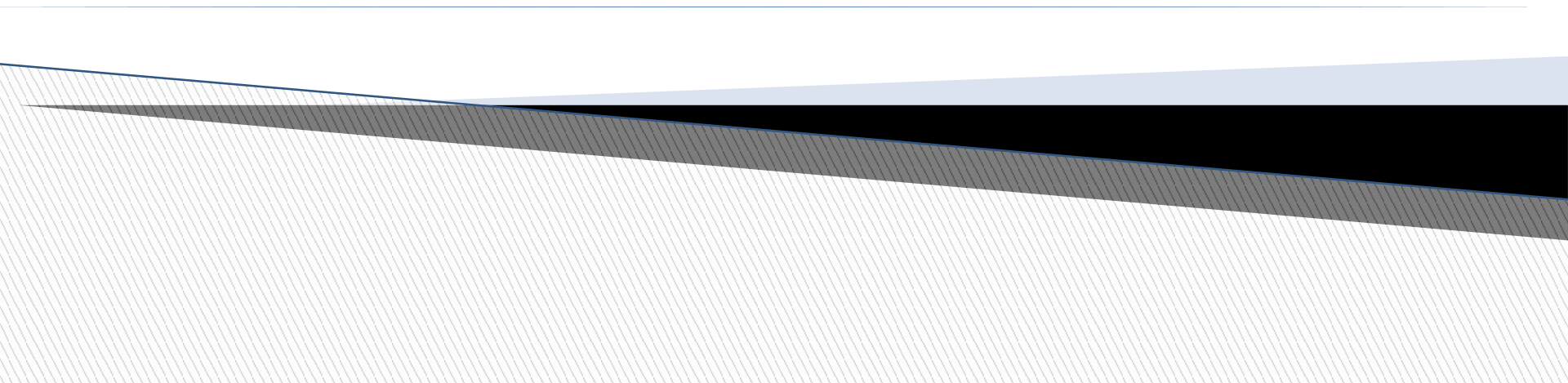


Session 5:

Planning Stakeholder Management



Learning Objectives

- ▶ List several planning processes and outputs for project stakeholder management
- ▶ Describe the processes of identifying stakeholders, how to create a stakeholder register, and how to perform a stakeholder analysis

Importance of Project Stakeholder Management

- ▶ Projects often cause changes in organizations, and some people may change their jobs when a project is completed
 - *Sometimes Project managers might be viewed as enemies*
 - *By contrast, they could be viewed as allies if they lead a project that helps increase profits, produce new jobs, or increase pay for certain stakeholders*
- ▶ In any case, project managers must learn to identify, understand, and work with a variety of stakeholders

Project Stakeholder Management Processes

- **Identifying stakeholders:** identifying everyone involved in the project or affected by it, and determining the best ways to manage relationships with them
- **Planning stakeholder management:** determining strategies to effectively engage stakeholders
- **Managing stakeholder engagement:** communicating and working with project stakeholders to satisfy their needs and expectations, resolving issues, and fostering engagement in project decisions and activities
- **Monitoring stakeholder engagement:** monitoring stakeholder relationships and adjusting plans and strategies for engaging stakeholders as needed

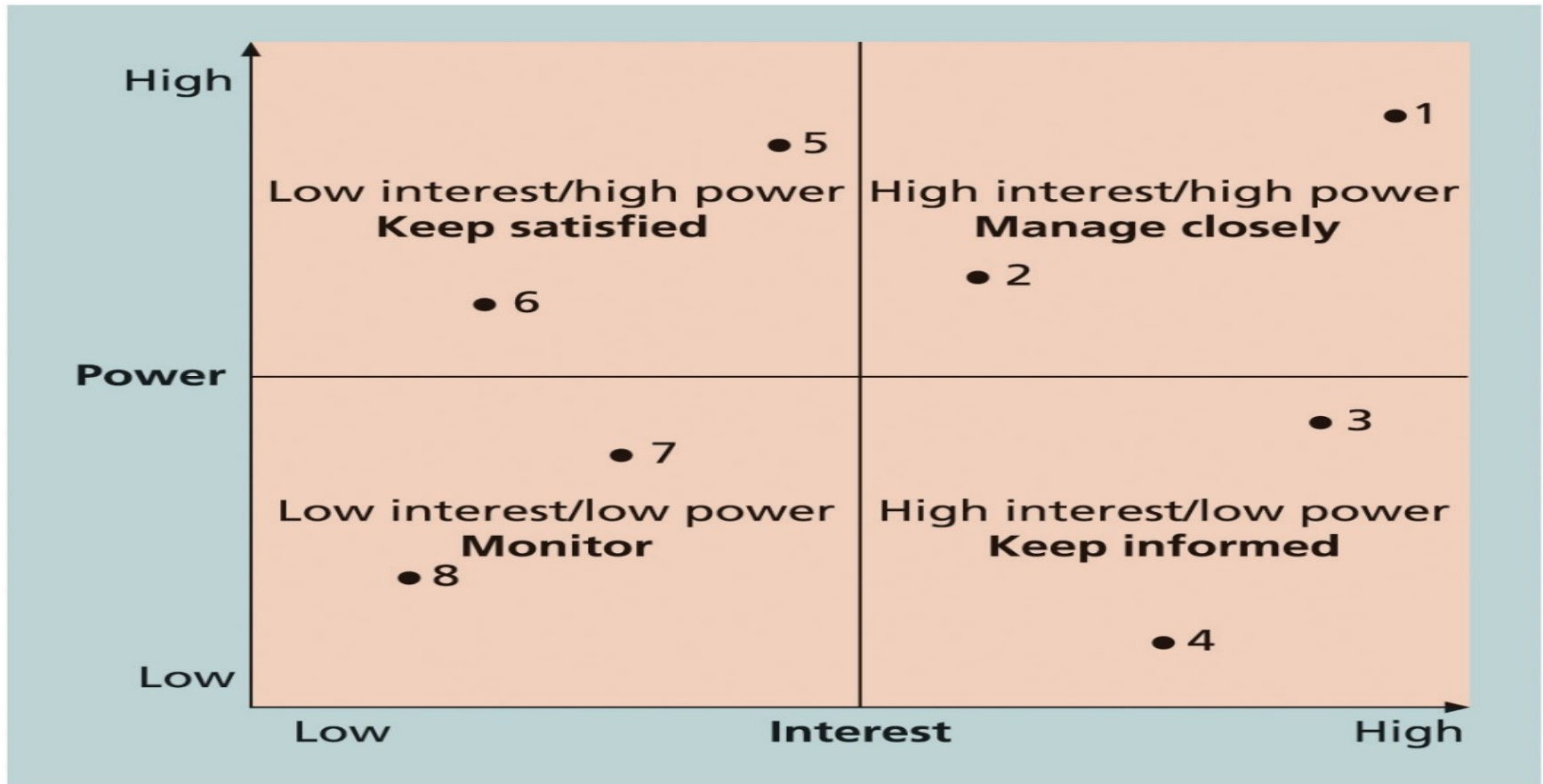
Identifying Stakeholders

- ▶ A more detailed list of potential stakeholders for a project, including:
 - *Program director and manager*
 - *Project manager and family*
 - *Sponsors*
 - *Customers*
 - *Labor unions*
 - *Potential customers*
 - *Competitors*
- ▶ It is also necessary to focus on stakeholders with the most direct ties to a project
 - *Example: key suppliers*

Identifying Stakeholders

- ▶ A stakeholder register includes basic information on stakeholders
 - **Identification information**: stakeholders' names, positions, locations, roles in the project, and contact information
 - **Assessment information**: stakeholders' major requirements and expectations, potential influences, and phases of the project in which stakeholders have the most interest
 - **Stakeholder classification**: is the stakeholder internal or external to the organization? Is the stakeholder a supporter of the project or resistant to it?

Identifying Stakeholders



Source: Kathy Schwalbe, *An Introduction to Project Management*, Fourth Edition (2012)

FIGURE 13-2 Power/interest grid

Identifying Stakeholders

- ▶ Stakeholder engagement levels
 - **Unaware**: unaware of the project and its potential impacts on them
 - **Resistant**: aware of the project yet resistant to change
 - **Neutral**: aware of the project yet neither supportive nor resistant
 - **Supportive**: aware of the project and supportive of change
 - **Leading**: aware of the project and its potential impacts and actively engaged in helping it succeed

Managing Stakeholder Engagement

- ▶ Understanding the stakeholders' expectations can help in managing issues
 - *Issues should be documented in an issue log, a tool used to document, monitor, and track issues that need resolution*
 - *Unresolved issues can be a major source of conflict and result in stakeholder expectations not being met*
 - *Issue logs can address other knowledge areas as well*

Best Practice

- ▶ Project managers are often faced with challenges, especially in managing stakeholders
 - Sometimes they simply cannot meet requests from important stakeholders
- ▶ Suggestions for handling these situations
 - Be clear from the start
 - Explain the consequences
 - Have a contingency plan
 - Avoid surprises
 - Take a stand