

According to the *PMBOK® Guide*, stakeholders can be categorized in five ways: unaware, neutral, resistant, supporting, and leading.

Unaware. Unaware of the project and potential impacts

Resistant. Aware of the project and potential impacts but resistant to any changes that may occur as a result of the work or outcomes of the project. These stakeholders will be unsupportive of the work or outcomes of the project.

Neutral. Aware of the project, but neither supportive nor unsupportive.

Supportive. Aware of the project and potential impacts and supportive of the work and its outcomes.

Leading. Aware of the project and potential impacts and actively engaged in ensuring that the project is a success.

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Describe your methodology for dealing with each of the five types.

What sort of techniques would you employ and would they differ if the individual was a subordinate, a colleague, or someone in management?

Use research and citations to back up your assertions.

Stakeholders will present a variety of challenges depending on their awareness of a given project and its impacts in addition to their level of support. Conducting a stakeholder analysis can assist you in meeting these challenges and utilizing stakeholder influence well. A stakeholder map will provide you with an overview of which stakeholders need to be completely informed, who needs to be managed the most, and the individuals that require their needs to be anticipated. Additionally, using a RACI matrix will highlight at a granular level who is responsible for, accountable for, consulted about, and informed of project milestones and deliverables.

RACI matrix.

R	Responsible
A	Accountable
C	Consulted
I	Informed

Project tasks	Product Owner	Business Analyst	Financial Lead	Design Director	Design Lead	CRM Lead	Head of CRM	Senior Stakeholders*	Senior Stakeholders**	AGENCY
1. Research										
Econometric model	C	C	A	I	I	C	I	C	I	R
Strategic framework	A	C	C	I	I	C	I	C	I	R
2. Define										
Product concept	A	C	I	C	I	C	C	C	I	R
User testing	A	C	I	I	I	C	I	I	I	R
User journey	A	C	I	I	I	C	I	C	I	R
Design framework	C	C	I	R	A	I	I	C	I	R
Technology recommendations	C	A	I	I	I	I	I	C	I	R
Measurement framework	R	C	A	I	I	C	I	C	I	R
Product backlog	A	R	I	C	I	C	I	C	I	C
Delivery roadmap	A	R	I	R	C	C	I	C	C	R

*Senior Stakeholder 1, Senior Stakeholder 2, Senior Stakeholder 3, Senior Stakeholder 4

** Senior Stakeholder 5, Senior Stakeholder 6, Senior Stakeholder 7, Senior Stakeholder 8

The key to gaining strong engagement and investment is through understanding stakeholder value systems and aligning those systems with project execution. As project manager, you must be able to communicate to individuals why they should want to work on a project. This entails clearly explaining project purpose and feasibility. The most successful alignment leads individuals to align closer with the project team than the company. For more resistant individuals in particular, it is crucial to clarify their concerns, recognize any identified problems within the project, and address those problems if feasible. If all concerns can not be addressed within the scope of the project, collaborate with stakeholders to reach a decision on how to best move forward within project constraints.

In regards to motivating individuals that are subordinates, shape their project activities as appropriate to give them opportunities for personal growth. Further, create a culture

of responsibility in which each team member is responsible not only for their individual tasks but also for ensuring the team's success.

References

Siegel, N. G. (2019). *Engineering Project Management*. John Wiley & Sons Ltd.

Vega, K. (2019, May 28). *Intro to Stakeholder Management Strategy*. The Digital Project Manager.

<https://thedigitalprojectmanager.com/stakeholder-management-101-types-of-stakeholders-how-to-manage-them/>

Discussion responses:

Hi David,

Sometimes a stakeholder can have little stake in the outcome of a project if they're an internal stakeholder. For instance, some project team members may be borrowed and have multiple projects with their priorities elsewhere. Pursuing buy-in from team members can be attempted a few different ways: ensuring that they are involved in project planning, meeting with each member one-on-one, being available to hear each member's concerns, championing members that help others on the team, and conducting a project performance review for the team.

References

Watt, A. (2021). *Project Management*. BCcampus Open Education.

<https://opentextbc.ca/projectmanagement/chapter/chapter-5-project-stakeholders-project-management>

Hi Rizart,

Yes, exactly. Aligning project team members with the success of the project is one component, but a manager should also pay attention to how to motivate each team member as an individual contributor. This can be done by meeting with members one-on-one, asking them if they're being challenged enough, "role crafting" to align a contributor's aspirations with the needs and objectives of the team, and giving members opportunities to grow their skills in the direction of their goals within the scope of the team.

Lauren

References

MacKay, J. (2020, December 17). *The Mindful Project Manager's Guide To Team Motivation: 11 Strategies For Keeping Your Team On Track*. Planio.

<https://plan.io/blog/team-motivation>