

STAKEHOLDER MANAGEMENT

A General Look

A General Look

Stakeholder Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Stakeholder Management	1	1	1	1	0

- ➔ Identify Stakeholders // Initiating
- ➔ Plan Stakeholder Engagement // Planning
- ➔ Manage Stakeholder Engagement // Executing
- ➔ Monitor Stakeholder Engagement // M&C

Our primary aim is to identify **all** of the stakeholders and provide their **engagement** to the Project by satisfying their **requirements, expectations, and interests**.

STAKEHOLDER MANAGEMENT

Identify Stakeholders

STAKEHOLDER MANAGEMENT

Identify Stakeholders

Identify Stakeholders Process

- ➔ After developing the Project Charter, we need to identify the stakeholders
- ➔ We shouldn't start the Planning activities before identifying the Stakeholders
- ➔ Any forgotten Stakeholder may cause problems in the future!
- ➔ We start to identify Stakeholders at the very beginning and this identification continues throughout the Project life cycle
- ➔ As a result of the Identify Stakeholders process, we get **Stakeholder Register**.

STAKEHOLDER REGISTER

PROJECT:

#	Stakeholder	Responsibility /Role	Internal /External	Major Requirements	Main Expectations	Interest	Influence	Power	Importance
1	Doctor Strange	Sponsor	Internal	Sign off on major decisions	Moderate involvement in the Project	10	10	10	Important
2	Bucky Barnes	Project Manager	Internal	Project to be delivered on time within budget	High involvement to Project	10	9	9	Important
3	Black Widow	Sales Manager	Internal	Online controlling of the sales figures	User-friendly interface, talented sales team	10	8	7	Important
4	Maria Hill	IT Manager	Internal	Installation and testing software	Renovated IT equipment	8	5	5	Moderately Important

STAKEHOLDER MANAGEMENT

Identify Stakeholders

Stakeholder Identification

The Project Manager needs help while identifying the stakeholders!

→ Questionnaires and Surveys

- We can ask the team members and other stakeholders

→ Brainstorming Sessions and Brain Writing

- Brainstorming Sessions: New stakeholders are identified as a result of a team activity
- Brain Writing: New stakeholders are identified individually first, then they are gathered in a meeting

→ Document Analysis

- Lessons learned, historical information of the past Projects, contracts, etc. might be helpful.

Identify Stakeholders

Analyzing Stakeholders

→ After identifying all of them, the Stakeholders should be analyzed

- Expectations, interests, powers, and influences of each stakeholder are defined
- What should we consider?
 - Who are the ones being **interested** in the Project?
 - Who are the ones having **knowledge** about the Project?
 - Is any of them having any **ownership** about the Project?
 - Who are the ones having **legal or moral rights** on the Project?
 - Who are the ones having **contributions** to the Project?

STAKEHOLDER MANAGEMENT

Identify Stakeholders

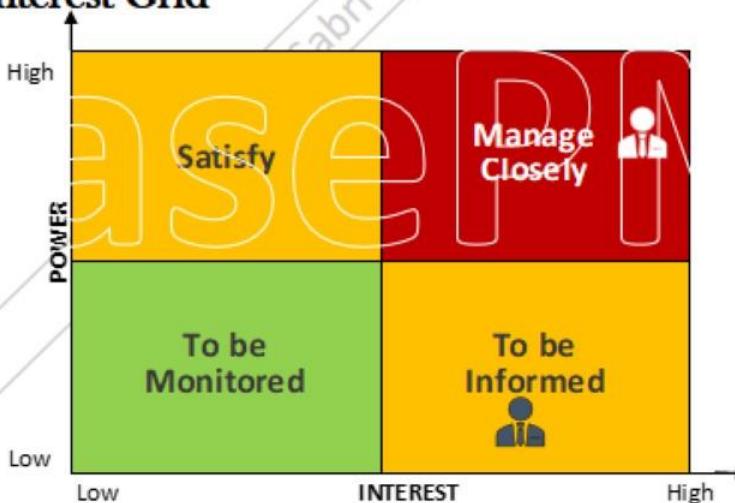
Grouping Stakeholders (Stakeholder Mapping)

→ After analyzing the Stakeholders, we will be grouping them

- Following tools can be used for categorization:

- Power/interest Grid
- Stakeholder Cube
- Salience Model
- Directions of influence
- Prioritization

Power/interest Grid



STAKEHOLDER MANAGEMENT

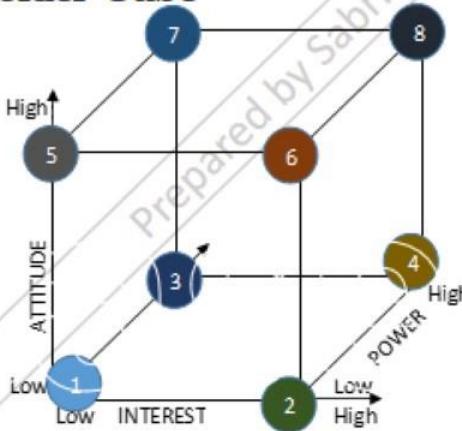
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 - Power/interest Grid
 - **Stakeholder Cube**
 - Salience Model
 - Directions of influence
 - Prioritization

Stakeholder Cube



LEGEND

- | | |
|---|-------------------------------|
| 1 | Insignificant Passive Blocker |
| 2 | Insignificant Active Blocker |
| 3 | Influential Passive Blocker |
| 4 | Influential Active Blocker |
| 5 | Insignificant Passive Backer |
| 6 | Insignificant Active Backer |
| 7 | Influential Passive Backer |
| 8 | Influential Active Backer |

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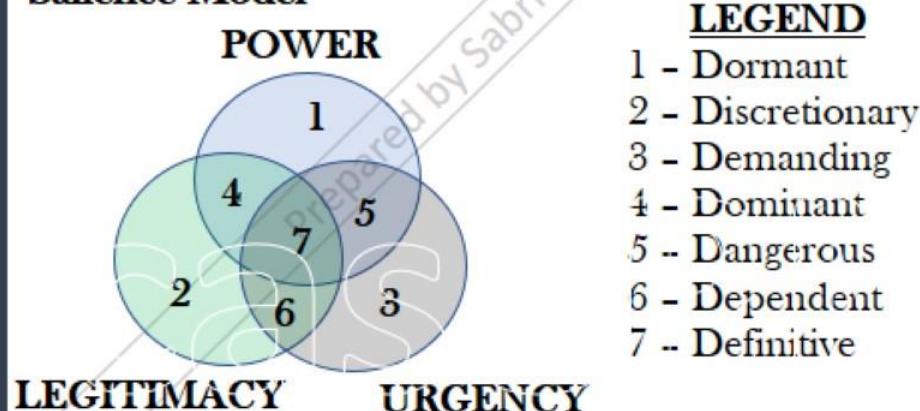
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 - **Salience Model**
 - Directions of influence
 - Prioritization

Salience Model



→ More suitable for large number of Stakeholders

STAKEHOLDER MANAGEMENT

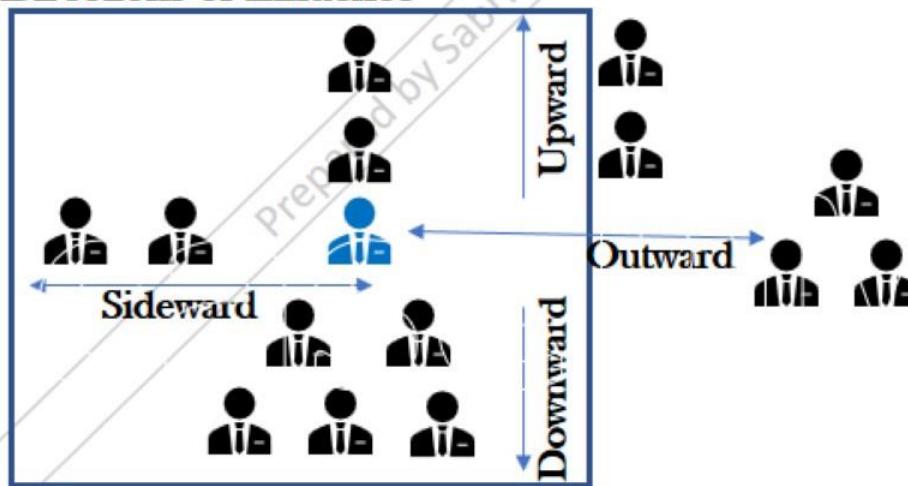
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 - Directions of influence
 - Prioritization

Directions of Influence



STAKEHOLDER MANAGEMENT

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Prioritization

STAKEHOLDER REGISTER

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→ This method might be helpful if there is a large number of stakeholders.

Prioritization

Identify Stakeholders Process

What Do We Need? What Do We Use? What Do We Get?

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Identify Stakeholders

What do we get?

- Stakeholder Register

→ The Stakeholder Register is created in this process, and it will be an Input to lots of other processes

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Identify Stakeholders

What do we get?

- Change Requests

→ Due to newly identified Stakeholders throughout the Project, there will be Change Requests

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Identify Stakeholders

What do we get?

- Requirements Management Plan, Risk Management Plan, Communications Management Plan, and Stakeholder Engagement Plan might be revised
 - ➔ Components of the Project Management Plan
 - ➔ Newly defined Stakeholders will cause new requirements to be identified, new Risks to be developed
 - ➔ We will need to define how to manage the communications related to the newly defined Stakeholders
 - ➔ Stakeholder Engagement Plan should also be updated

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Identify Stakeholders

What do we get?

- Assumption Log might be revised
- ➔ A Project Document
- ➔ New assumptions and constraints should be documented in the Assumption Log

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Identify Stakeholders

What do we get?

- Risk Register might be revised
- A Project Document
- New Risks should be documented

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STAKEHOLDER MANAGEMENT

Identify Stakeholders

What do we get?

- Issue Log might be revised
- ➔ A Project Document
- ➔ New Issues should be documented

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Identify Stakeholders

What do we need?

- Project Charter

→ The information about the major Stakeholders and their responsibilities can be found in the Project Charter

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Identify Stakeholders

What do we need?

- Business Case
- ➔ A Business Document
- ➔ High-level list of major Stakeholders that might be affected by the Project

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Identify Stakeholders

What do we need?

- Benefits Management Plan
- ➔ A Business Document
- ➔ The information about the Stakeholders who will get benefit from the Project is found

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Identify Stakeholders

What do we need?

- Communications Management Plan
- ➔ A component of the Project Management Plan
- ➔ Needed while identifying the Stakeholders' communication expectations

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Identify Stakeholders

What do we need?

- Stakeholder Engagement Plan
- A component of the Project Management Plan
- We may need to make changes in the Stakeholder Register because of the information found in the Stakeholder Engagement Plan

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Identify Stakeholders

What do we need?

- Change Log and Issue Log
- ➔ Project Documents
- ➔ Information about non-identified Stakeholders might be found

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STAKEHOLDER MANAGEMENT

Identify Stakeholders

What do we need?

- Requirements Documentation
 - ➔ A Project Document
 - ➔ Might be helpful while identifying new Stakeholders

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Identify Stakeholders

What do we need?

- Contracts / Agreements

→ Might be helpful while identifying new Stakeholders

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Identify Stakeholders

What do we need?

- Enterprise Environmental Factors
- The culture of the organization, politics within the country, industry standards, geographic location of the Project, and etc.

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Identify Stakeholders

What do we need?

- Organizational Process Assets
- Stakeholder Register templates, Stakeholder Registers of the previously completed Projects, Lessons Learned, and etc.

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Identify Stakeholders

What do we use?

- Expert Judgment

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STAKEHOLDER MANAGEMENT

Identify Stakeholders

What do we use?

- Questionnaires and Surveys, Brainstorming and Brain Writing
- Data Gathering Techniques
- Used for identifying new stakeholders

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Identify Stakeholders

What do we use?

- Document Analysis
- ➔ A Data Analysis Technique
- ➔ Used for identifying new stakeholders

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STAKEHOLDER MANAGEMENT

Identify Stakeholders

What do we use?

- Stakeholder Analysis
- A Data Analysis Technique
- Helpful for identifying expectations, interests, powers, and influences of each stakeholder

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Identify Stakeholders

What do we use?

- Stakeholder Mapping
- A Data Representation Technique
- Used for classifying the Stakeholders

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Identify Stakeholders

What do we use?

- Meetings

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STAKEHOLDER MANAGEMENT

Plan Stakeholder Engagement

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Plan Stakeholder Engagement

Stakeholders are identified

↓
Needs and expectations are defined

↓
Stakeholders are categorized

↓
Methods are developed to engage them

Initiating
Planning

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Plan Stakeholder Engagement

How can we engage the Stakeholders?

- By communicating with them
- By making them understand we care about them

What attitudes might be helpful for increasing Stakeholder engagement?

- We need to be honest
- We need to be respectful
- We need to be trustful
- We need to be sincerely

→ GOOD BEHAVIOR!



Win-Lose



Win-Win

Benefits of keeping Stakeholders engaged:

- High motivation
- Fewer issues
- Early warning signals
- More easily solved Problems

Leadership Skills

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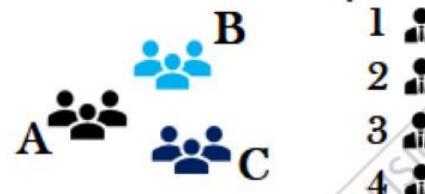
Plan Stakeholder Engagement

Benchmarking

- Additional expectations, interests, powers, and influences of each stakeholder are defined

Prioritization / Ranking

- Stakeholders are ranked by their influences and interests



Assumption and Constraint Analysis

- Assumptions and Constraints are analyzed

Root-cause Analysis

- Engagement strategies might be developed by using the results of the Root-cause Analysis

Mind Mapping

- Engagement strategies are developed by considering the relationship between stakeholders



STAKEHOLDER MANAGEMENT

Plan Stakeholder Engagement

Stakeholder Engagement Assessment Matrix

→ Engagement strategies are defined by considering the difference between the current and optimal engagement levels

	Engagement Level				
	1	2	3	4	5
	<i>Lowest</i>		<i>Moderate</i>		<i>Highest</i>
Stakeholder 1		C	O		
Stakeholder 2	C			O	
Stakeholder 3				C/O	
Stakeholder 4			C	O	

C:	Current
O:	Optimal

Plan Stakeholder Engagement Process

What Do We Need? What Do We Use? What Do We Get?

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Plan Stakeholder Engagement

What do we get?

- Stakeholder Engagement Plan

➔ A component of the Project Management Plan

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Plan Stakeholder Engagement

What do we get?

- Stakeholder Engagement Plan

➔ A component of the Project Management Plan

What is included?

- The Stakeholder engagement strategies
- Existing and desired engagement levels
- Details about how to involve the Stakeholders
- Details about how to communicate with Stakeholders

➔ **Communications Management Plan:** Our aim is to define the communication types technically

➔ **Stakeholder Engagement Plan:** Our aim is to determine how we will use the communication for the Stakeholder engagement

STAKEHOLDER MANAGEMENT

Plan Stakeholder Engagement

What do we get?

- Stakeholder Engagement Plan

➔ A component of the Project Management Plan

What is included?

- The Stakeholder engagement strategies
- Existing and desired engagement levels
- Details about how to involve the Stakeholders
- Details about how to communicate with Stakeholders
- Details about how to measure the Stakeholder engagement (guidelines, metrics, etc.)

➔ Once the Stakeholder Engagement Plan is created, it is updated regularly

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Plan Stakeholder Engagement

What do we need?

- Project Charter
- ➔ High-level assumptions and constraints
- ➔ Purpose of the Project and success criteria

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Plan Stakeholder Engagement

What do we need?

- Communications Management Plan
- ➔ A component of the Project Management Plan
- ➔ Communication needs of the Stakeholders are needed

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Plan Stakeholder Engagement

What do we need?

- Resource Management Plan
- ➔ A component of the Project Management Plan
- ➔ The information about the human resources like the roles and responsibilities are needed

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Plan Stakeholder Engagement

What do we need?

- Risk Management Plan
- ➔ A component of the Project Management Plan
- ➔ The risk appetite of the Stakeholders might be crucial while determining engagement strategies

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Plan Stakeholder Engagement

What do we need?

- Assumption Log
- ➔ A Project Document
- ➔ Needed while conducting Assumption and Constraint analysis

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Plan Stakeholder Engagement

What do we need?

- Issue Log
- A Project Document
- We may need to determine the stakeholder engagement strategies by considering the issues in the Issue Log

Prepared by Sabri CALISICI - caseP

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Plan Stakeholder Engagement

What do we need?

- Change Log
- ➔ A Project Document
- ➔ Some of the Change Requests may contain some hints about how to engage some of the Stakeholders

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Plan Stakeholder Engagement

What do we need?

- Risk Register
- ➔ A Project Document
- ➔ Risks related to the Stakeholders should be considered while determining the engagement strategy

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Plan Stakeholder Engagement

What do we need?

- Project Schedule

➔ A Project Document

➔ When are we going to apply that engagement strategy?

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STAKEHOLDER MANAGEMENT

Plan Stakeholder Engagement

What do we need?

- Stakeholder Register

➔ A Project Document

➔ We need to know the Stakeholders

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Plan Stakeholder Engagement

What do we need?

- Agreements / Contracts

→ Needed while defining engagement strategies for sub-contractors

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Plan Stakeholder Engagement

What do we need?

- Enterprise Environmental Factors
- Culture of the organization, the geographic location of the Project, political environment within the country, existing communication Technologies, etc.

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Plan Stakeholder Engagement

What do we need?

- Organizational Process Assets
- Organizational policies and guidelines about communications, issues and risks, the ethical rules within the organization, lessons learned, and etc.

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Plan Stakeholder Engagement

What do we use?

- Expert Judgment

→ Expertise is needed

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Plan Stakeholder Engagement

What do we use?

- Benchmarking
- ➔ A Data Gathering technique
- ➔ The results we get from the Stakeholder Analysis are compared with benchmark Projects

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STAKEHOLDER MANAGEMENT

Plan Stakeholder Engagement

What do we use?

- Assumption and Constraint Analysis
 - ➔ A Data Analysis technique
 - ➔ Assumptions and constraints defined in the Project might be helpful

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Plan Stakeholder Engagement

What do we use?

- Root Cause Analysis
- ➔ A Data Analysis technique
- ➔ The root causes of support and interest levels of the Stakeholders are defined

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Plan Stakeholder Engagement

What do we use?

- Prioritization / Ranking
- ➔ A Decision-Making technique
- ➔ The Stakeholders are ranked according to their importance level

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Plan Stakeholder Engagement

What do we use?

- Mind Mapping

➔ A Data Representation technique

➔ The relationships between the Stakeholders are represented

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Plan Stakeholder Engagement

What do we use?

- Stakeholder Engagement Assessment Matrix
- ➔ A Data Representation technique
- ➔ Used for determining the current and optimal engagement levels of the Stakeholders

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Plan Stakeholder Engagement

What do we use?

- Meetings

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

Manage Stakeholder Engagement

- ➔ We manage Stakeholder Engagement throughout the Project
- ➔ We ensure all of the Stakeholders have the desired engagement level by executing the actions we have defined in the Stakeholder Engagement Plan
- ➔ We will be interacting with them and convincing them
- ➔ We will be engaging Stakeholders:
 - By communicating with them
 - By making them understand we care about them
- ➔ We will be managing their expectations
- ➔ We need to be proactive!

STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

How do we engage Stakeholders?

- **Gathering Feedback**
 - ➔ We understand the Stakeholders' engagement levels
 - ➔ We make them understand we care about them
- **Resolving Conflicts**
 - ➔ We can provide a peaceful working environment
- **Being aware of the cultural differences**
 - ➔ We can provide effective and efficient communications
- **Ensuring peaceful Negotiations**
 - ➔ We can provide support of the Stakeholders
- **Observing them & talking with them**
 - ➔ We can understand and increase the engagement level
- **Being aware of the Politics within the Project**
 - ➔ Considering power relationships may increase the engagement level
- **Setting ground rules**
 - ➔ Unexpected behavior is prevented

Manage Stakeholder Engagement Process

What Do We Need? What Do We Use? What Do We Get?

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Manage Stakeholder Engagement

What do we get?

- Change Requests might be created

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Manage Stakeholder Engagement

What do we get?

- Stakeholder Engagement Plan might be revised
- A component of the Project Management Plan

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Manage Stakeholder Engagement

What do we get?

- Communications Management Plan might be revised
- A component of the Project Management Plan

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Manage Stakeholder Engagement

What do we get?

- Change Log might be revised
- A Project Document

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Manage Stakeholder Engagement

What do we get?

- Stakeholder Register might be revised
- A Project Document

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Manage Stakeholder Engagement

What do we get?

- Issue Log might be revised
- A Project Document

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we get?

- Lessons Learned Register might be revised
- A Project Document

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Manage Stakeholder Engagement

What do we need?

- Stakeholder Engagement Plan

➔ A component of the Project Management Plan

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we need?

- Communications Management Plan

➔ A component of the Project Management Plan

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we need?

- Risk Management Plan
- A component of the Project Management Plan

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Manage Stakeholder Engagement

What do we need?

- Change Management Plan

➔ A component of the Project Management Plan

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Manage Stakeholder Engagement

What do we need?

- Change Log

→ A Project Document

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we need?

- Issue Log

→ A Project Document

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we need?

- Stakeholder Register
- A Project Document

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Manage Stakeholder Engagement

What do we need?

- Lessons Learned Register
- ➔ A Project Document

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Manage Stakeholder Engagement

What do we need?

- Enterprise Environmental Factors
- ➔ Culture of the Organization, politics within the Project and organization, communication technologies available, geographic location of the Project, and etc.

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STAKEHOLDER MANAGEMENT

Manage Stakeholder Engagement

What do we need?

- Organizational Process Assets
- Organizational guidelines and procedures about personnel management, communication requirements of the Organization, the information we get from the previously completed Projects, and etc.

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Manage Stakeholder Engagement

What do we use?

- Expert Judgment

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Manage Stakeholder Engagement

What do we use?

- Feedback

→ A Communication Skill

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Manage Stakeholder Engagement

What do we use?

- Conflict Management

→ An Interpersonal and Team Skill

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Manage Stakeholder Engagement

What do we use?

- Cultural Awareness

→ An Interpersonal and Team Skill

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Manage Stakeholder Engagement

What do we use?

- Negotiation

→ An Interpersonal and Team Skill

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Manage Stakeholder Engagement

What do we use?

- Observation & Conversation
- An Interpersonal and Team Skill

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Manage Stakeholder Engagement

What do we use?

- Political Awareness

→ An Interpersonal and Team Skill

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Manage Stakeholder Engagement

What do we use?

- Ground Rules

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Manage Stakeholder Engagement

What do we use?

- Meetings
 - ➔ Kick-off meeting
 - ➔ Decision making meetings
 - ➔ Meetings set for solving issues and problems
 - ➔ Meetings set for discussing lessons we have learned
 - ➔ Status updating meetings
 - ➔ Retrospectives and sprint planning meetings (Adaptive Environments)

Prepared by Sabri CALISCI

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Monitor Stakeholder Engagement

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

Monitor Stakeholder Engagement

- We evaluate the actual Stakeholder engagement against the Stakeholder Engagement Plan and take action whenever it is necessary
- Stakeholder engagement is measured by using the metrics defined in the Stakeholder Engagement Plan
 - If there are differences between the desired and actual engagement levels, then we need to make changes in the Stakeholder Engagement Plan

Prepared by Sabri Hussain

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

How do we gather and measure the engagement data?

- ➔ Mostly through communications
- **Feedback**
 - ➔ We give feedbacks and we collect feedbacks
- **Active Listening**
 - ➔ The number of misunderstandings decreases
- **Being aware of the cultural differences**
 - ➔ Helpful for building better relationships
- **Leadership skills**
 - ➔ Provides respect and trust of Stakeholders
- **Networking**
 - ➔ Helpful for developing contacts
- **Being aware of the politics**
 - ➔ Helpful for having more effective communications with Stakeholders having high-influence in our Project

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

Stakeholder Engagement Assessment Matrix

	Engagement Level				
	1	2	3	4	5
	Lowest		Moderate		Highest
Stakeholder 1		C	O		
Stakeholder 2	C			O	
Stakeholder 3				C/O	
Stakeholder 4			C	O	

C: Current
O: Optimal

Root Cause Analysis

- Can be used for finding the root cause of the variances

Stakeholder Analysis

- Useful for gathering further information about the Stakeholders and for determining the engagement levels

Alternatives Analysis

- Best response strategies are determined

Presentations

- Used for providing information to Stakeholders

Decision Making

- Multicriteria Decision Analysis & Voting

Monitor Stakeholder Engagement Process

What Do We Need? What Do We Use? What Do We Get?

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Work Performance Information

→ Actual data is measured against the planned data

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Change Requests

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Stakeholder Engagement Plan may be revised
- ➔ A component of the Project Management Plan
- ➔ New engagement strategies may be defined or existing strategies may be updated

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Communications Management Plan may be revised
- ➔ A component of the Project Management Plan
- ➔ New communication needs of the Stakeholders should be defined in the Communications Management Plan

Prepared by Sabri CALISICI - casefile

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Resource Management Plan may be revised
- ➔ A component of the Project Management Plan
- ➔ We may need to assign new responsibilities to the team members due to newly defined engagement strategies

Prepared by Sabri CALISICI - caser

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Stakeholder Register may be revised
- ➔ A Project Document
- ➔ Due to Stakeholder Analysis, we may come up with new information related to the Stakeholders

Prepared by Sabri CALISICI - casefile

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Risk Register may be revised
- ➔ A Project Document
- ➔ Due to newly defined engagement strategies, new Risks may be defined or existing Risks may change

Prepared by Sabri CALISICI - caseP

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Issue Log may be revised
- ➔ A Project Document
- ➔ New issues should be documented

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we get?

- Lessons Learned Register may be revised
 - ➔ A Project Document
 - ➔ Newly learned lessons should be documented

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Stakeholder Engagement Plan
- ➔ A component of the Project Management Plan
- ➔ Stakeholder Engagement will be measured against this plan

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Communications Management Plan and Project Communications
- Communications Management Plan is a component of the Project Management Plan
- Project Communications is a Project Document
- Communications play a big role in this process

Prepared by Sabri CALISCI

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Resource Management Plan
- ➔ A component of the Project Management Plan
- ➔ Needed to understand the ways of managing team members

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Stakeholder Register

➔ A Project Document

➔ We need to know about the Stakeholders

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Risk Register
- A Project Document
- We need to be aware of the Risks while identifying new engagement response strategies

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Issue Log
- A Project Document
- Issue Log may contain clues about what engagement response strategies might work better

Prepared by Sabri CALISICI - casePM

STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Lessons Learned Register
- ➔ A Project Document

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Work Performance Data

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Enterprise Environmental Factors
- The culture of the Organization, the politics within the organization and project, risk appetites of the Stakeholders, geographic location of the Project, and etc.

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we need?

- Organizational Process Assets
- The guidelines and procedures about this process, organizational communication requirements, lessons we have learned from the past similar projects and etc.

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Alternatives Analysis, Root Cause Analysis, and Stakeholder Analysis

→ Data Analysis methods

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Multicriteria Decision Analysis and Voting
- ➔ Decision-making methods

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Stakeholder Engagement Assessment Matrix
- Data Representation tool

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Feedback and Presentations
- ➔ Communication Skills

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Active Listening, Cultural Awareness, Leadership, Networking, Political Awareness
- Interpersonal and Team Skills

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STAKEHOLDER MANAGEMENT

Monitor Stakeholder Engagement

What do we use?

- Meetings

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STAKEHOLDER MANAGEMENT

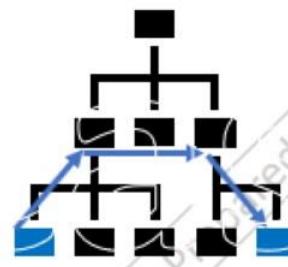
Agile Considerations

STAKEHOLDER MANAGEMENT

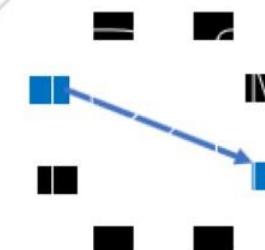
Agile Considerations

Agile Stakeholder Management

- Stakeholder engagement is very important
- Active participation and transparent communications are required
- For active participation, we will be inviting Stakeholders to the meetings (sprint review meetings, retrospectives, and etc.)
- We don't like bureaucracy in Adaptive Environments



Predictive
Environment



Adaptive
Environment

- Less bureaucracy and regular participation provide better Risk Management and an increased probability of Project success.

STAKEHOLDER MANAGEMENT

Tailoring Stakeholder Management

STAKEHOLDER MANAGEMENT

Tailoring Stakeholder Management

Tailoring Considerations for Stakeholder Management

While determining the Stakeholder Management processes to be used in the Project:

- We need to consider the cultural diversity
- We need to consider the complexity of the relationships
- We need to consider the available communication technology

Prepared by Sabri CALISICI - CSEProject