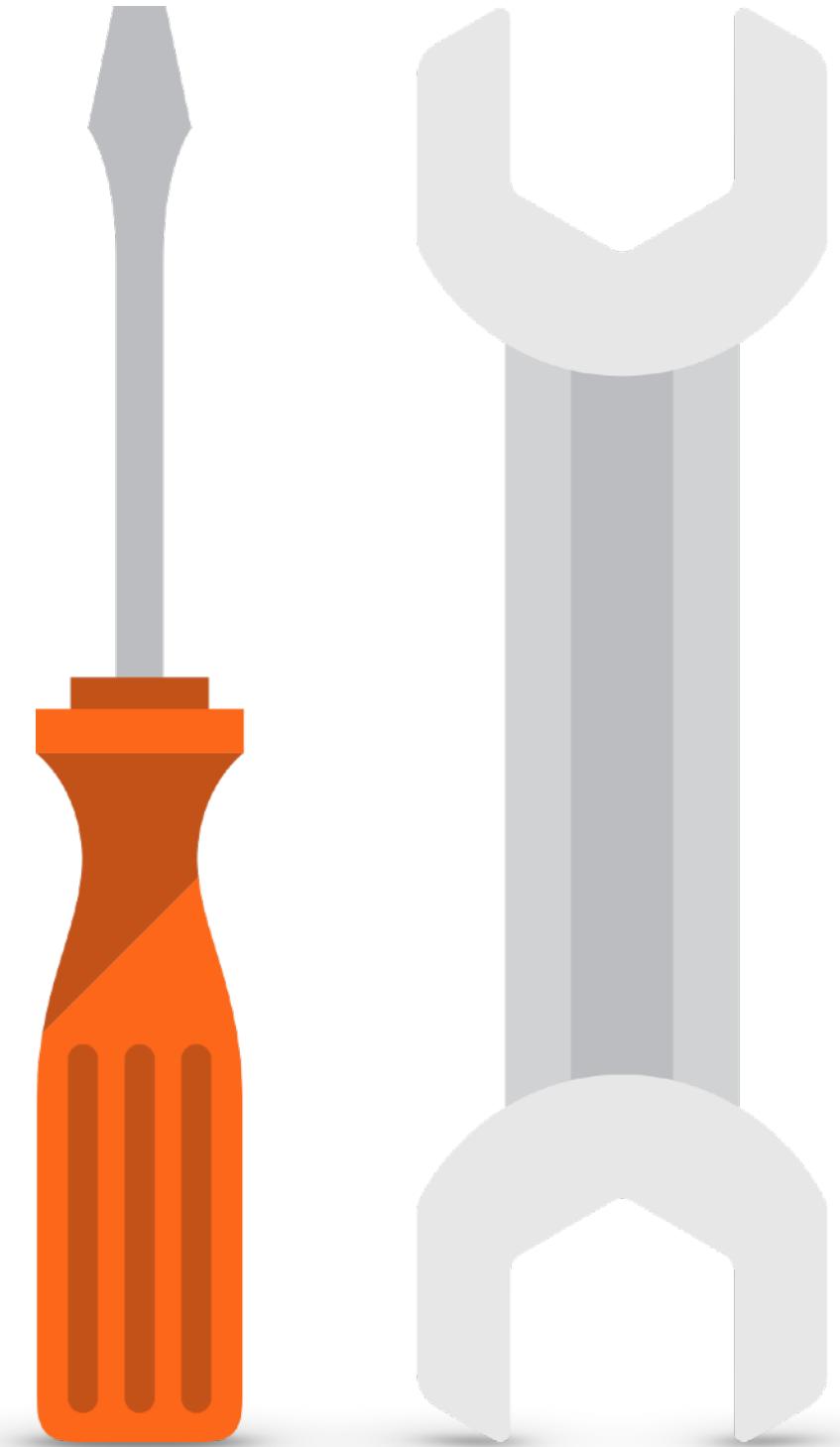
Outputs

Meetings

Used to build stakeholder profiles

Profiles helpful in identifying stakeholders,
categorizing communications activities

Helpful in sharing information on
stakeholders and building stakeholder
management strategy



Identify Stakeholders

The Stakeholder Register

Identify Stakeholders

Inputs

T&Ts

Outputs

Stakeholder Register

Lists stakeholders and related attributes

Similar to risk register in structure

Updated continuously as new information becomes available



Identify Stakeholders

Inputs

T&Ts

Outputs

Stakeholder Register

Identification information:

Stakeholder name

Position in organization

Geographic location

Project role

Contact information



Identify Stakeholders

Inputs

T&Ts

Outputs

Stakeholder Register

Assessment information:

Stakeholder's expectations

Stakeholder's requirements

Stakeholder's potential influence

Stakeholder's window of interest



Identify Stakeholders

Inputs

T&Ts

Outputs

Stakeholder Register

Stakeholder classifications:

Internal or external to project?

Internal or external to organization?

Supportive, neutral, or resistant to project?

Degree of influence / formal power?



Identify Stakeholders

Inputs

T&Ts

Outputs

Change Requests

Only take place following the initial round of stakeholder identification

Identification efforts continue throughout project lifecycle; change requests can result in stakeholders being added or engagement efforts modified



Identify Stakeholders

Inputs

T&Ts

Outputs

Project Management Plan Updates

Requirements management plan

Communications management plan

Risk management plan

Stakeholder engagement plan



Identify Stakeholders

Inputs

T&Ts

Outputs

Project Documents Updates

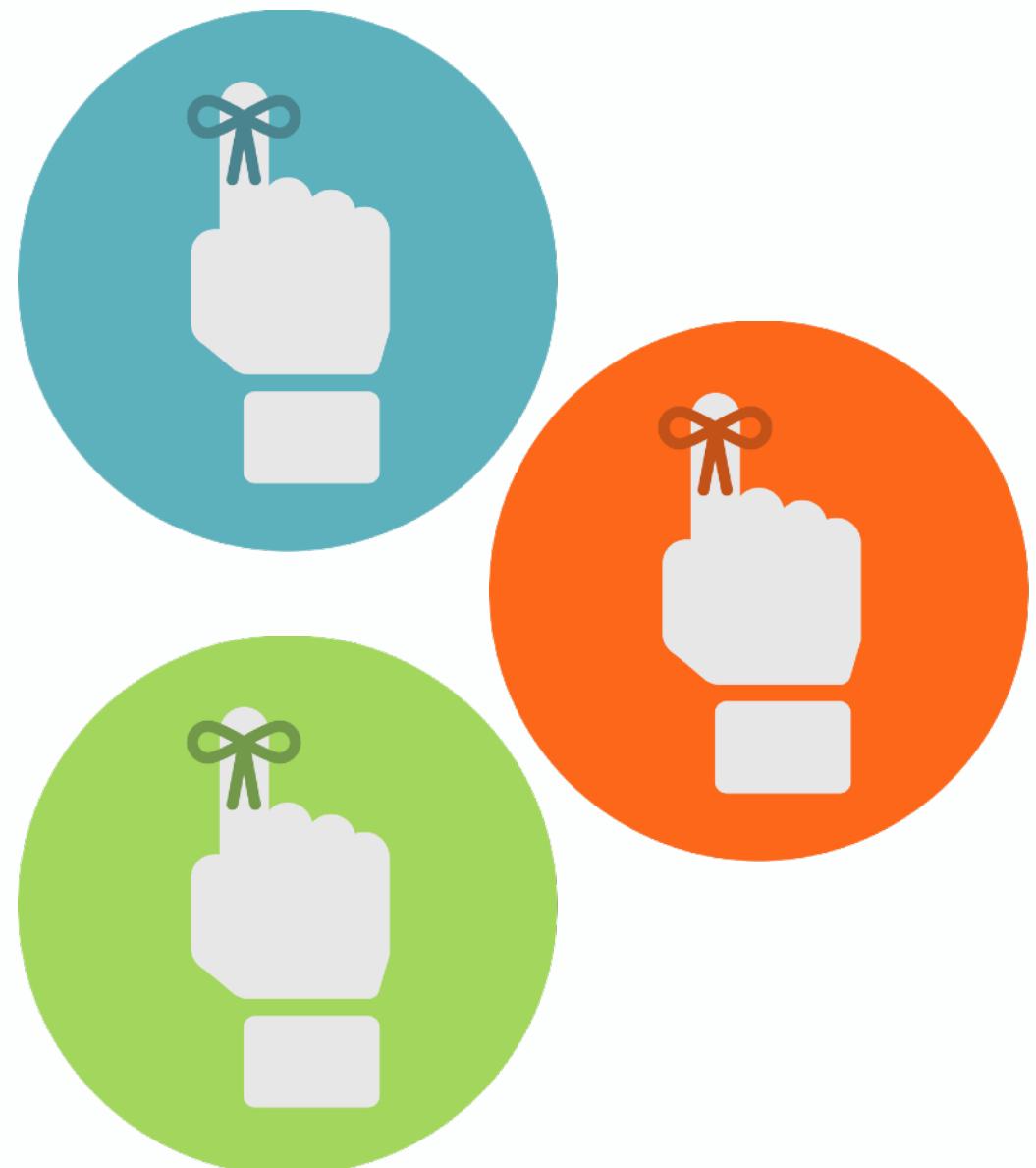
Assumption log

Issue log

Risk register



Module Review:



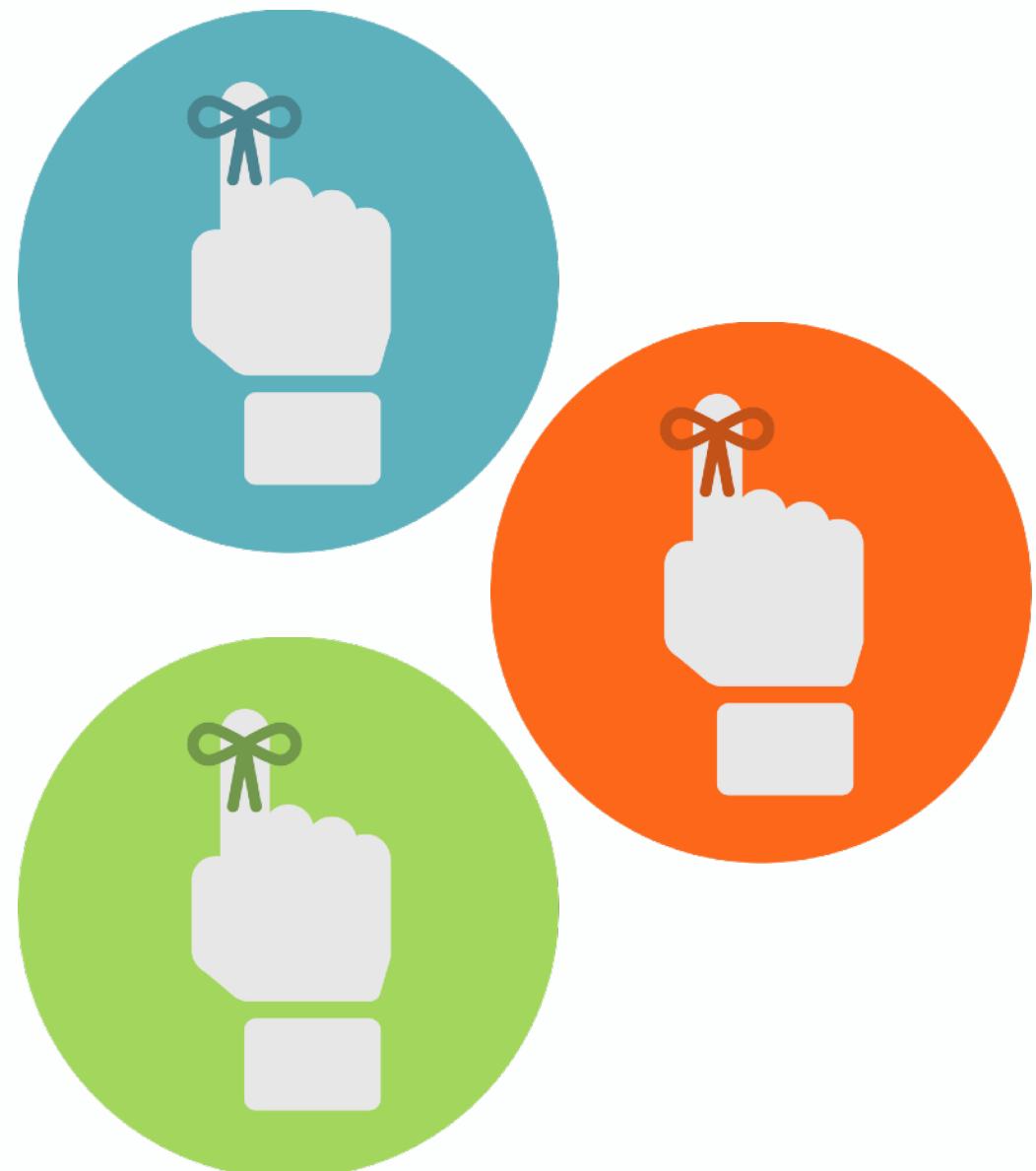
Who is a stakeholder?

Can be an individual, group or organization

Any person or entity that may be involved in or impacted by the project or its result may be considered a stakeholder

Not all stakeholders have equal power or are equally impacted by project

Module Review:



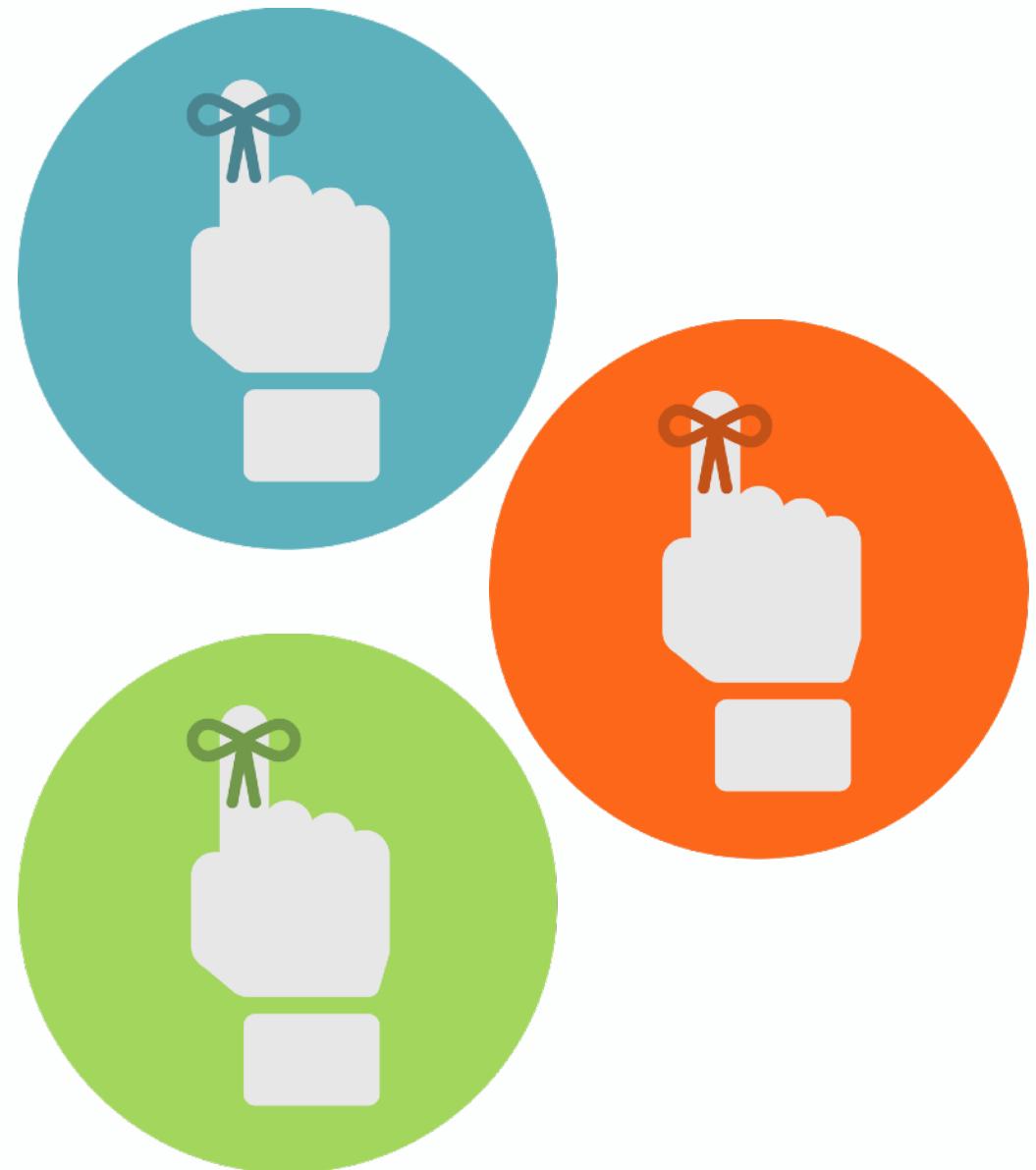
Identifying Stakeholders

Key stakeholders typically well-known and obvious from the start of the project

Includes project sponsor, project manager, customer

Other stakeholders are best identified by interviewing known stakeholders, learning new information

Module Review:



Classifying Stakeholders

Level of authority

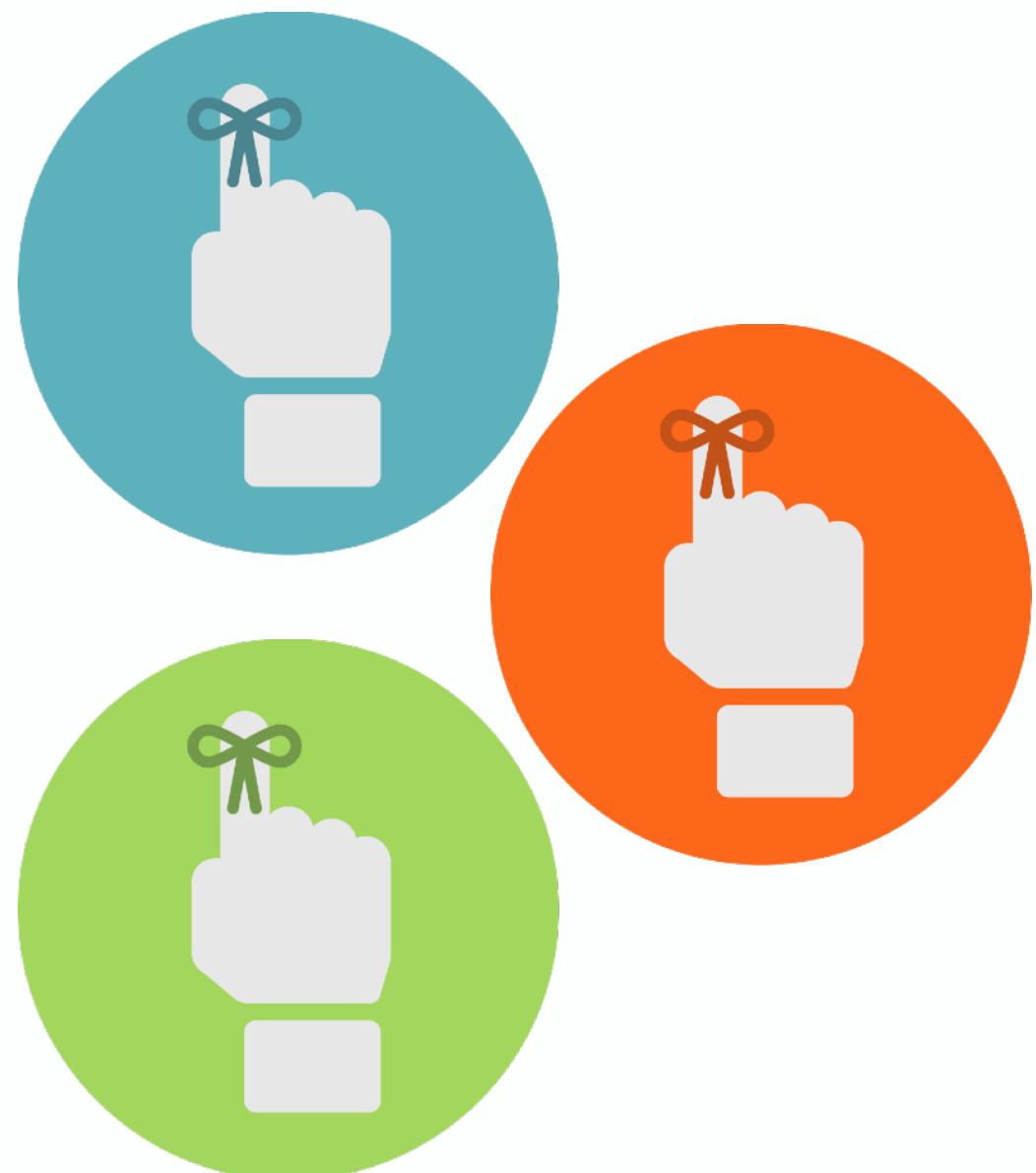
Level of influence

Level of interest

Level of involvement

Classification grids & models

Module Review:

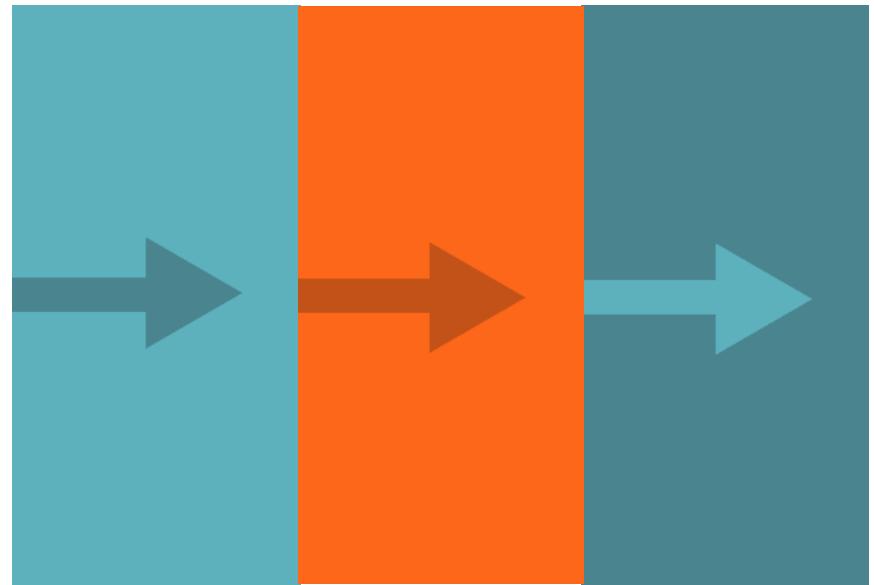


Identify Stakeholders

Inputs: Project charter, business documents, project management plan, project documents, agreements, EEFs, OPAs

Tools & Techniques: Expert judgment, data gathering, data analysis, data representation, meetings

Outputs: Stakeholder register, change requests, project management plan updates, project documents updates



Planning Stakeholder Engagement