

Project Stakeholder Management



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Project Management
Chapter 5: Project Stakeholder Management

Outline

- Definition of stakeholder
- Typical stakeholders
- Stakeholder management
- Stakeholder Analysis
- The stakeholder register



Stakeholder definition

- People, groups or organizations that could impact or be impacted by the project

Source: PMBOK Guide, Fifth Edition, Page 391.



Stakeholder management

- Identify stakeholders, analyze stakeholder expectations and their impact on the project, and develop appropriate management strategies for effectively involving stakeholders in project decisions and execution.

Source: PMBOK Guide, Fifth Edition, Page 391.



The stakeholder register

- Used throughout the project
- A table used to manage interactions with the stakeholders
- Lists all stakeholders and stakeholder groups
- Information added and updated throughout the phases of the project:
 - Interests, involvement, interdependencies, influence on project success
 - All interactions with each stakeholder or group, whether planned or not, whether initiated by the project or by the stakeholder
 - Who on the project team is responsible
- Closely related to the project communication plan



Project Initiation: Identify Stakeholders

- Top Management
- Your Manager
- Peers
- Resource Managers
- Internal Customers
- External Customers
- Government
- Contractors, Subcontractors, Suppliers
- Others (the public, landowners, interest groups, business competitors)



Stakeholder Analysis

- Who are they?
- What are their interests?
- Will their interest level vary throughout the project?
- Can coalitions be built?
- The power/interest grid



Project sponsor

- The person or group responsible for enabling success.
- May be inside but is usually outside the project.
- Signs off that the project is complete—the one the PM has to satisfy.
- The person responsible for escalating issues that are beyond the control of the PM.
- Significant role in developing the initial charter and project plan.

Source: PMBOK Guide, Fifth Edition, Page 32.



Politics of Projects

- The environment
- The goals of each stakeholder or group
 - Goals that are openly stated or clear
 - Hidden agendas?
- Power



Cultural influences

- Groups and individuals may differ with regard to:
 - Communications
 - Negotiations
 - Decision-making



Relationship building

- Analyze stakeholders
- Assess influence
- Understand expectations
- Define success
- Keep stakeholders involved
- Keep stakeholders informed



Build respect

- Be honest
- Take ownership
- Be predictable and reliable
- Stand by decisions
- Take accountability for mistakes

Supportive stakeholders are essential to project success!

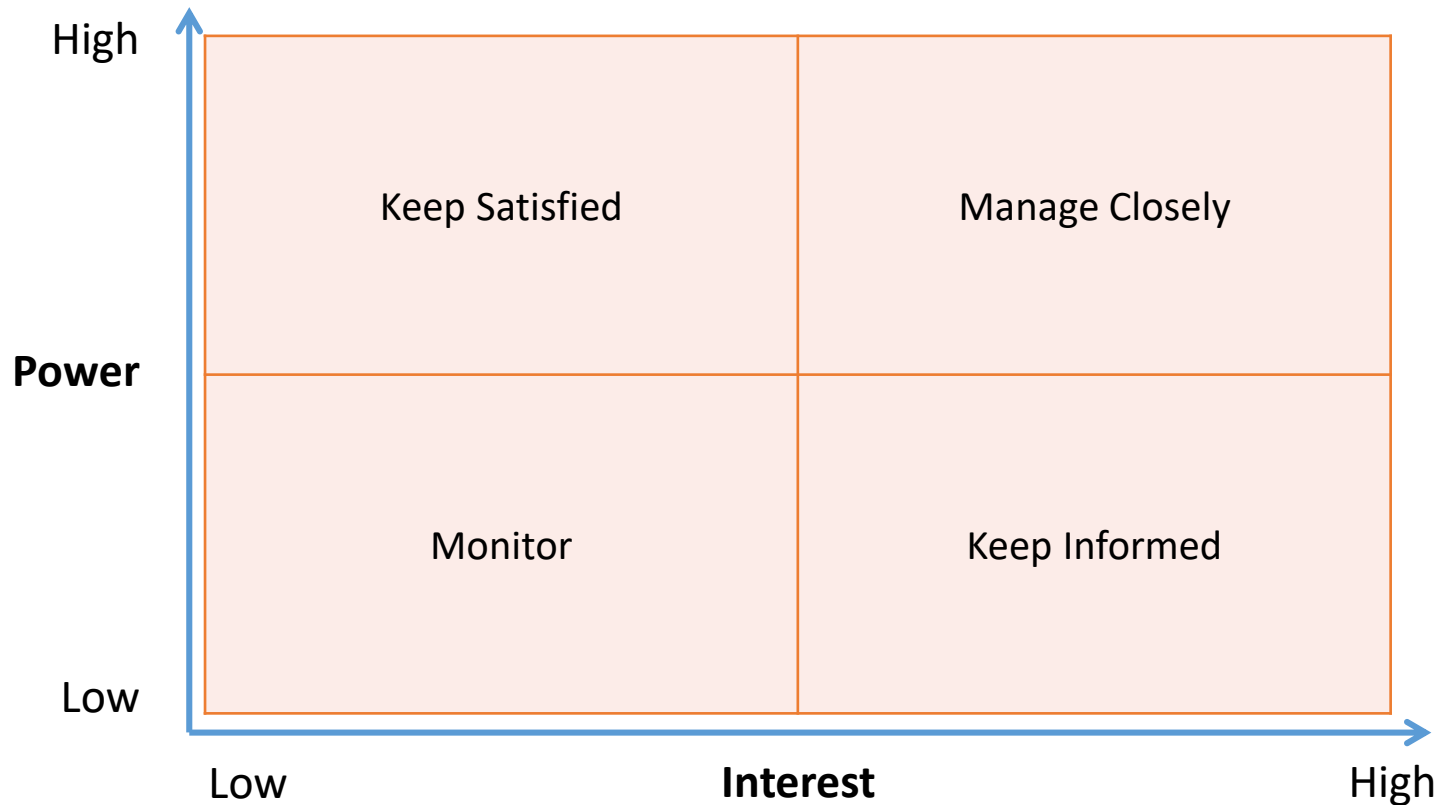


Stakeholder management tools

- Power/interest matrix
- Cooperation-Threat matrix
- Stakeholder analysis template
- Stakeholder Register
- Communication Plan



The power/interest grid



Source: PMBOK Guide, Fifth Edition, Page 32.



Cooperation-Threat Matrix

Potential for Cooperation

Potential for Threat

	Low	High
Low	Type: Marginal Strategy: Monitor	Type: Non-Supportive Strategy: Defend
High	Type: Supportive Strategy: Involve	Type: Mixed Blessing Strategy: Collaborate



Engagement levels

- May classify in more detail than in Initiation phase:
 - Unaware
 - Resistant
 - Neutral
 - Supportive
 - Leading
- For each stakeholder or group. Consider potential movement from one level to another throughout the project.



Stakeholder management plan

- A component of the Project Management Plan
 - Desired and current engagement levels with stakeholders
 - Scope and impact of project on stakeholders
 - Interrelationships between stakeholders
 - Stakeholder communication requirements and plan
 - Time frame, frequency, format and content of planned communications to stakeholders
 - Method for updating the stakeholder management plan



Manage Stakeholder Engagement

- Communicating and working with stakeholders to meet their needs and expectations
- To increase support and reduce resistance from stakeholders
- Increase the probability of project success



Stakeholder Management Summary

- Stakeholders are people, groups or organizations that could impact or be impacted by the project
- Managing stakeholders is a key success factor for projects
- Analyze stakeholder interests and level of influence
- Build coalitions
- Communicate with Stakeholders



Questions?



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