Identify Stakeholders
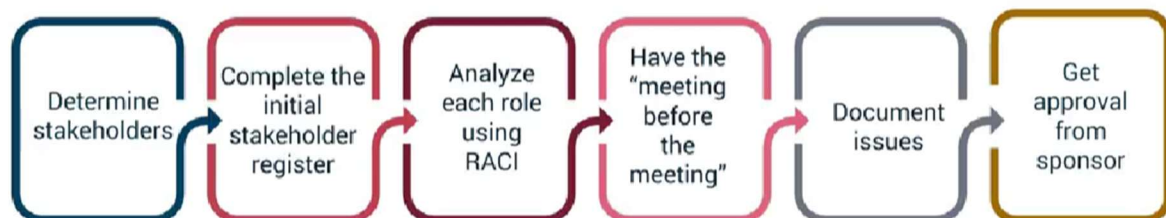
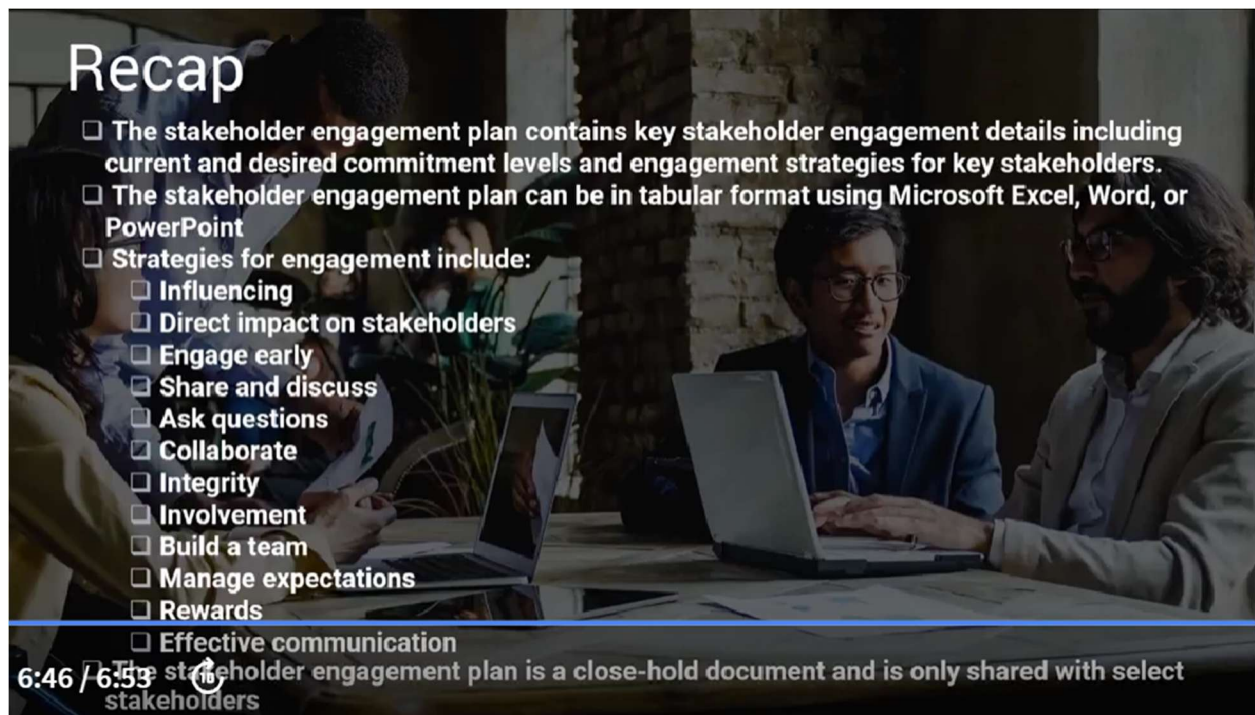## Recap

❑ Questions asked after project proposal include:
  ❑ "What is the project?"
  ❑ "Why does this project matter?"
  ❑ "Who are the stakeholders?"
  ❑ "How will we execute the project?"

❑ The purpose of a stakeholder register is to capture stakeholder information.

❑ The stakeholder register captures several key stakeholder details including name, organization, role, responsibility, and comments.

❑ Responsibility is captured using RACI designators:
  ❑ Responsible
  ❑ Accountable
  ❑ Consult
  ❑ Inform

❑ PMI recommends using various tools and techniques to identify stakeholders including:
  ❑ Expert judgement
  ❑ Identification meetings
  ❑ Stakeholder mapping
  ❑ Document analysis
  ❑ Brainstorming

❑ Follow the recommended process to develop and communicate the stakeholder register

Steps to develop and communicate stakeholder register

Determine stakeholders → Complete the initial stakeholder register → Analyze each role using RACI → Have the "meeting before the meeting" → Document issues → Get approval from sponsor

Plan Stakeholder Engagement:

Manage Stakeholder Engagement

This article will teach you the importance of managing stakeholders and why stakeholder commitment levels may be low.

The importance of effectively managing stakeholders

The Project Management Institute (PMI) identifies critical success factors that underscore the importance of effective stakeholder management.

- Defining roles and responsibilities and sharing and confirming expectations with the stakeholders as early as possible in the project is critical. The earlier you onboard and set expectations with stakeholders, the more effectively they will perform.

- Sharing the project's values and benefits with stakeholders can help overcome resistance and encourage project commitment. It would be best if you showed how the project would benefit the individual stakeholders and the organization.

- Planning effective meetings to collaborate and lead brainstorming, focus groups, problem-solving, decision-making, and other key communications. Meetings should achieve value-driven outcomes and be purposeful for all attendees.

- Using the most appropriate communication channels to conduct stakeholder communications. Try to use channels that accommodate the needs of the audience.

- Practicing active listening to understand stakeholder perspectives and motivational factors better.

- Understanding different stakeholders have distinct communications. Adapt your communications approach to meet stakeholder needs whenever possible.

Reasons why stakeholder commitment levels are low

There are a few pitfalls to avoid that may reduce project stakeholders' commitment levels:

- Failure to identify stakeholders early in the project. Project managers must understand the importance of all stakeholders and the role each stakeholder plays in the project. Work as a team to identify all key stakeholders and engage with them as early as possible.

- Not meeting the stakeholder's needs and expectations. Communication is a two-way street. A project manager should set expectations. However, the project manager must also understand and meet the expectations of stakeholders as well. Communicate the project's purpose, be transparent, and accept accountability for your actions. Ensure stakeholders do not feel ignored.

- Failure to acknowledge stakeholders' powers and interests and underestimating their influence and impact. Avoid a one-size-fits-all engagement methodology. Treat each stakeholder as unique and use a situational engagement strategy.

- Inadequate issues management. Project managers define issues at the stakeholder level as problems, blockers, or questions impacting the successful completion of commitments. A project manager must proactively identify issues before they drastically impact the project.

- Poor communication leads to misinformation and uncertainty. When the message sent is not the message the stakeholder receives, it can damage the relationship and jeopardize project success.

Motivational theories Workspace:

Intrinsic and Extrinsic Motivation are foundational concepts in motivational theory and are widely applied in project management to understand and influence team behavior.

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1. Intrinsic Motivation
   • Definition: Motivation that comes from within the individual—driven by personal interest, satisfaction, or the joy of doing the task itself.
   • Examples in Project Management:
   • A developer enjoys coding and takes pride in writing clean, efficient code.
   • A team member feels fulfilled when solving complex problems or learning new skills.
   • How PMs Can Support It:
   • Provide meaningful work that aligns with individual strengths and passions.
   • Encourage autonomy and creativity.
   • Recognize personal growth and skill development.

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2. Extrinsic Motivation
   • Definition: Motivation driven by external rewards or pressures, such as money, praise, deadlines, or fear of punishment.
   • Examples in Project Management:
   • Meeting a project milestone to receive a bonus.
   • Working extra hours to get public recognition or avoid criticism.
   • How PMs Can Use It Effectively:
   • Offer tangible rewards like bonuses or time off.
   • Give public recognition and appreciation.
   • Set clear expectations and performance goals.

1. Maslow's Hierarchy of Needs
    •   Concept: People are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization.
    •   Application: PMs must ensure basic needs (job security, safe work conditions) are met before expecting high performance or creativity.

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2. Herzberg's Two-Factor Theory (Hygiene & motivation)
    •   Concept: Motivation is driven by motivators (e.g., achievement, recognition) and hygiene factors (e.g., salary, work conditions).
    •   Application: PMs should enhance motivators and minimize dissatisfaction from hygiene factors to keep the team motivated.

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3. McClelland's Theory of Needs
    •   Concept: People are motivated by one or more of three needs—achievement, affiliation, and power.
    •   Application: PMs can assign tasks based on individual dominant needs (e.g., high-achievers get challenging tasks).

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4. Expectancy Theory (Vroom)
    •   Concept: Motivation depends on the belief that effort will lead to performance, performance will lead to rewards, and the rewards are valued.
    •   Application: PMs must set clear goals, provide necessary support, and ensure rewards are meaningful.

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5. Equity Theory (Adams)
    •   Concept: People are motivated when they perceive fairness in rewards relative to others.
    •   Application: PMs should ensure transparency in performance evaluations, promotions, and workload distribution.

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6. Theory X and Theory Y (McGregor)
    •   Concept:
    •   Theory X: Assumes employees are inherently lazy and need control.
    •   Theory Y: Assumes employees are self-motivated and thrive on responsibility.
    •   Application: PMs should adopt a Theory Y mindset to empower and engage team members.

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7. Self-Determination Theory
    •   Concept: People are motivated when they feel autonomous, competent, and connected to others.
    •   Application: PMs should delegate effectively, offer learning opportunities, and foster team bondin

Team Charter:

Team Charter Process, Template and Example

Goal: Define team norms and ground rules to guide effective project team behavior.

Process:

1. Brainstorm. Team proposes norms and ground rules one at a time.
2. Vote: Thumbs up is yes. Thumbs down is no. Thumb sideways is a request for more discussion.
3. Finalize all agreed upon entries.
4. Each team member signs the charter.
5. NOT part of the formal Project Management Plan.

Establish norms and ground rules under each of the following team charter categories:

- Team values

- Communications guidelines

- Decision-making criteria and process

- Conflict resolution process

- Meeting guidelines

- Team agreements

Team Charter – Potential Solution

Category	Proposed Norms and Ground Rules
Team Values	Show respect for other's opinions. Allow them the opportunity to finish their thoughts without interruption.
Communications Guidelines	Commit to replying to all urgent e- mails within 24 hours.
Decision-Making Criteria and Process	Inform the team of all management decisions impacting the project prior to execution when possible.
Conflict Resolution Process	Share thoughts and opinions without fear of repercussion.
Meeting Guidelines	Start every meeting with an agenda. Stick to the agenda.
Team Agreements	Let the team know if a commitment cannot be met before the commitment is due.