Project Stakeholder Management

PMBOK 5th Edition – New Knowledge Area

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Our Goal

- Project Stakeholder Processes
- Inputs, Outputs, Tools and Techniques for this new knowledge area.
"Management steps” to help you to complete your project successfully. 
E.g., “identify stakeholders” or “estimate cost”, or “control budget”.

**Process**

- Management steps to help you to complete your project successfully.
- E.g., “identify stakeholders” or “estimate cost”, or “control budget”.

Project Management Step
A Process has Inputs and Outputs

Project manager uses “Tools and Techniques”

Inputs
Outputs
Tools & Techniques
Case Study: Upgrading Operating System
Case Study

Steps

1. Understand company environment
2. Understand the Business Case
3. Create a Charter
Initiating
Group
Proceses
Four Processes

1. Identify Stakeholders
2. Plan Stakeholder Management
3. Manage Stakeholder Engagement
4. Control Stakeholder Engagement
Identify Stakeholders

- Identify people who have power to help or hinder
- Groups/Organizations
- Document their interests, involvement
- Influence on project success
Critical Success Factor
Create Register Early & Update Regularly
Identify Stakeholders
Process

Identify Stakeholders
Identify Stakeholders

Enterprise Environmental Factors

Inputs

Org. Process Assets

Charter

Procurement Documents
Tools & Techniques

Two Tools

- Expert Judgment
- Stakeholder Analysis
Stakeholder Analysis

Keep
Satisfied
Medium

Manage
Closely
HIGH

Monitor
LOW

Keep
Informed
Medium

Interest in Project Execution & Result

Ref: p.249 PMBOK ® - 5th Edition
Expert Judgment

Senior Management SME

Internal units/External Units, Consultants Stakeholders, Industry groups
Stakeholder Register

Name: Nichole – Internal Stakeholder

Goal: Make sure that there is no operational disruption during migration.

Expectations: Has access to her PC within a day.

Constraints: Busy might not have much time for general training.
Plan Stakeholder Management

Process of Developing Clear Actionable Plan to Engage Stakeholders
Tools & Techniques

Expert Judgment
- Senior Management
- Project Team

Meetings
- With Experts
- To Define Engagement Levels
Tools & Techniques: Analytical Techniques

- Benchmark Engagement Level
  - Unaware
  - Resistant
  - Neutral
  - Supportive
  - Leading
Benchmark Engagement Level

- **Tom**
  - (Unaware)
- **Pete**
  - (Resistant)
- **Joe, Mary**
  - (Supportive)
How Big is the Gap?

- Unaware
- Resistant
- Neutral
- Supportive
- Leading
Stakeholder Management Plan

- Engagement Levels
- Scope and Impact
- Communication Requirements
- Method for Updating Plan
Stakeholder Register or Schedule may change.
Identify Stakeholders

Plan Stakeholder Management

Manage Stakeholder Engagement

Control Stakeholder Engagement
What is Manage Stakeholder Engagement?

“Process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.”

— PMBOK 5
Inputs - MSE

Stakeholder Management Plan

Org. Process Assets

Change Log

Communications Management Plan
Tools and Techniques

- Communication
- Interpersonal Skills
- Management Skills
Outputs

- Issue Log
- Change Request
- PM Plan Updates
- Project Document Updates
- Organizational Process Updates
Control Stakeholder Engagement

- Process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.
Inputs – Control SE

- Project Documents
- Issue Log
- PM Plan
- Work Performance Data
Tools and Techniques

- IS Systems
- Expert Judgment
- Meetings
Outputs

- Work Performance Information
- Change Requests
- PM Plan Updates
- Project Documents Updates
- Organizational Process Updates
Each Process belongs to a Knowledge Area.

Initiating

Identify Stakeholders

Plan Stakeholder Management

Planning
Each Process belongs to a Knowledge Area.
We have focused on four processes of new knowledge area.

There are four processes – each with inputs, outputs & Tools & Techniques:

- **Identify Stakeholders**
- **Plan Stakeholder Management**
- **Manage Stakeholder Engagement**
- **Control Stakeholder Engagement**
Conclusion

- Two Communications management processes have been re-sequenced and moved to Stakeholder Management
  - Identify Stakeholders
  - Manage Stakeholder Engagement

- Four New planning processes added:
  - Plan Scope Management
  - Plan Schedule Management
  - Plan Cost Management
  - Plan Stakeholder Management

- One new controlling process added: Control Stakeholder Engagement