Project Stakeholder Management

Project Stakeholder Management

- Processes to identify the people, groups, or organizations that could impact or be impacted by the project.

- Analyze stakeholder expectations and their impact on the project

- Develop management strategies for effectively engaging stakeholders in project decisions and execution.

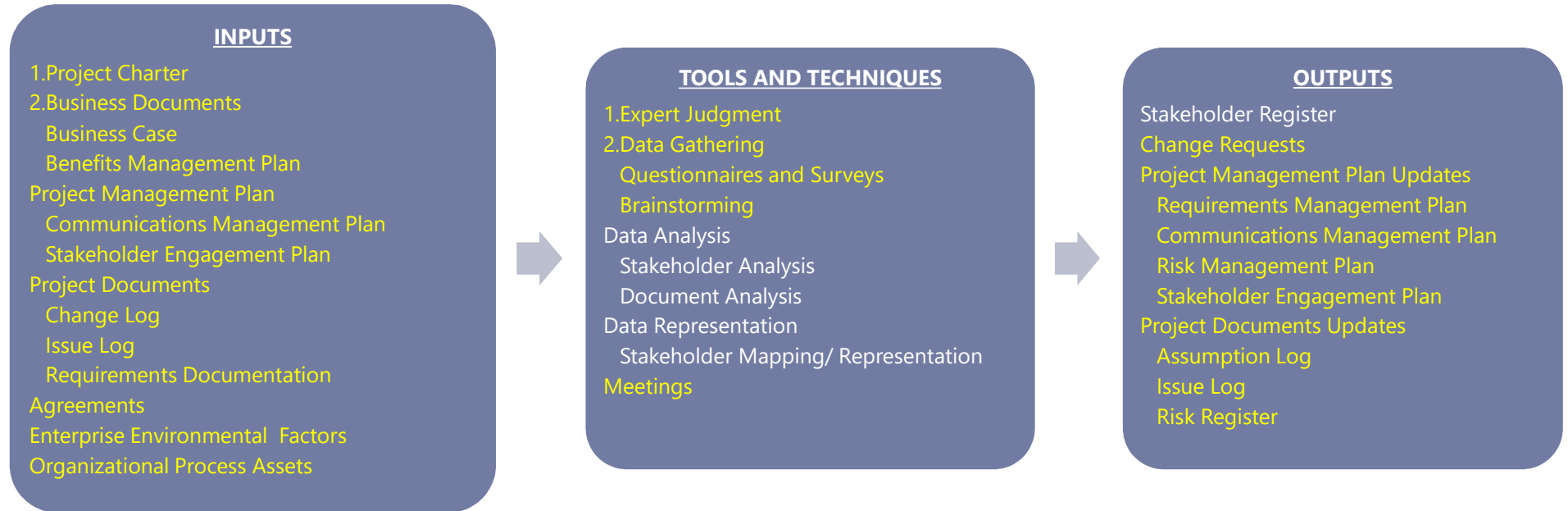| Process Name	Process Group	Key Outputs
Identify Stakeholders	Initiating	Stakeholder register
Plan Stakeholder Engagement	Planning	Stakeholder Engagement Plan
Managing Stakeholder Engagement	Executing	Change request
Monitor Stakeholder Engagement	Monitoring and Controlling	Work performance information, Change request

Identify Stakeholders

- Identifying project stakeholders regularly

- Analyzing and recording relevant information regarding their interests and involvement

- It enables the project team to identify the appropriate focus for engagement of each stakeholder or group of stakeholders

Identify Stakeholders - ITTO

INPUTS

1. Project Charter
2. Business Documents
   Business Case
   Benefits Management Plan
   Project Management Plan
   Communications Management Plan
   Stakeholder Engagement Plan
   Project Documents
   Change Log
   Issue Log
   Requirements Documentation
Agreements
Enterprise Environmental Factors
Organizational Process Assets

TOOLS AND TECHNIQUES

1. Expert Judgment
2. Data Gathering
   Questionnaires and Surveys
   Brainstorming
   Data Analysis
   Stakeholder Analysis
   Document Analysis
   Data Representation
   Stakeholder Mapping/ Representation
Meetings

OUTPUTS

Stakeholder Register
Change Requests
Project Management Plan Updates
   Requirements Management Plan
   Communications Management Plan
   Risk Management Plan
   Stakeholder Engagement Plan
Project Documents Updates
   Assumption Log
   Issue Log
   Risk Register

Identify Stakeholders - Inputs

- Project Charter
- Business Documents
  - Business Case
  - Benefits Management Plan
- Project Management Plan
  - Communications Management Plan
  - Stakeholder Engagement Plan
- Project Documents
  - Change Log
  - Issue Log
  - Requirements Documentation
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

Identify Stakeholders - Tools

- Expert Judgment
- Data Gathering
  - ‣ Questionnaires and Surveys
  - ‣ Brainstorming
- Data Analysis
  - ‣ Stakeholder Analysis
    - ☐ analyzes who your stakeholders are and how they feel about the project
    - ☐ What would be the stakeholder's role such as a team member, sponsor, or functional manger etc.?
    - ☐ How would the project affect them, either in a positive or negative way?
    - ☐ Would they be active stakeholders, such as team members who work on the deliverable, or passive, such as customers who watch the project work get done?
    - ☐ What is their power authority, such as sponsors who will be paying for the project
  - ‣ Document Analysis
- Meetings

Identify Stakeholders - Tools

- Data Representation
  - Stakeholder Mapping/Representation
    - Method to categorize stakeholders.
      - Power/interest grid, power/influence grid, or impact/influence grid
      - Stakeholder cube
        - A three-dimensional methodology to support the mapping of a stakeholder's interest, power, and influence
      - Salience model:
        - Power: Level of authority
        - Urgency: Immediate attention
        - Legitimacy: How appropriate is their involvement
      - Directions of Influence:
        - Upward: Senior management
        - Downward: Team members
        - Outward: Vendors, government, public, end-users
        - Sideward: peers such as other project managers
      - Prioritization

Identify Stakeholders - Output

- Stakeholder Register
  - Should contain:
    - Contact information
    - Role on the project, such as, sponsor or functional manager
    - Communication requirements
    - Expectations of the project
    - How are they affected by the project
    - Power influence level on the project
- Change Requests
- Project Management Plan Updates
  - Requirements Management Plan
  - Communications Management Plan
  - Risk Management Plan
  - Stakeholder Engagement Plan
- Project Documents Updates
  - Assumption Log
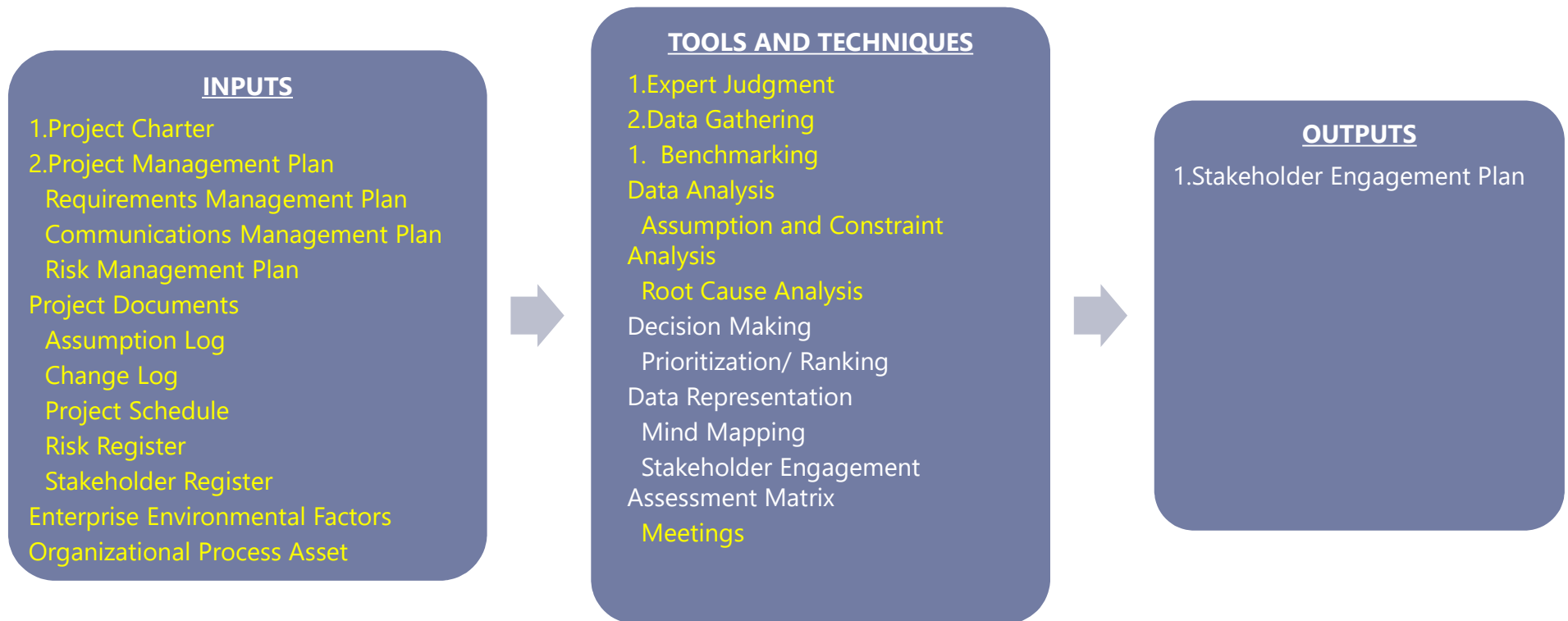 - Issue Log
  - Risk Register

Plan Stakeholder Engagement

- Developing methods to involve project stakeholders

- Centered on their needs, expectations, interests, and potential impact on the project.

- It creates an actionable plan to interact effectively with stakeholders

Plan Stakeholder Engagement - ITTO

INPUTS

1. Project Charter
2. Project Management Plan
   Requirements Management Plan
   Communications Management Plan
   Risk Management Plan
   Project Documents
   Assumption Log
   Change Log
   Project Schedule
   Risk Register
   Stakeholder Register
   Enterprise Environmental Factors
   Organizational Process Asset

TOOLS AND TECHNIQUES

1. Expert Judgment
2. Data Gathering
1. Benchmarking
   Data Analysis
   Assumption and Constraint Analysis
   Root Cause Analysis
   Decision Making
   Prioritization/ Ranking
   Data Representation
   Mind Mapping
   Stakeholder Engagement Assessment Matrix
   Meetings

OUTPUTS

1. Stakeholder Engagement Plan

Plan Stakeholder Engagement - Inputs

- Project Charter
- Project Management Plan
  - ▸ Resource Management Plan
  - ▸ Communication Management Plan
  - ▸ Risk Management Plan
- Project Documents
  - ▸ Assumption Log
  - ▸ Change Log
  - ▸ Issue Log
  - ▸ Project Schedule
  - ▸ Risk Register
- Agreements
- Enterprise Environmental Factors
- Organizational Process Assets

Plan Stakeholder Engagement - Tools

- Expert Judgement
- Data Gatherings
  - Benchmarking
- Data Analysis
  - Root Cause Analysis
  - Assumption and Constraint Analysis
- Decision Making
- Meetings

Plan Stakeholder Engagement

- Data Representation
  - Stakeholder Engagement Assessment Matrix
    - 5 levels of engagement
      - Unaware
      - Resistant
      - Neutral
      - Supportive
      - Leading

Stakeholder	Unware	Resistant	Neutral	Supportive	Leading
Mary		Current		Desired	
Jane	Current				Desired
Bob			Desired		

Plan Stakeholder Engagement - Outputs

- Stakeholder Engagement Plan
  - How will the team keep the stakeholders engaged on the project.
  - What type of communication will be needed to engage them on the project.

Manage Stakeholder Engagement

- Communicating and working with stakeholders to meet their needs and expectations

- Addressing issues, and get them involve

Manage Stakeholder Engagement - ITTO

INPUTS

1. Project Management Plan
   Communications Management Plan
   Risk Management Plan
   Stakeholder Engagement Plan
   Change Management Plan
   Project Documents
   Change Log
   Issue Log
   Lessons Learned Register
   Stakeholder Register
   Enterprise Environmental Factors
   Organizational Process Assets

TOOLS AND TECHNIQUES

1. Expert Judgment
2. Communication Skills
   Feedback
3. Interpersonal and Team Skills
   Conflict Management
   Cultural Awareness
   Negotiation
   Observation/ Conversation
   Political Awareness
   Ground Rules
   Meetings

OUTPUTS

1. Change Requests
2. Project Management Plan Updates
   Communications Management Plan
   Stakeholder Engagement Plan
   Project Documents Updates
   Change Log
   Issue Log
   Lessons Learned Register
   Stakeholder Register

Manage Stakeholder Engagement - Inputs

- Project Management Plan
  - ▸ Stakeholder Engagement Management Plan
  - ▸ Communication Management Plan
  - ▸ Risk Management Plan
- Project Documents
  - ▸ Change Log
  - ▸ Issue log
  - ▸ Lessons Learned Register
- Enterprise Environmental Factors
- Organizational Process Assets Update

Manage Stakeholder Engagement - Tools

- Expert Judgement
- Communication Skills
  - ▸ Feedback
- Interpersonal and Team Skills
  - ☐ Conflict Management
  - ☐ Cultural Awareness
  - ☐ Observation/Conversations
  - ☐ Negotiation
  - ☐ Political awareness
- Grounds rules
  - ▸ Defined in the team charter for team members and stakeholders
- Meetings

Manage Stakeholder Engagement - Output

- Change Requests
- Project Management Plan Updates
  - ▸ Communications Management Plan
  - ▸ Stakeholder Engagement Plan
- Project Documents Updates
  - ☐ Change Log
  - ☐ Issue Log
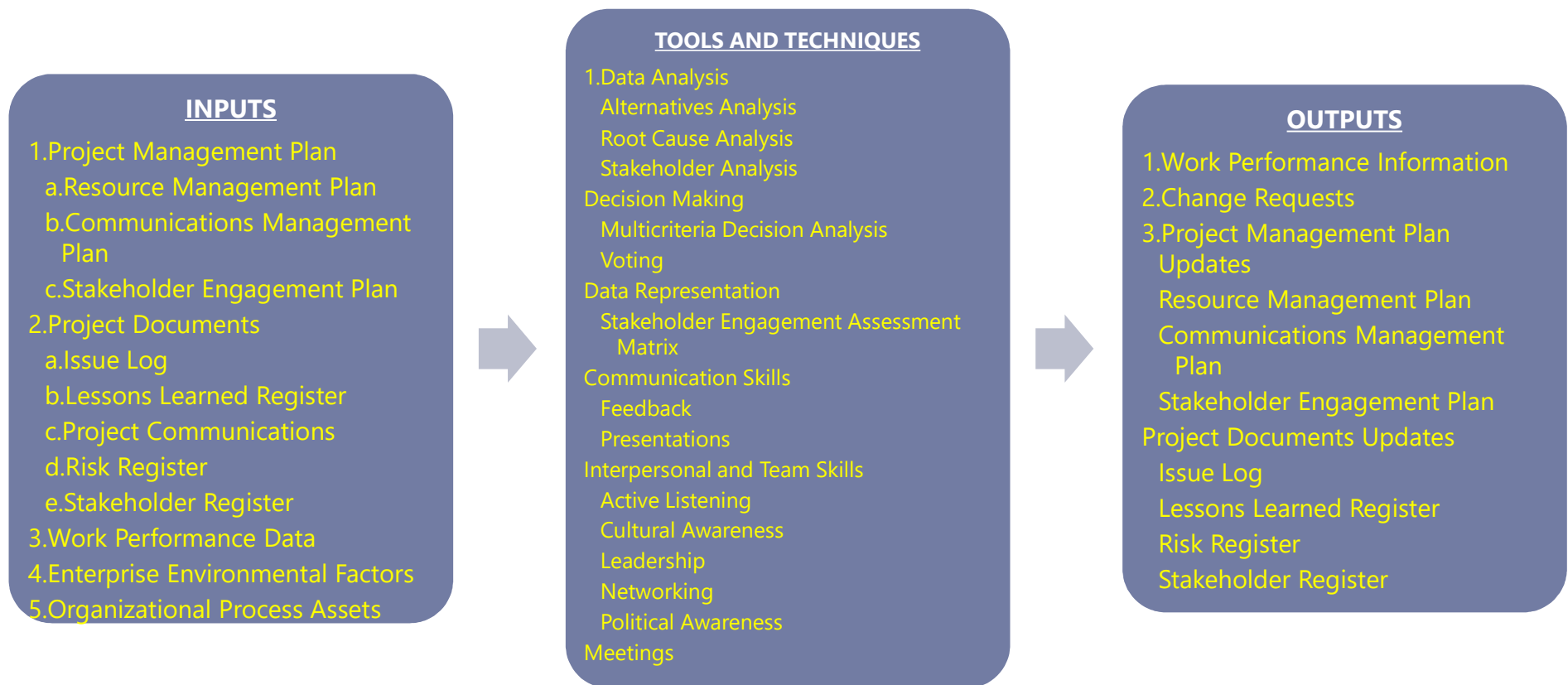 - ☐ Lessons Learned Register
  - ☐ Stakeholder Register

Monitor Stakeholder Engagement

- Monitoring stakeholder relationships

- Engaging stakeholders through modification of engagement strategies and plans.

- Increases the efficiency and effectiveness of stakeholder engagement

Monitor Stakeholder Engagement - ITTO

INPUTS

1. Project Management Plan
   a. Resource Management Plan
   b. Communications Management Plan
   c. Stakeholder Engagement Plan
2. Project Documents
   a. Issue Log
   b. Lessons Learned Register
   c. Project Communications
   d. Risk Register
   e. Stakeholder Register
3. Work Performance Data
4. Enterprise Environmental Factors
5. Organizational Process Assets

TOOLS AND TECHNIQUES

1. Data Analysis
   Alternatives Analysis
   Root Cause Analysis
   Stakeholder Analysis
   Decision Making
   Multicriteria Decision Analysis
   Voting
   Data Representation
   Stakeholder Engagement Assessment Matrix
   Communication Skills
   Feedback
   Presentations
   Interpersonal and Team Skills
   Active Listening
   Cultural Awareness
   Leadership
   Networking
   Political Awareness
   Meetings

OUTPUTS

1. Work Performance Information
2. Change Requests
3. Project Management Plan Updates
   Resource Management Plan
   Communications Management Plan
   Stakeholder Engagement Plan
   Project Documents Updates
   Issue Log
   Lessons Learned Register
   Risk Register
   Stakeholder Register

Monitor Stakeholder Engagement - Inputs

- Project Management Plan
  - Resource Management Plan
  - Communication Management Plan
  - Stakeholder Engagement Plan
- Project Documents
  - Issue Log
  - Lesson Learned Register
  - Project Communications
  - Risk Register
  - Stakeholder Register
- Work Performance Data
- Enterprise Environmental Factors
- Organizational Process Assets

Monitor Stakeholder Engagement - Tools

- Data Analysis
  - ‣ Alternatives analysis
  - ‣ Root Cause analysis
  - ‣ Stakeholder analysis
- Decision Making
  - ‣ Voting
  - ‣ Multicriteria Decision Making

Monitor Stakeholder Engagement - Tools

- Data representation
  - ▸ Stakeholder Engagement Assessment matrix
- Communication skills
  - ▸ Feedback
  - ▸ Presentations
- Interpersonal and team skills
  - ☐ Active listening
  - ☐ Cultural awareness
  - ☐ Leadership
  - ☐ Networking
  - ☐ Political awareness
- Meetings

Monitor Stakeholder Engagement - Outputs

- Work Performance Information
- Change requests
- Project Management Plan Updates
  - Resource management plan
  - Communications management plan
  - Stakeholder engagement plan
- Project Documents Updates
  - Issue log
  - Lessons learned register
  - Risk register
  - Stakeholder register