Identify your project's stakeholders

- Involves talking to people to build who is who that is associated with your project
- Interact with them to build relationships and use conversation techniques to determine their job titles, their various roles and interests in your project, their formal authorized and informal personal power, influence abilities, and other useful persona mapping information
- Use the interactions to observe & take notes of their personas

Stakeholder Analysis Level 1a

Part A: Personality Types

- Use some Myer Briggs or some psychoanalysis methods to profile their personality types eg the FIT5057 recommended Archetype profiling resource

Stakeholder Analysis Level 1b

Part B: Project Relationships & Influencing Profiles

- Use your interaction and archetype information to analyse each persons' project relationships and associated influences, using the matrix shown

Individual	Archetype/ Attitude	Influencer/ follower/both	Power Rating (0-10)	Influence Rating (0-10)	Interest Rating (0-10)	Impact Rating (0-10)	Stakeholder Group Label
Tom COO (example)	Protagonist	both	8	7	10	9	Operation

When you assign values to indicate their power and relationship attributes, think whether they are likely to be unaware of, resisting, neutral, supporting or advocating/leading your project

Stakeholder Analysis Level 2

Understanding People's Power & Influence Dynamics

- Use the Analysis 1 data to produce 3 grid-charts

- **Power/Interest Grid**: grouping stakeholders based on their level of authority (power) and level of concern (interest).
- **Power/Influence Grid**: grouping stakeholders based on their level of authority (power) and their active involvement (influence).
- **Influence/Impact Grid**: grouping stakeholders based on their active involvement in the project and their ability to effect changes to project planning and execution (impact).

Note: all these 3 grids share the same quadrants (ie Keep Satisfied, Manage Closely, Monitor, Keep Informed), but each grid communicates different analysis contexts as indicated above

Stakeholder Analysis Level 3

Determining Engagement Strategies

- Using the 3 Grids' analysis findings, determine what stakeholder engagement strategies. For simplifying your learning, we shall only choose engagement levels relating to engaging stakeholders in PM decision making, using the IAP2 standard
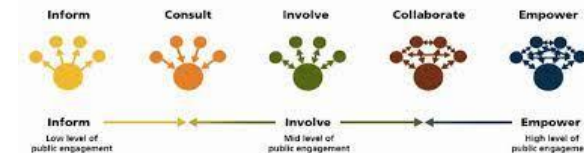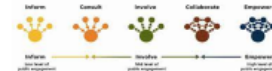
- Create another column in your first analysis matrix and indicate which IAP2 engagement level is appropriate for each person.

Individual	Archetype/ Attitude	Influencer/ follower/both	Power Rating (0-10)	Influence Rating (0-10)	Interest Rating (0-10)	Impact Rating (0-10)	Stakeholder Group Label	Engagement level in project decision making processes
Tom COO	Protagonist	both	8	7	10	9	Operation	Consult

After you complete your stakeholder analysis and identified the appropriate engagement strategies, you will now need to identify what, how, when and where project information, especially progress information, is shared among stakeholders, to keep them informed and interested in or continue effective contributions to your project.

Flashcard: Stakeholder Analysis Process flows

If you have too many stakeholders, you may want to group them by say, engagement type, to streamline your communication planning. Hence sort your stakeholder analysis matrix by engagement type.

Stakeholders communication planning requires the following information per stakeholder person or groups:

- What project information is to be communicated, including language, format, content and level of details
- How is the project information will be delivered, eg email, meetings, web meetings, etc
- How often the project information is to be provided and under what circumstances.
- Name of sender
- List any constraints or assumptions imposed on the information sharing/distribution eg proprietary, secured or sensitive information and any information privacy or security restrictions imposed on distribution

Note: During class, you cramp all this information into the stakeholder analysis matrix. For your assignment 2, please provide a more detail comms plan in a table format, listing all the above info requirements

You may want to recruit more people for your project. Also, some of your stakeholders need training to provide the knowledge or skills to participate in and contribute to your project.

The Importance of Hiring the Right People

You need to identify new recruitment requirements and schedule either outsourced or inhouse recruitment to selection activities for carrying our software development and even PM work.

Stakeholder	Training Requirements	Training Dates	Training Cost

You also need to identify training requirements and schedule either outsourced or inhouse training programs development and delivery activities

New Project Job Position	Knowledge & Skill Requirements	Contract Rate/Salary Range	Years of Experience	Responsible Recruiter/s	Onboard Date	Recruitment Costs