Project Stakeholder Management
Objective

- Process required to identify the people, groups or organization that could impact or be impacted by the Project, to analyze Stakeholder expectations and their impact on Project.

- Develop appropriate Management strategies for effectively engaging Stakeholders in Project decisions and execution.

- Continuous communication with Stakeholders to understand their needs and expectations addressing issues, managing conflicting, etc.
Who is a Stakeholder

Stakeholder

- Persons or Organizations who are actively involved in the Project or whose interest may be positively or negatively affected by the performance or completion of the Project.
Stakeholder Processes

- Identify Stakeholders
- Plan Stakeholder Management
- Manage Stakeholder Engagement
- Control Stakeholder Engagement
IDENTIFY STAKEHOLDERS

Initiating Process group

Identify Stakeholders
Plan Stakeholder Management
Manage Stakeholder Engagement
Control Stakeholder Engagement
Identify Stakeholders

- Process of identifying Project Stakeholders
- Stakeholders can be people / organization impacting the Project results positively or negatively
- It is important to identify Stakeholders during the initial stages of the Project to ensure its success
  - Stakeholder identification is an ongoing activity. Stakeholders change through project life cycle.
- Is an element of Project Initiating Process Group
Identify Stakeholders - Inputs, Tools and Techniques and Outputs
Identify Stakeholders

- **Project Charter**
  - The Project charter can include information on the possible Stakeholders, such as customers, sponsor, other Projects, departments affected by the Project

- **Procurement Documents**
  - The parties involved in procurement activity or contract, mentioned in the procurement documents, are key Stakeholders in a Project
Identify Stakeholders

Inputs

- Enterprise Environmental Factors
  - Organization culture
  - Structure
  - Government Standards (Rules and Regulations)
  - Global, regional or local trends and practices or habits

- Organizational Process Assets
  - Stakeholder register templates
  - Lessons Learned
  - Stakeholder Register from previous Projects
Stakeholder Analysis

- Is a systematic process of identifying all the Stakeholders and their level of impact
- key Stakeholders for any Project would include anyone in decision-making role or Management role, such as the sponsor, the customer, Project Manager, etc.
- Identify all the Stakeholders along with information such as, their roles, interests, expectations and influence levels, Identify Supporters (champions) and Challengers.
- Stakeholders may have a Positive, Negative, Direct or Indirect impact on the project.
Stakeholder Analysis
- Classify and prioritize the list of Stakeholders so as to formulate a strategy to manage their expectations
- Some classification models are
  - **Power/interest grid**
    - Based on the level of authority and interest
  - **Power/influence grid**
    - Based on the level of authority and involvement
  - **Influence/impact grid**
    - Based on the level of involvement and ability to effect changes
  - **Salience model**
    - Based on power, urgency and legitimacies
• Stakeholder Analysis

Identify Stakeholders

Tools and Techniques

**Power / Interest Grid**

<table>
<thead>
<tr>
<th>Power / Interest Grid</th>
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</thead>
<tbody>
<tr>
<td>Low</td>
</tr>
<tr>
<td>High</td>
</tr>
<tr>
<td>Keep satisfied</td>
</tr>
<tr>
<td>Manage closely</td>
</tr>
<tr>
<td>Monitor</td>
</tr>
<tr>
<td>Keep informed</td>
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</tbody>
</table>
## Identify Stakeholders

### Tools and Techniques

<table>
<thead>
<tr>
<th>Stakeholder Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core</td>
<td>Critical Stakeholder. Provide focussed attention to these stakeholders</td>
</tr>
<tr>
<td>Dominant</td>
<td>Have Power &amp; legitimacy but no urgency. Focus on their expectations</td>
</tr>
<tr>
<td>Dependent</td>
<td>Have no real power. Need to be managed as they can align themselves with others and hence influence project</td>
</tr>
<tr>
<td>Dangerous</td>
<td>Have power and urgency, but no legitimacy. Keep such stakeholders satisfied.</td>
</tr>
<tr>
<td>Latent</td>
<td>Gets into project only if something is horribly wrong. Sharing micro-level details is not advisable</td>
</tr>
<tr>
<td>Demanding</td>
<td>They think their work needs immediate attention. Spending time &amp; effort does not gain much for project</td>
</tr>
<tr>
<td>Discretionary</td>
<td>Give them regular status updates and they will be happy</td>
</tr>
<tr>
<td>Non-Stakeholders</td>
<td>Outside of Power, Urgency &amp; Legitimacy</td>
</tr>
</tbody>
</table>

[Diagram: Venn diagram with Power, Urgency, and Legitimacy intersecting circles]
Identify Stakeholders
Tools and Techniques

- **Expert Judgment**
  - Senior Management,
  - Other units within the organization
  - Identified key Stakeholders
  - Project Managers who have worked in similar Projects
  - Industry groups and consultants
  - Subject matter expert (SME), etc.

- **Meetings**
  - Exchange and analyze information about roles, interests, knowledge and the overall position of each Stakeholder facing the Project
Identify Stakeholders

Outputs

- Stakeholder Register
  - Contains all the information related to the Stakeholders
    - Identification Information
    - Assessment Information
    - Stakeholder Classification (level of power, level of influence, current and target engagement levels)
  - Should be consulted and updated on a regular basis throughout the life cycle of the Project
    - Stakeholder may change
    - New ones identified
    - Stakeholder engagement level can change during the project
Example of Stakeholders

Key Stakeholders (Project: Health Management Information System – AP)

- Citizens
- Donor Agencies
- Directorate of Health Services (DHS)
- Directorate of Medical Education (DME)
- Andhra Pradesh Vaidya Vidhana Parishad (APVVP)
- Commissionerate of Family Welfare (CFW)
- Andhra Pradesh Health Medical and Housing Infrastructure Corporation (APHMHIDC)
- Drug Control Administration (DCA)
- Andhra Pradesh State Aids Control Society (APSACS)
- Institute of Preventive Medicine (IPM)
- Ayurveda, Yoga, Unani, Siddha, Homeopathy (AYUSH)
- Aarogyasri Health Care Trust
Identify Stakeholders - MindMap
PLAN STAKEHOLDER MANAGEMENT

Planning Process Group

Identify Stakeholders

Plan Stakeholder Management

Manage Stakeholder Engagement

Control Stakeholder Engagement
Plan Stakeholder Management

- Process of developing appropriate Management strategies to effectively engage Stakeholders throughout the Project life cycle based on their needs, interests and potential impact on Project success
- Key benefits: clear actionable plan to interact with Stakeholders
- Is an element of Planning Process Group
Plan Stakeholder Management

**Inputs**
- Project Management plan
- Stakeholder Register
- Enterprise Environmental Factors
- Organizational Process Assets

**Tools and Techniques**
- Expert judgment
- Meetings
- Analytical techniques

**Outputs**
- Stakeholder Management plan
- Project documents updates

Plan Stakeholder Management - Inputs, Tools and Techniques and Outputs
Plan Stakeholder Management

Inputs

- Project Management Plan
  - How will be executed
  - Human resource requirements
  - Change Management plan
  - Need and techniques for communication among Stakeholders

- Stakeholder Register
  - Contains necessary information about all the Stakeholders
Plan Stakeholder Management

Inputs

- Enterprise Environmental Factors
  - All the Enterprise Environmental Factors are used as inputs since communication must be adapted to the Project environment

- Organizational Process Assets
  - All organizational process assets are used as inputs
Plan Stakeholder Management

Tools and Techniques

- **Expert Judgment**
  - Senior Management
  - Project team members
  - Other units or individuals within the organization
  - Identified key Stakeholders
  - Worked in previous Projects in the same area
  - Subject Matter experts (SME)
  - Professional and technical associations, regulatory bodies and NGOs
Plan Stakeholder Management
Tools and Techniques

- **Meetings**
  - Experts and Project team define required engagement level of stakeholders
  - This information will be a part of the Stakeholder Management plan

- **Analytical technique**
  - Compare to the planned engagement levels required for successful Project completion
Engagement level of Stakeholders can be classified as follows:

- **Unaware**: Unaware of Project and potential impact
- **Resistant**: Aware of Project and potential impacts and resistant to change
- **Neutral**: Aware of Project yet neither supportive nor resistant
- **Supportive**: Aware of Project and potential impacts and supportive to change
- **Leading**: Aware of Project and potential impacts and actively engaged in ensuring the Project is a success
### Plan Stakeholder Management

#### Tools and Techniques

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Unaware</th>
<th>Resistant</th>
<th>Neutral</th>
<th>Supportive</th>
<th>Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder 1</td>
<td></td>
<td>C</td>
<td></td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 2</td>
<td></td>
<td>C</td>
<td></td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 3</td>
<td></td>
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<td>DC</td>
<td></td>
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<tr>
<td>Stakeholder 4</td>
<td></td>
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<td></td>
<td></td>
<td>C</td>
</tr>
</tbody>
</table>

C – Indicates the current engagement  
D – Indicates the desired engagement

- Through this analytical process gaps between the current and desired engagement level can be identified.
Plan Stakeholder Management

- Stakeholder Management plan
  - Desired and current engagement levels of key Stakeholders
  - Scope and impact of change to Stakeholders
  - Identified interrelationships and potential overlap between Stakeholders
  - Information to be distributed to Stakeholders, include language, format content and level of details
  - Reasons for distribution of information
  - Time frame and frequency
  - Method for updating and refining the Stakeholder Management plan as the Project progresses and develop
Plan Stakeholder Management

Outputs

- Project documents updates
  - Project schedule
  - Stakeholder register
Plan Stakeholder Engagement - MindMap
MANAGE STAKEHOLDER ENGAGEMENT

Executing process Group

Identify Stakeholders
Plan Stakeholder Management
Manage Stakeholder Engagement
Control Stakeholder Engagement
Manage Stakeholder Engagement

- Communicating and working with Stakeholder to meet their needs/expectations, address issues as they occur and foster appropriate Stakeholder engagement
- Engage stakeholders at appropriate project stage
- Increase support and minimize resistance from Stakeholders
- Reconfirm stakeholders continue commitments
- Increasing the chances to achieve Project success
- Is an element of Executing process Group
Manage Stakeholder Engagement

**INPUTS**
- Stakeholder Management plan
- Communication Management plan
- Change log
- Organization Process Assets

**TOOLS and TECHNIQUES**
- Communication Methods
- Interpersonal Skills
- Management Skills

**OUTPUTS**
- Issue log
- Change Requests
- Project Management Plan Updates
- Project Document Updates
- Organizational Process Assets Updates

Manage Stakeholder Engagement- Inputs, Tools and Techniques and Outputs
Manage Stakeholder Engagement

**Inputs**

- Stakeholder Management Plan
  - Provides guidance on how Stakeholders can be best involved in the Project
  - Methods and technologies used for Stakeholder communication

- Communications Management Plan
  - Stakeholder communications requirements
  - Information to be communicated
  - Reason for distribution of information
  - Person or groups who will receive information
  - Escalation process
Manage Stakeholder Engagement

Inputs

- Change Log
  - Documents changes to the Project
  - Stakeholders are communicated for changes about Scope, time, cost, and risk

- Organization Process Assets
  - Organizational communication requirements
  - Change control procedures
  - Issue Management procedures
Manage Stakeholder Engagement
Tools and Techniques

- Communication Methods
  - Decides how, when and which of these communication methods (Interactive, Push, Pull)

- Interpersonal Skills
  - Building trust,
  - Resolving conflict,
  - Active listening and
  - Overcoming resistance to change

- Management Skills
  - Facilitate consensus towards Project objectives
  - Influence people to support the Project
  - Negotiate agreement to satisfy the Project needs
  - Modify organizational behavior to accept the Project outcomes
Manage Stakeholder Engagement

Issue Log
- Development of an issue log
- Updated as new issues and current issues resolved

Change Requests
- Change requests, corrective and preventive actions are raised during this process

- Project Management Plan Updates
  - Stakeholder Management Plan Update

- Project Document Updates
  - Stakeholder register
Manage Stakeholder Engagement

Outputs

- Organizational Process Assets Updates
  - Stakeholder notifications
  - Project reports
  - Project presentations
  - Project records
  - Feedback from Stakeholders
  - Lessons learned documentation
Manage Stakeholder Engagement - MindMap
CONTROL STAKEHOLDER ENGAGEMENT

Monitoring and controlling Process Group

Identify Stakeholders
Plan Stakeholder Management
Manage Stakeholder Engagement

Control Stakeholder Engagement
Control Stakeholder Engagement

- Monitoring overall Project Stakeholder relationships and adjusting strategies and plans for engaging Stakeholders
- Maintain or increase the efficiency and effectiveness of Stakeholder engagement
Control Stakeholder Engagement

**INPUTS**
- Project Management Plan
- Issue log
- Work
- Performance data
- Project Documents

**TOOLS and TECHNIQUES**
- Information Management systems
- Expert judgment
- Meetings

**OUTPUTS**
- Work Performance Reports
- Change Requests
- Project Management plan updates
- Project documents updates
- Organizational Process Assets Updates

Control Stakeholder Engagement - Inputs, Tools and Techniques and Outputs
Control Stakeholder Engagement

- Project Management Plan
  - How will be executed
  - Human resource requirements
  - Change Management plan
  - Need and techniques for communication among Stakeholders

- Issue log
  - updated as new issues are identified and current issue are resolved

- Project Documents
  - Project Schedule
  - Stakeholder register
  - Issue log
  - Change log
  - Project communications
Control Stakeholder Engagement

Inputs

- Work Performance Data
  - Reported percentage of work
  - Technical performance
  - Start and finish date of schedule
  - Number of change requests
  - Number of defects
  - Actual costs
  - Actual duration etc.,
Control Stakeholder Engagement
Tools and Techniques

- Information Management systems
  - Tools to capture, store and distribute information to Stakeholders about
    - Cost
    - Schedule progress
    - Performance
  - Example
    - Table reporting,
    - spreadsheet analysis
    - Presentations
    - Visual representations
Control Stakeholder Engagement
Tools and Techniques

- **Expert Judgment**
  - Senior Management
  - Project team members
  - Other units or individuals within the organization
  - Identified key Stakeholders
  - Worked in previous Projects in the same area
  - Subject Matter experts (SME)
  - Professional and technical associations, regulatory bodies and NGOs

- **Meetings**
  - Status review meetings are used to exchange and analyze information about Stakeholder engagement
Control Stakeholder Engagement

Outputs

- **Work Performance Information**
  - Performance data collected from various controlling processes
  - Analyzed in context and integrated based on relationships across areas.
  - Status of deliverables
  - Implementation status for change requests
  - Forecasted estimates to complete

- **Change Requests**
  - Includes recommended corrective and preventive actions

- **Project Management plan updates**
  - All subsidiary plans updated
Control Stakeholder Engagement
Outputs

- Project Documents updates
  - Stakeholder register
  - Issue log

- Organizational Process Assets Updates
  - Stakeholder notifications
  - Project reports
  - Project presentations
  - Project records
  - Feedback from Stakeholders
  - Lessons learned documentation
Control Stakeholder Engagement

MindMap

VIP
- Issue log
- Work Performance data
- Project Documents

T & T
- Information management systems
- Expert judgment
- Meetings

O/p
- Work Performance Reports
- Change Requests
- Project Management Plan Updates
- Project Document Updates
- OPA Updates
Group Activity

Discuss the kind of probable influences the various stakeholders have on the project.

Stakeholder Exercise
Summary

- Discussion topic
- Q and A