

Chapter 13: Project Stakeholder Management

**Information Technology Project
Management, Seventh Edition**



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PROJECT MANAGEMENT | 7e

Kathy Schwalbe

Note: See the text itself for full citations.

Learning Objectives

- ▶ Understand the importance of project stakeholder management throughout the life of a project
- ▶ Discuss the process of identifying stakeholders, how to create a stakeholder register, and how to perform a stakeholder analysis
- ▶ Describe the contents of a stakeholder management plan

Learning Objectives (cont'd)

- ▶ Understand the process of managing stakeholder engagement and how to use an issue log effectively
- ▶ Explain methods for controlling stakeholder engagement
- ▶ Discuss types of software available to assist in project stakeholder management

Importance of Project Stakeholder Management

- ▶ Because stakeholder management is so important to project success, the Project Management Institute decided to create an entire knowledge area devoted to it as part of the Fifth Edition of the PMBOK® Guide in 2012
- ▶ The purpose of project stakeholder management is to identify all people or organizations affected by a project, to analyze stakeholder expectations, and to effectively engage stakeholders

Projects Often Cause Change

- ▶ Projects often cause changes in organizations, and some people may lose their jobs when a project is completed. Project managers might be viewed as enemies if the project resulted in job losses for some stakeholders
- ▶ By contrast, they could be viewed as allies if they lead a project that helps increase profits, produce new jobs, or increase pay for certain stakeholders
- ▶ In any case, project managers must learn to identify, understand, and work with a variety of stakeholders

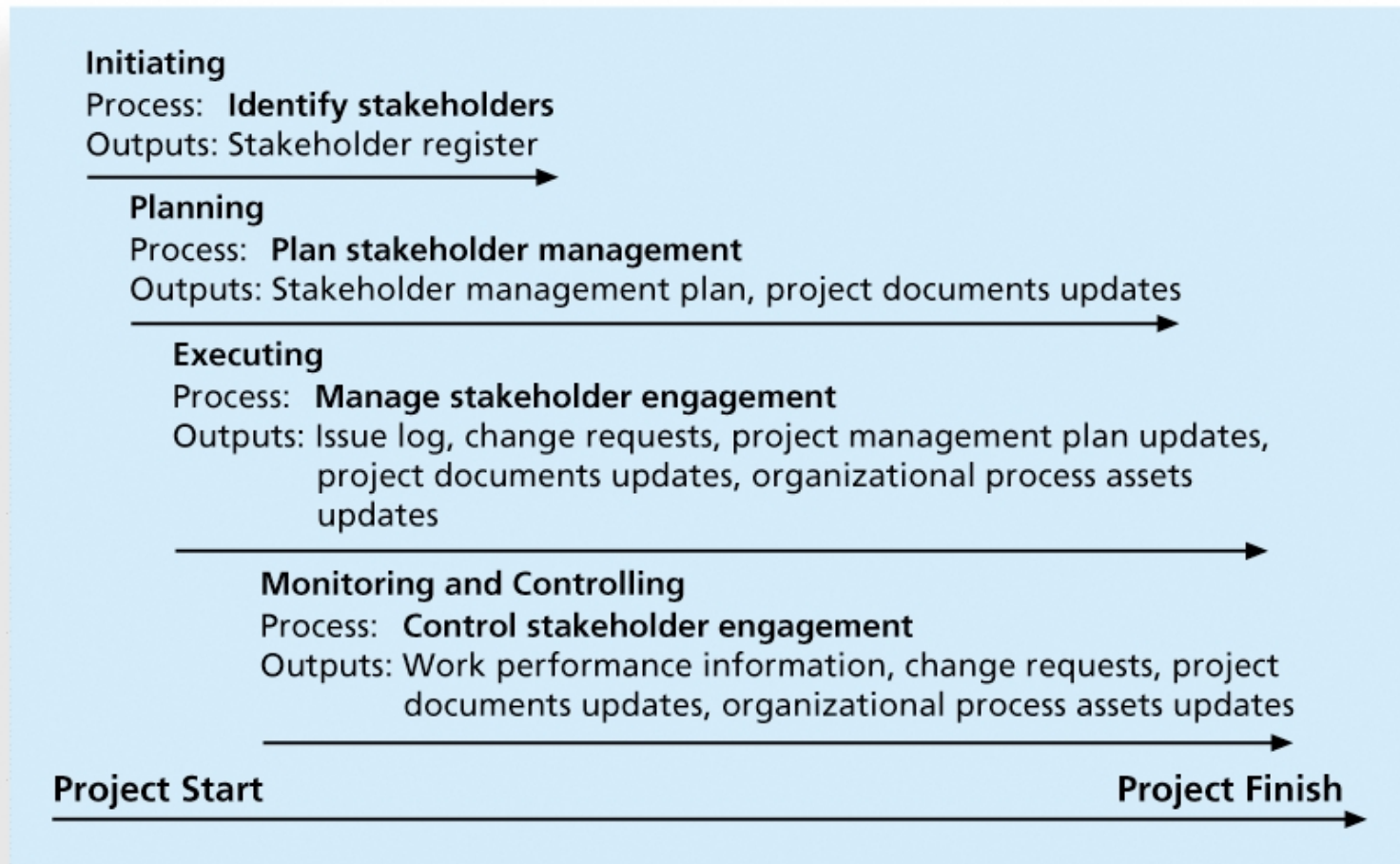
What Went Wrong?

- ▶ Changing the way work is done can send a shock wave through an organization, leaving many people afraid and even thinking about ways to stop or sabotage a project
- ▶ Donald White, founder and program manager at Defense Systems Leaders in Washington, D.C., described situations that can lead to project sabotage:
 - Buy-in blues
 - Short-term profits
 - Overachieving
 - Lack of respect

Project Stakeholder Management Processes

- ▶ **Identifying stakeholders:** Identifying everyone involved in the project or affected by it, and determining the best ways to manage relationships with them.
- ▶ **Planning stakeholder management:** Determining strategies to effectively engage stakeholders
- ▶ **Managing stakeholder engagement:** Communicating and working with project stakeholders to satisfy their needs and expectations, resolving issues, and fostering engagement in project decisions and activities
- ▶ **Controlling stakeholder engagement:** Monitoring stakeholder relationships and adjusting plans and strategies for engaging stakeholders as needed

Figure 13-1. Project Stakeholder Management Summary



Identifying Stakeholders

- ▶ *Internal* project stakeholders generally include the project sponsor, project team, support staff, and internal customers for the project. Other internal stakeholders include top management, other functional managers, and other project managers because organizations have limited resources
- ▶ *External* project stakeholders include the project's customers (if they are external to the organization), competitors, suppliers, and other external groups that are potentially involved in the project or affected by it, such as government officials and concerned citizens

Additional Stakeholders

- ▶ www.projectstakeholder.com lists other stakeholders including:
 - Program director
 - Project manager's family
 - Labor unions
 - Potential customers
- ▶ It is also necessary to focus on stakeholders with the most direct ties to a project, for example only key suppliers