**Stakeholder Management**

**Definitions**

**Stakeholder**

Any person or group that can positively or negatively impact a project.

**Alignment/Misalignment**

The degree to which the goals and interests of various stakeholders are aligned

* When there is alignment - win/win - a positive impact on your team and its project.
* When there is Misalignment: Stakeholder(s) potentially can negatively impact your team and its project. Need for “**negotiations.**”
* Possible alignment or misalignment areas:
  + The final outcome (what is “success”?)
  + Resources needed for success
  + Deadlines
  + Milestones
  + Communication frequency

**Negotiations**

In this context, negotiations are conversations between stakeholders or stakeholder groups to determine clear expectations, processes, or outcomes.

**Goals & Interests**

What’s important to each stakeholder and stakeholder group? Determines the level of commitment or priority they will give to the project.

**Power dynamics**

Dependencies on others

* Internal: Skills, knowledge
* External: Resources, Information

**Boundaries**

What you or your team is not willing to do & why

**Steps to Stakeholder Management**

**Within Your Team**

* Understand your team’s goals & interests.
* Understand the alignment among your team members.
* Determine boundaries (to avoid scope creep).

**Stakeholder Analysis**

* Understand who are all your stakeholders
* Understand the goals and interests of your team’s key stakeholders.
* Understand the power (dependencies) each stakeholder has over your team.
* Determine where and to what degree there is an alignment of your team among each stakeholder.

**Actions**

With this information, “negotiate” expectations or boundaries agreeable among stakeholders, with power differentials in mind.

**In-Class Exercise**

**Individually, Address the Following:**

* What’s most important to you in working with your Practicum group? (Quality outcome, relationship with peers, learning experience, good grade, etc.) Rank order for yourself.
* What are my other goals and priorities this quarter?
* Realistically and honestly, how much time and effort are you willing to give to your Practicum group? (# hours per week)?
* What boundaries do you need for your own goals and needs?

**As a Group, Address the Following**

**Team Dynamics**

* What is the degree of alignment among your team members?
  + No Alignment at All
  + Some Alignment
  + Complete alignment
* Do you need to revisit your team charter yet again (e.g., goals)?
* Are there boundaries your team needs to set to achieve success according to how you have defined success in your team charter? (e.g., # hours)?

**Your Stakeholders**

List all of your team’s stakeholders.

For each stakeholder or stakeholder group, make an educated guess about

* What their goals and interests are in general?
* What their goals and interests are concerning your project?

After you’ve discussed the “Your Stakeholders” section above

* Complete the Stakeholder Analysis document in Canvas and submit it.
* Sign up for a Coaching session on Canvas.

Once your team has done these last two items, you are free to go.