



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.

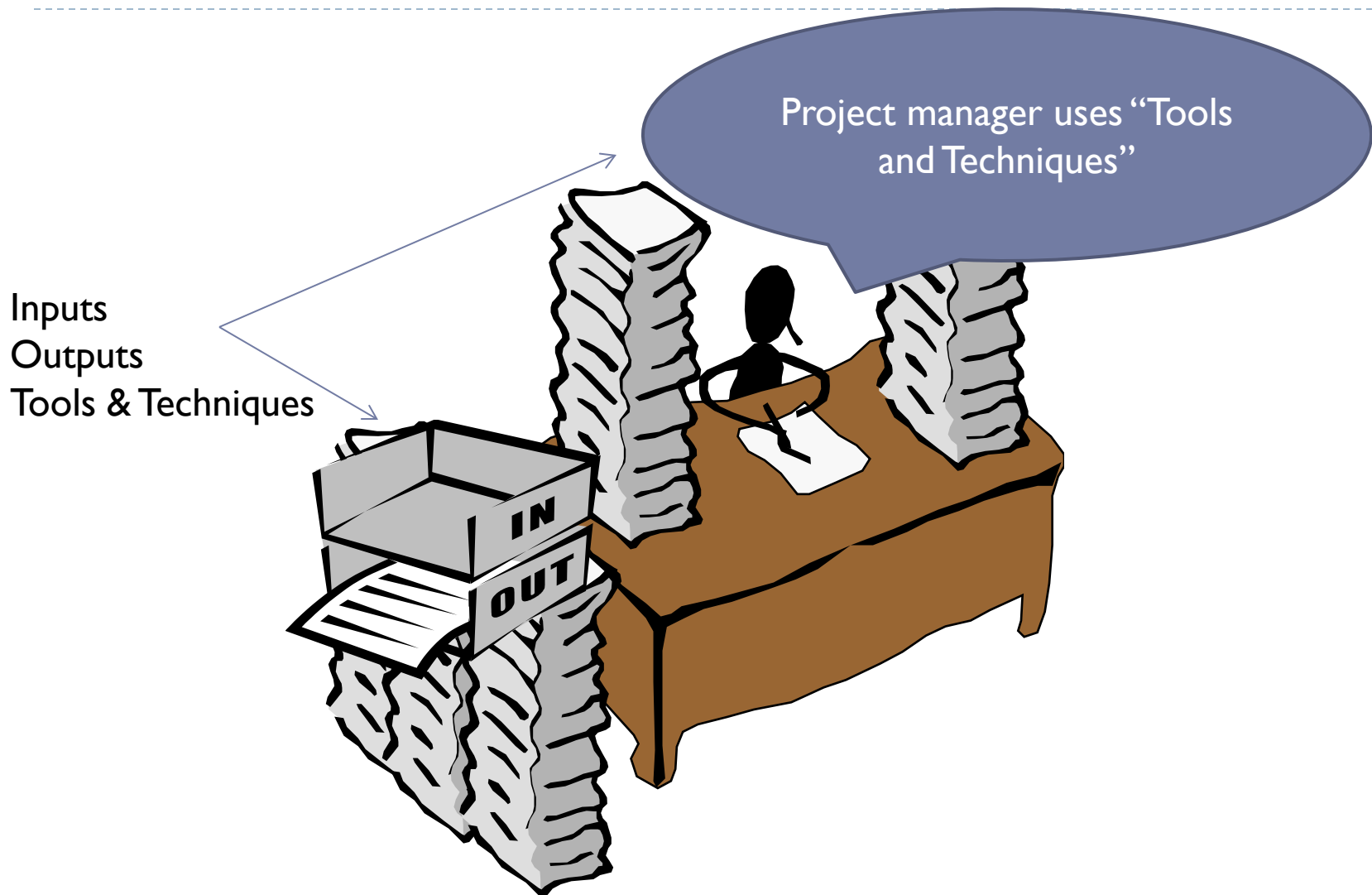


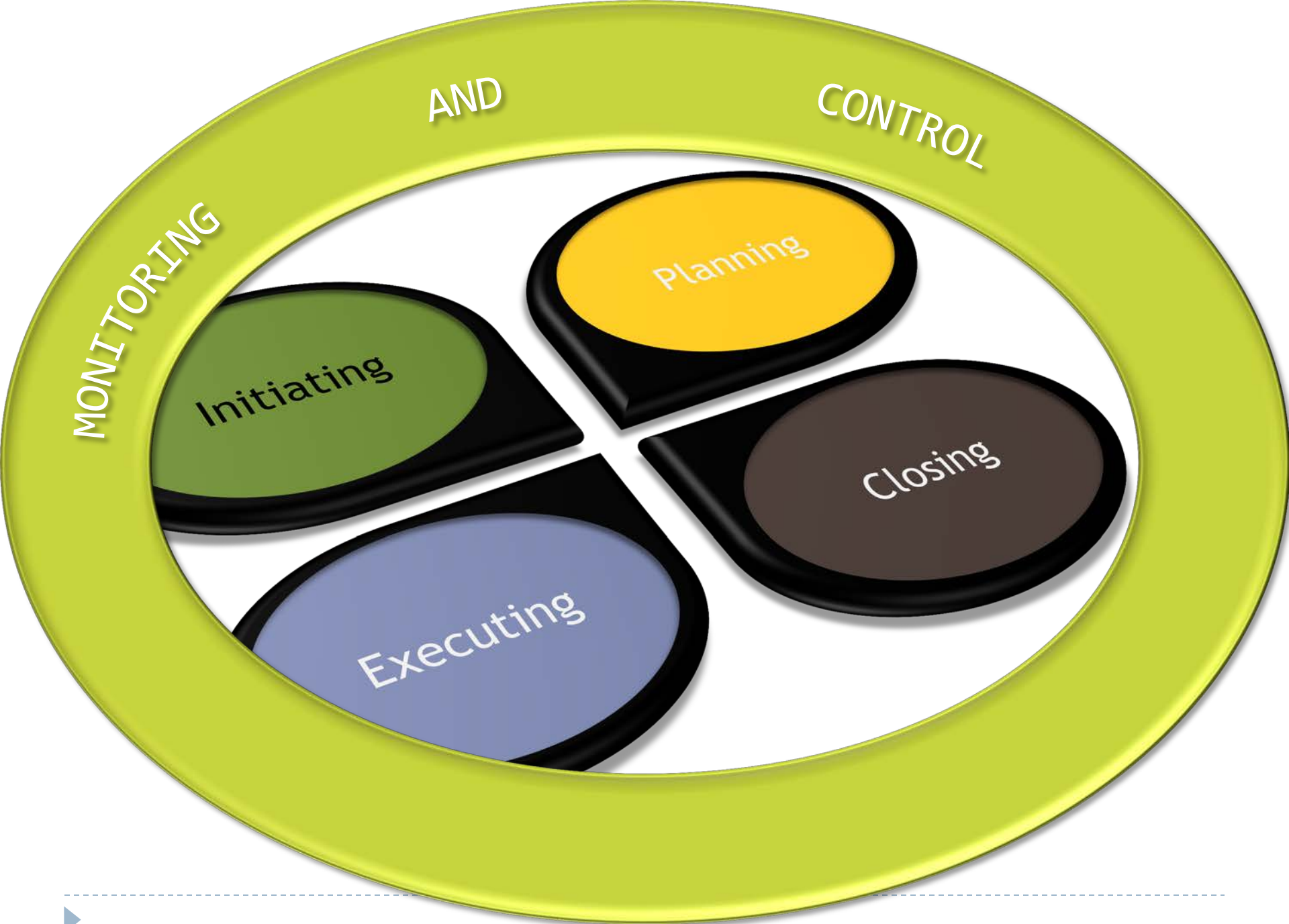
Project
Management
Step

Process

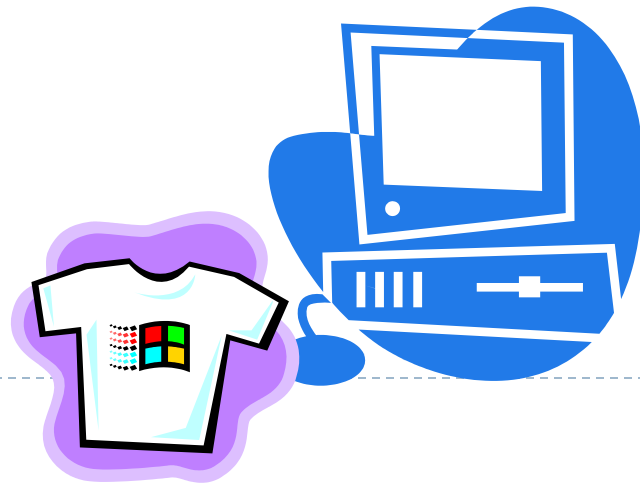
- *“Management steps” to help you to complete your project successfully.*
- *E.g., “identify stakeholders” or “estimate cost”, or “control budget”.*

A Process has Inputs and Outputs





Case Study: Upgrading Operating System



Case Study

► Steps

1. Understand company environment
2. Understand the Business Case
3. Create a Charter



Initiating *Group* Processes

Four Processes



Identify Stakeholders

Plan Stakeholder Management



Manage Stakeholder Engagement

Control Stakeholder Engagement



Identify people
who have power to
help or hinder

Identify Stakeholders

Groups/Organizations

Document their interests, involvement
Influence on project success



Critical Success Factor
Create Register Early
& Update Regularly



Identify Stakeholders

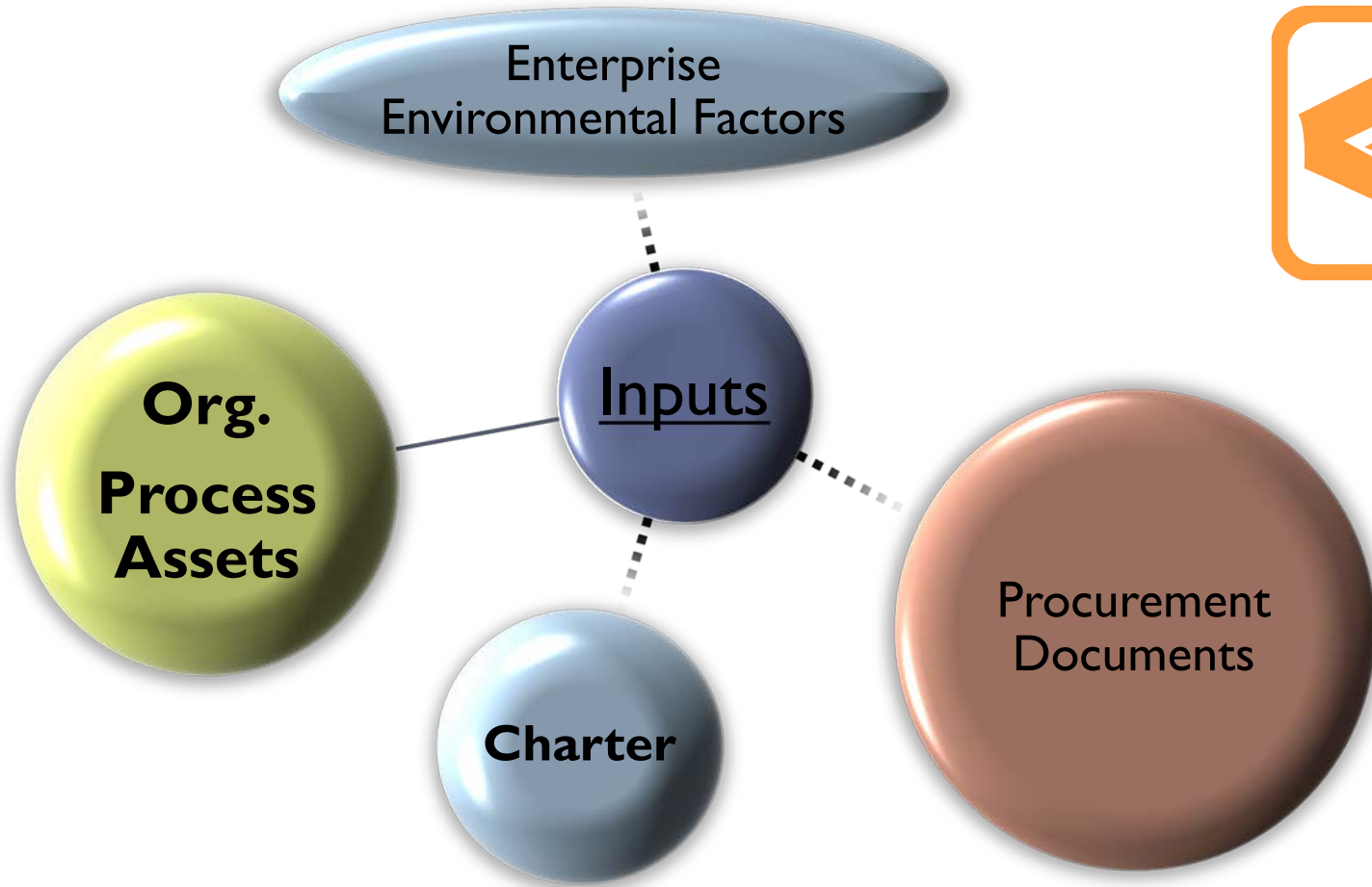
Process



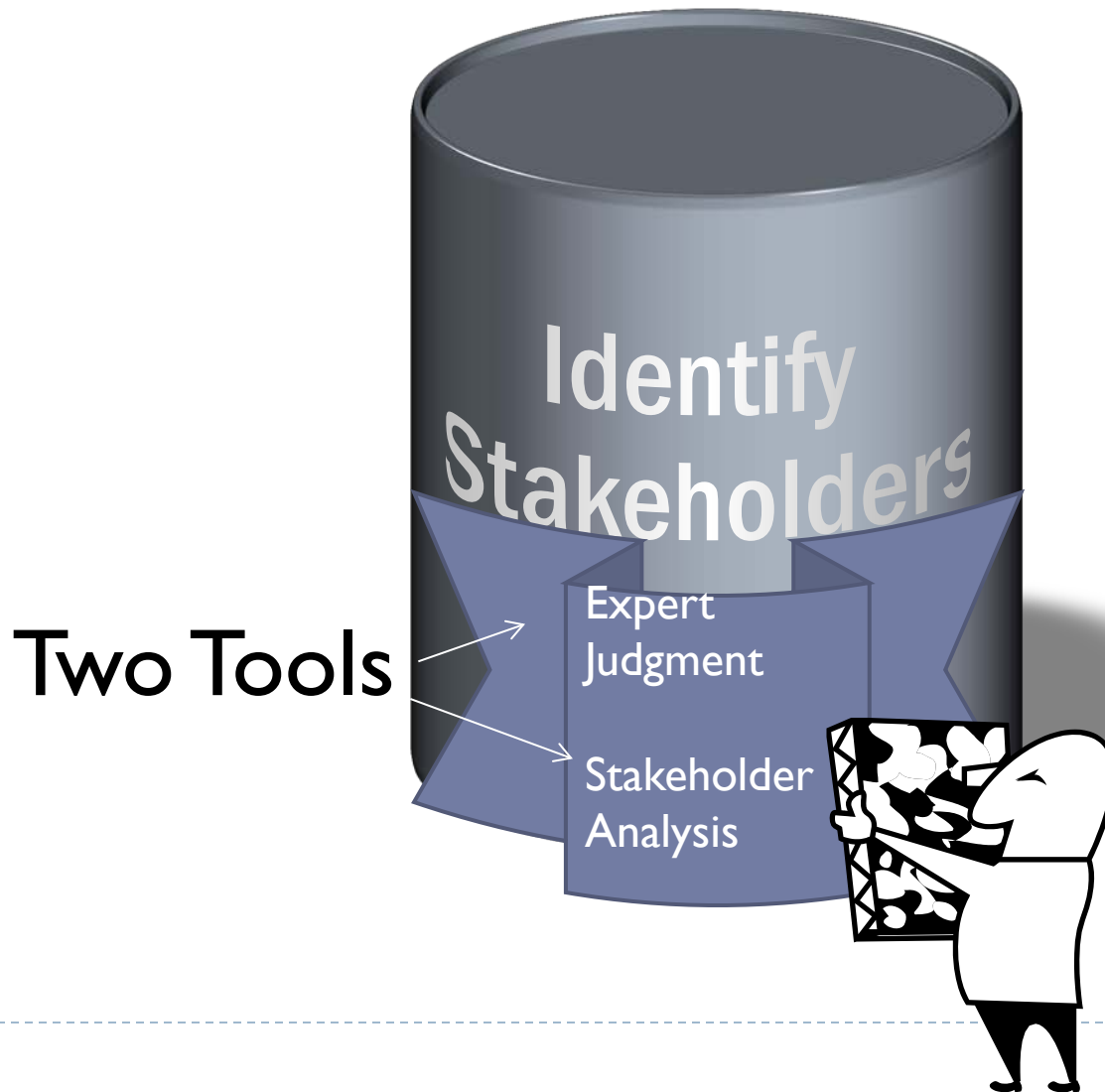
Process



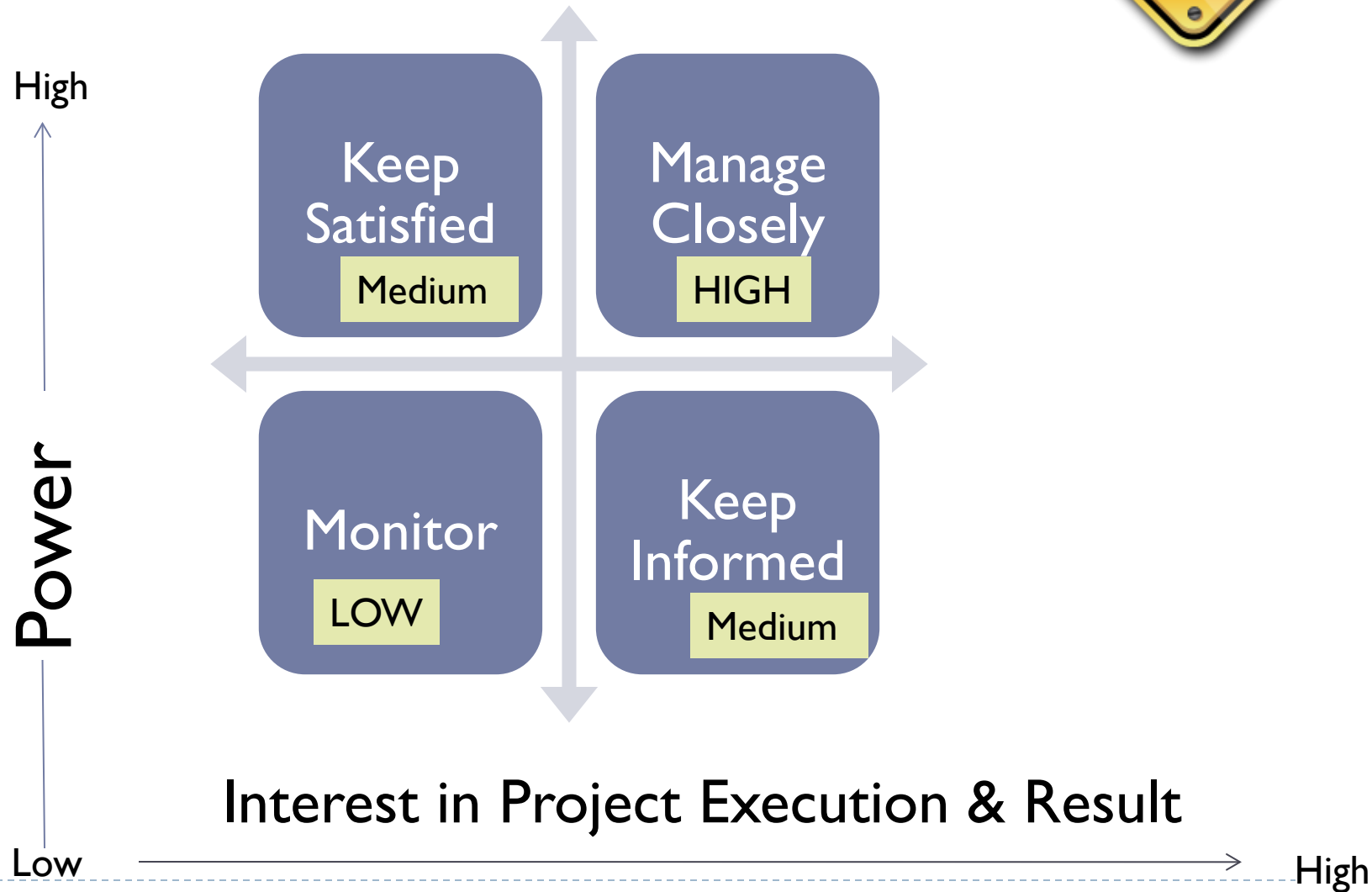
Identify Stakeholders



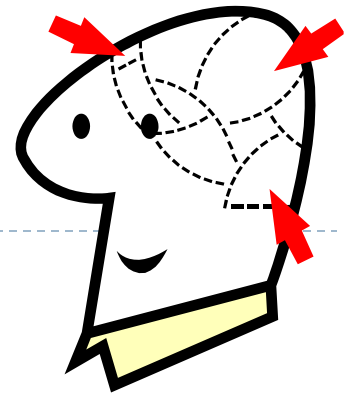
Tools & Techniques



Stakeholder Analysis



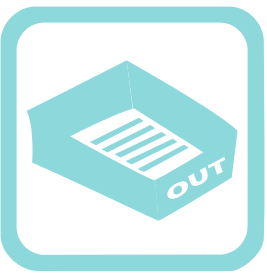
Expert Judgment



Senior Management SME

Internal units/External Units,
Consultants Stakeholders,
Industry groups



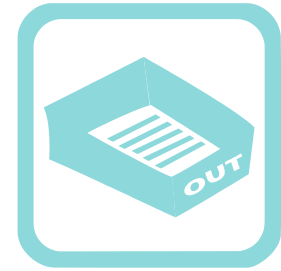


Output



► Stakeholder Register

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.*



Recap

Process
Name

Process
Flow

Concept

IDENTIFY
STAKEHOLDERS

INPUTS

TOOLS & TECHNIQUES

OUTPUTS

CHARTER

PROCUREMENT DOCS

ENTERPRISE FACTORS

ORG. PROCESS ASSETS

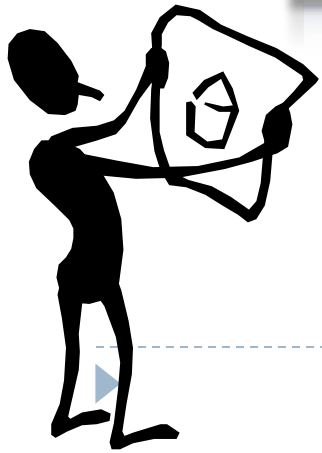
EXPERT JUDGMENT

STAKEHOLDER REGISTER
- STAKEHOLDER MGMT STRATEGY

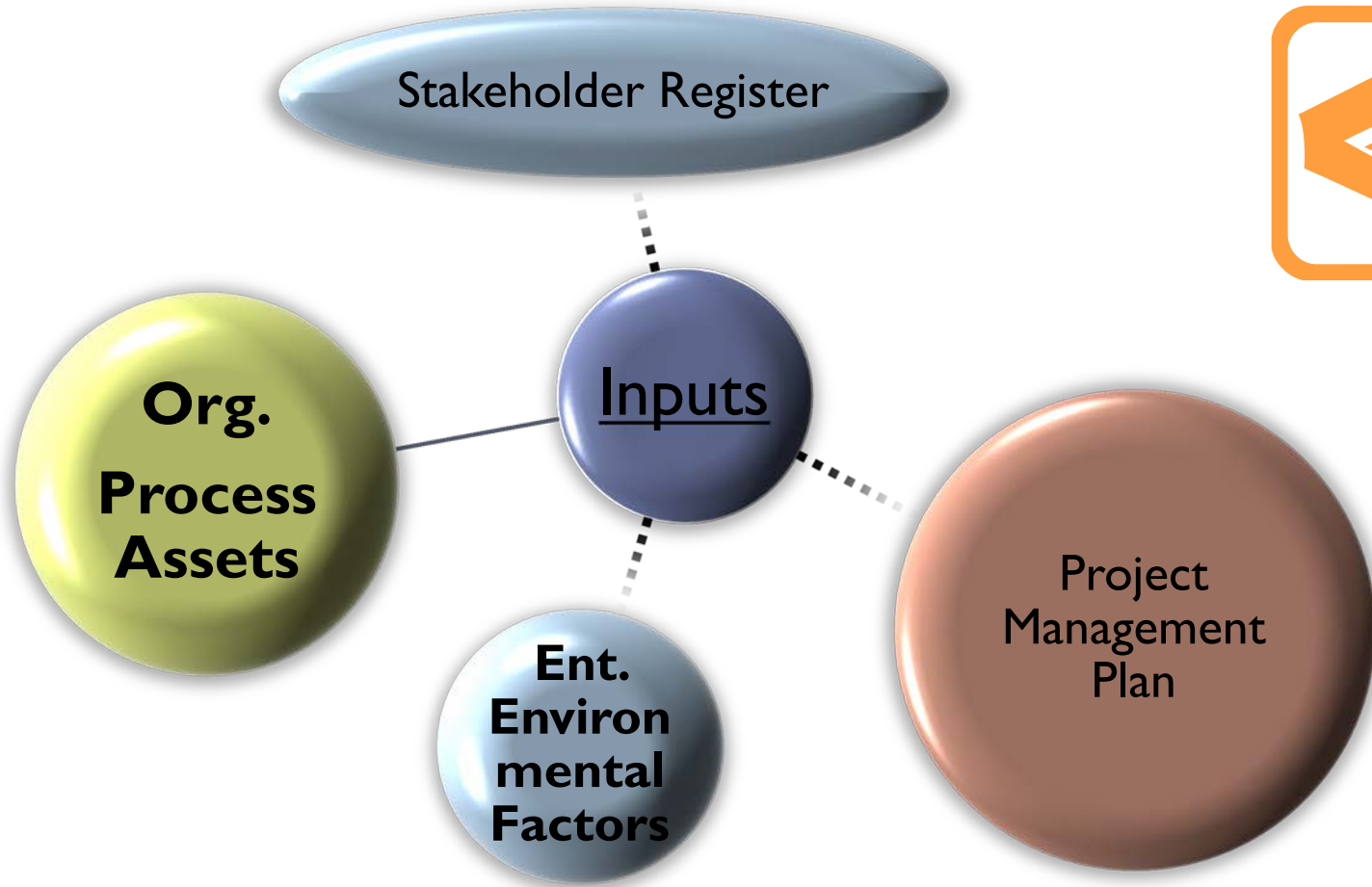


Process of
Developing Clear
Actionable Plan to
Engage
Stakeholders

Plan Stakeholder Management



Plan SM



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)

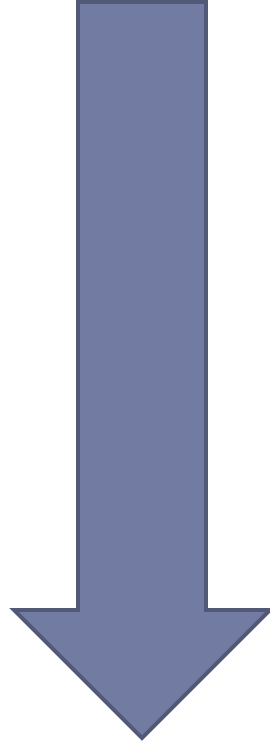
Pete
(Resistant)

Joe, Mary
(Supportive)



How Big is the Gap?

- ▶ Unaware
- ▶ Resistant
- ▶ Neutral
- ▶ Supportive
- ▶ Leading



Stakeholder Management Plan



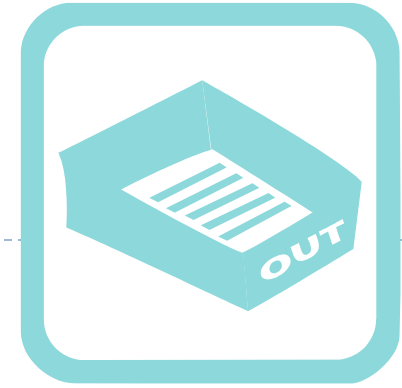
Engagement Levels

Scope and Impact

Communication Requirements

Method for Updating Plan

Documentation Update



Stakeholder Register
or Schedule may change.



Four Processes

Identify Stakeholders

Plan Stakeholder Management



Manage Stakeholder Engagement

Control Stakeholder Engagement

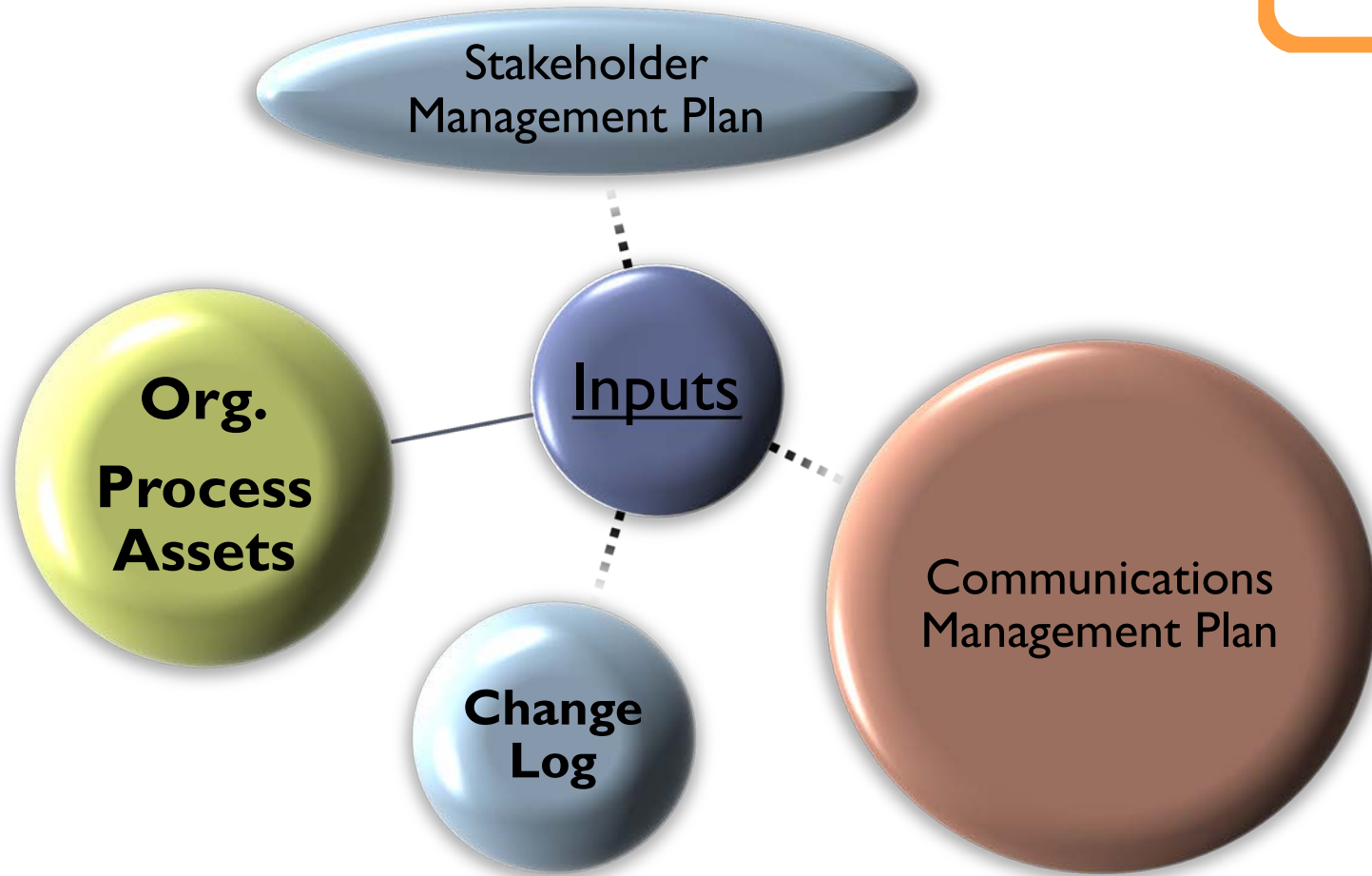
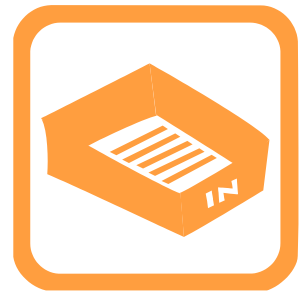


What is Manage Stakeholder Engagement?

- ▶ “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



Tools and Techniques

Communication

Interpersonal Skills

Management Skills



Outputs



- ▶ Issue Log
- ▶ Change Request
- ▶ PM Plan Updates
- ▶ Project Document Updates
- ▶ Organizational Process Updates

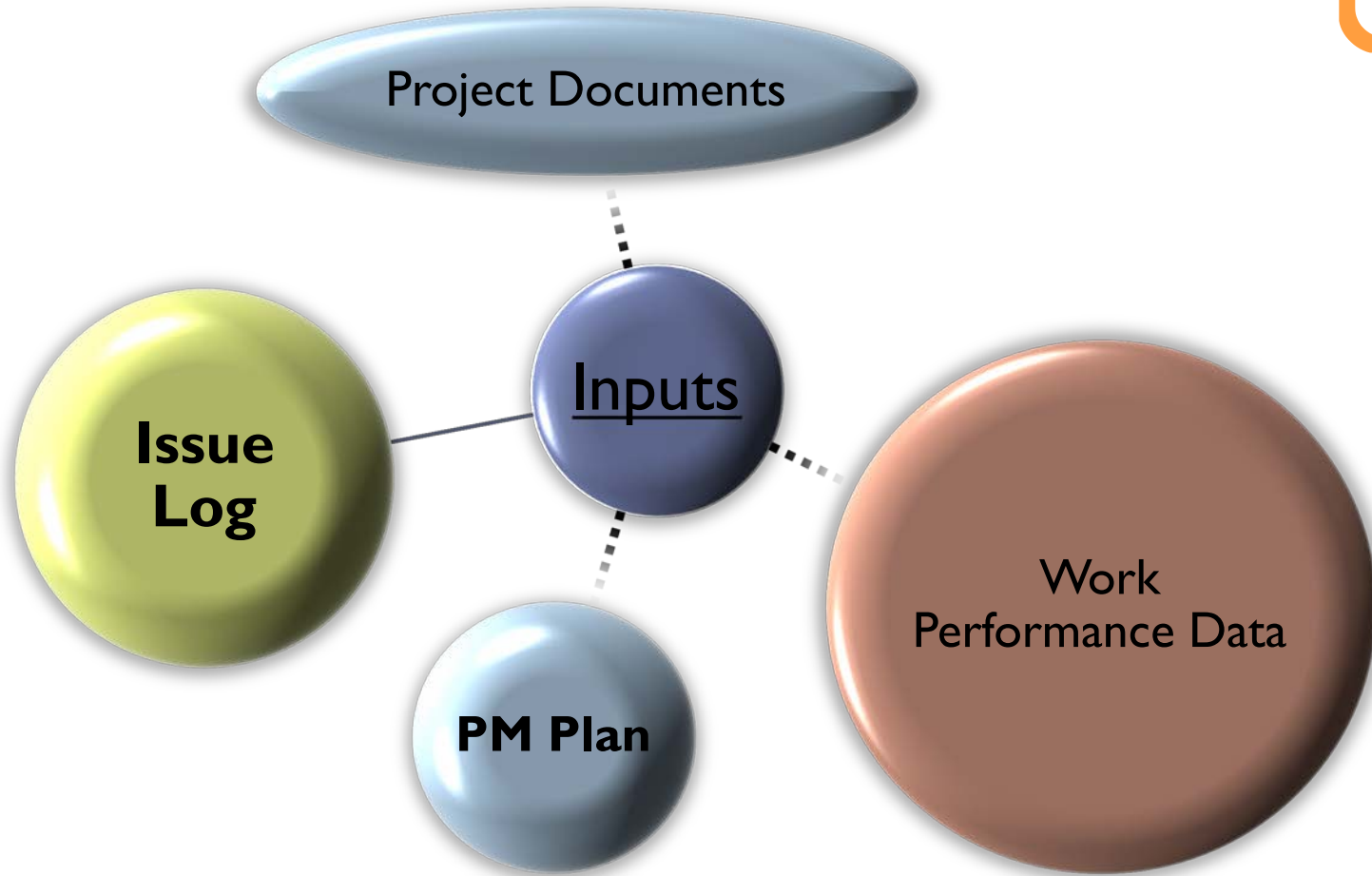


Control Stakeholder Engagement

- ▶ Process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.



Inputs – Control SE



Tools and Techniques

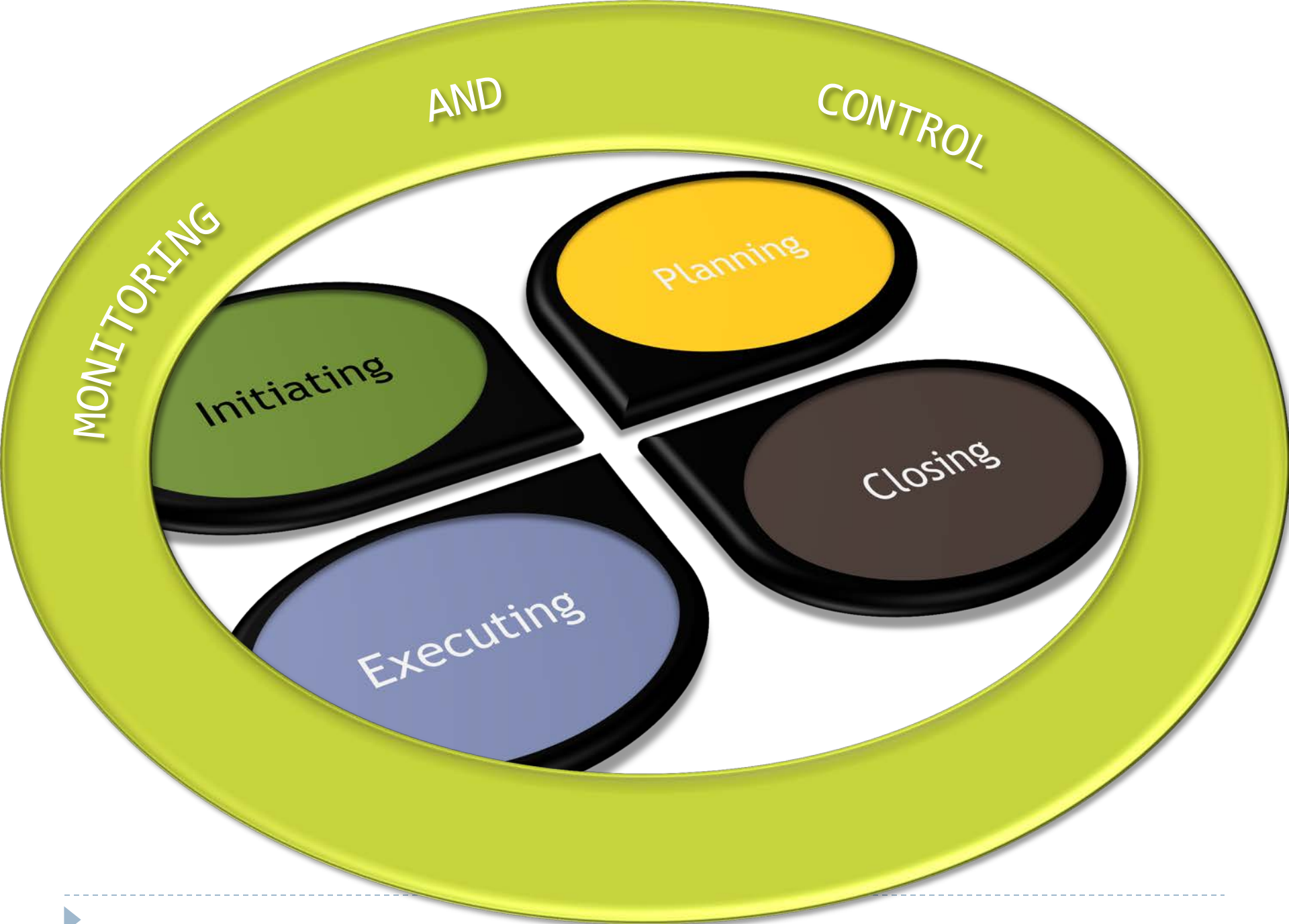
- ▶ IS Systems
- ▶ Expert Judgment
- ▶ Meetings



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

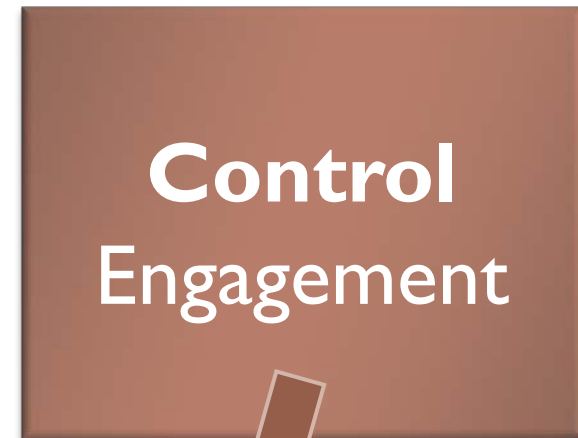
Plan
Stakeholder
Management

Planning




Each
Process
belongs to a
Knowledge
Area.

Executing



Monitor & Control

Summary



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

