PROCESO DE IDENTIFICACIÓN DE LOS STAKEHOLDERS

Gathering Data

You can start by collecting information about stakeholders from the input items listed in Table 8-2.

The Project Charter. The project charter helps to identify key stakeholders with responsibilities by revealing the internal and external individuals and groups who are either directly involved in the project or potentially will be impacted by it. The project sponsor, customers, and departments of the performing organization participating in the project are some examples of stakeholders identified by the project charter.

Business Documents. The *business case* document reveals the project objectives and the initial list of related stakeholders. From the *benefit management plan* you can extract information about the stakeholders who would benefit from the project outcome.

Project Management Plan. As stakeholder management is closely coupled with communication management, you can extract considerable information about project stakeholders from the *communication management plan*. Also, if the *stakeholder engagement plan* is already developed, it will contain information about stakeholders.

Project Documents. The *change log* and *issues log* may reveal new stakeholders or changed project relations with an existing stakeholder. Also, from the *requirement documentation* you can extract or derive the stakeholder information.

Procurement Documents. If the project originated from procurement activity, then the procurement documents, such as the contract, will be useful to identify the stakeholders. If this project is going to use procurement in order to produce part of its product, even then the procurement documents will help to identify some stakeholders, such as sellers and suppliers.

Advanced Data Gathering. In conjunction with and in addition to simple information and data collection from input items, we can use some *data-gathering techniques* to identify new stakeholders and also get more information about already identified stakeholders. These techniques include questionnaires, surveys, and brainstorming. You can also use document-analysis techniques for this purpose. These techniques are described in Chapter 10.

Once the data about stakeholders is collected, it needs to be analyzed to extract the useful information from it, which will then need to be appropriately presented.

Stakeholder Data Analysis

Stakeholder analysis is an activity to analyze data about the stakeholders to extract useful and relevant information. The following are three major steps:

1. **Identify.** Identify all potential stakeholders and the important characteristics of each identified stakeholder, such as the following:
    a. **Name, Department, and Role.** For example, Dr. John Serri, Vice President, Research and Development
    b. **Interest in the Project.** Why should the stakeholder be interested in the project? Is the stakeholder seeking to benefit or is the stakeholder threatened?
    c. **Right, Ownership, Contribution.** What are the legal and moral rights of the stakeholder, ownership of assets, and so forth, and how and how much can the stakeholder contribute to the project?
    d. **Knowledge Level.** What is the knowledge level of the stakeholder, especially about the project and in the application area of the project? In other words, how and how much can the stakeholder's knowledge help or hurt the project?
    e. **Expectations.** What are the stakeholder's needs and expectations of the project?
    f. **Kind and Level of Influence.** In which way and how much can the stakeholder influence the project to impact its outcome?
2. **Assess.** Make an assessment of how a stakeholder is going to react to various situations in the project. This will help in your preparation to influence them to get their support to enhance the chances of project success.
3. **Classify.** With this information at hand, we can classify—i.e., categorize—the stakeholders using data-presentation techniques that will help you build an appropriate relationship with the stakeholders.

Data Presentation

An example of a data-presentation technique is mapping stakeholders using various criterion. When there are so many stakeholders, it's important for effective stakeholder management to classify and prioritize the stakeholders. This will help with efficient use of management efforts, including communication and expectations management, and also building appropriate relationships with stakeholders. For example, an obvious classification is positive and negative stakeholders. For more sophisticated classifications, there are several criteria and models, including the following:

Direction of Influence. This model classifies stakeholders according to the magnitude and direction of their influence, as follows:

- **Upward.** For whom the project is being performed—e.g.; project sponsor, customer organization, and senior management or performing organization
- **Downward.** Project team or other people working for the project on a temporary basis, such as knowledge or skill specialists
- **Outward.** Stakeholders outside the project team; e.g.; end users, suppliers, and regulators
- **Sideward.** Other project managers or middle managers in competition with this project; e.g.; for resources

Power/Interest Grid. In this model you place the stakeholders on a two-dimensional plot: power/authority level versus interest level. For example, if a powerful stakeholder has a lot of interest in the project, he is of great priority. If, on the other hand, a stakeholder lacks interest in the project, then he potentially is not going to influence the project that much, even if he has a lot of authority.

Power/Influence Grid. This model plots the stakeholders in a two-dimensional space: authority level versus ability to influence the project.

Influence/Impact. This model plots the stakeholders in a two-dimensional space: ability to influence the project versus ability to cause changes in the project planning and execution, and hence in the final outcome. For example, a project stakeholder may be highly involved (high influence) in the project but have no ability to impact the project, such as influencing the changes in the project. In that case, this stakeholder is of lower priority than the stakeholder who has high involvement and high impact.

Stakeholder Cube. This model plots the stakeholders in a three-dimensional space: influence, impact, and power.

Salience Model. This model classifies stakeholders based on their multiple characteristics, such as the ability to impose their will (power); the urgency of their needs, expectations, or requirements; and the legitimacy of their involvement.

One main purpose of stakeholder analysis and presentation models is to prioritize stakeholders. For example, you can draw a variable against another variable and see where the stakeholders fit in that plot. If the variables are chosen carefully, the plot will suggest how much attention should be given to various stakeholders in the plot. As an example, Figure 8-2 presents such a plot in which the x-axis represents the level of interest from very low to very high and the y-axis represents the power/authority level from very low to very high. Stakeholders 1, 2, and 3 have a low interest in the project and low power, and therefore they do not deserve much of your time and effort. However, they must be monitored because their interest and power may change over time. At the other extreme, Stakeholders 8, 9, and 10 have a high interest in the project and have a very high capability to influence the project due to high power. These stakeholders should obviously be managed with maximum effort. Also, the high-authority/low-interest stakeholders should get due attention because they have the power to drive a change in the project.

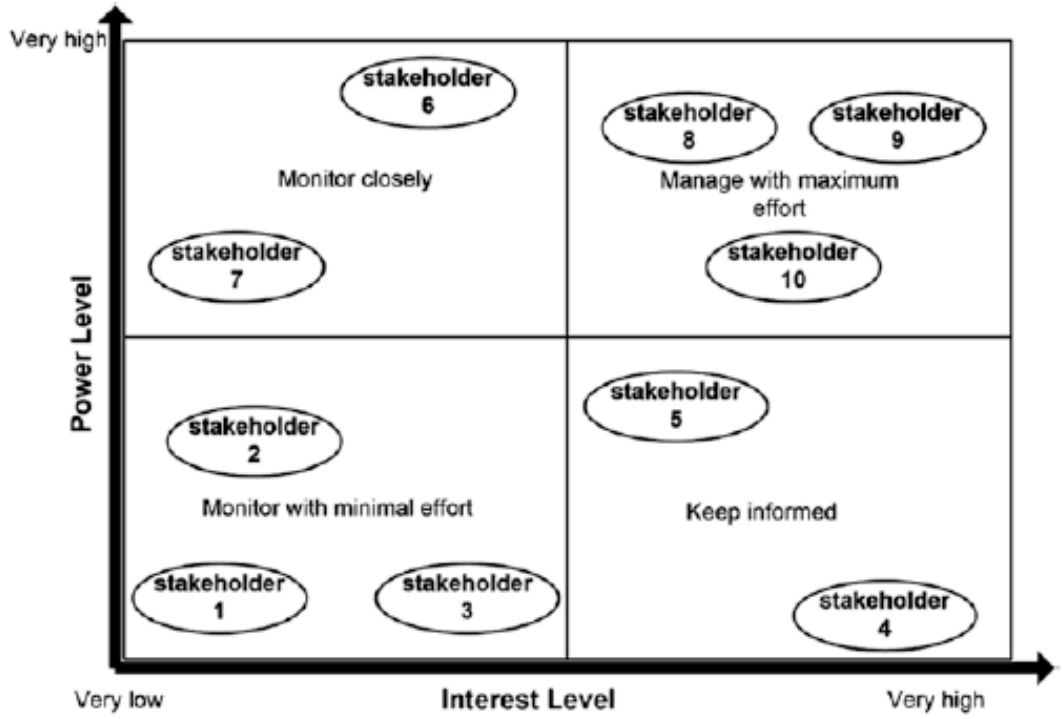

Figure 8-2. An example of determining strategy by plotting stakeholders against different variables

Caution! Communication of information about the stakeholders is an important part of the stakeholder management strategy. For example, some of the information about certain stakeholders may be too sensitive to be included in a publicly shared document. As a project manager, you must exercise your discreet judgment on which information about which stakeholder to share with whom and to what detail.

Output of Identifying Stakeholders

You store information about the stakeholders that you identified in a document called the *stakeholder register*. This information includes the following items:

- **Identification.** For example, name, location, organizational position, project role (if any), and contact information
- **Assessment.** Requirements and expectations coming from this stakeholder, the part or phase of the project that is of most interest to this stakeholder, and assessment of potential influence and impact on the project
- **Classification.** There will be a whole array of different kinds of project stakeholders with varied levels of influence. So, it's helpful to classify them in the register by using suitable criteria, such as whether they are internal or external to the performing organization; whether they are proponents or opponents of the project; their power, influence, impact, and interest levels; the direction of their influence; and so on.

1. The data presentation model that presents a stakeholder's influence, impact, and interest in one plot is called a:

   A. Salience model

   B. Stakeholder cube

   C. Influence/impact/interest grid

   D. Three-dimensional model

2. You are project manager of project named "Teach the Congress." Your friend Cosmo is a project manager of a project that shares some resources with your project. What kind of influence does Cosmo have on your project?

   A. Upward

   B. Outward

   C. Sideward

   D. Downward