

PMI-CAPM®
Certified Associate
Project Manager

10

10. Stakeholders

4 Processes

Stakeholders - Table of contents

Processes

- [1. Identify Stakeholders](#)
- [2. Plan Stakeholders Engagement](#)
- [3. Manage Stakeholders Engagement](#)
- [4. Monitor Stakeholders Engagement](#)

Definitions & Notes

- [Difference: Salience Model vs Power/Interest Grid vs Power/Influence Grid](#)
- [5 Engagement levels](#)
- [Stakeholder Register](#)
- [Managing Stakeholder Engagement](#)

1. Identify Stakeholders

Identify all stakeholders involved /
affected by the project

⇒ it allows the project manager to
identify the appropriate focus for each
stakeholder or group of stakeholders

Initiating



Identify Stakeholders

Input

- Project Charter
- Project Documents
- OPAs
 - Stakeholder register templates and instructions
 - Stakeholder registers from previous projects
 - Lessons learned repository with information about the preferences, actions, and involvement of stakeholders

T&Tools



- Question & Surveys
- Brainstorming & brain writing
- Stakeholder analysis - Data representation:
 - Power/Interest grid
 - Power/Influence grid
 - Influence/Impact grid
 - Stakeholder cube
 - Salience model
 - Directions of influence
 - Prioritization
- Document analysis
- Stakeholder mapping

Output



- Stakeholder Register
- Change requests
- Project Management Plan updates
- Project documents updates

2. Plan Stakeholders Engagement

Plan how to approach stakeholders based upon needs, interests, impact

⇒ provides **a clear, actionable plan to interact with project stakeholders** to support the project's interests

Planning



Plan Stakeholders Engagement

Input



- Project Documents
 - Stakeholder Register

T&Tools



- Stakeholder engagement assessment matrix
- Assumptions & Constraints analysis
- Root Cause Analysis

Output



- Stakeholder Engagement Plan

3. Manage Stakeholders Engagement

Communicate and work with stakeholders

⇒ it allows the project manager to **increase support and minimize resistance** from stakeholders, significantly increasing the chances to achieve project success

Executing

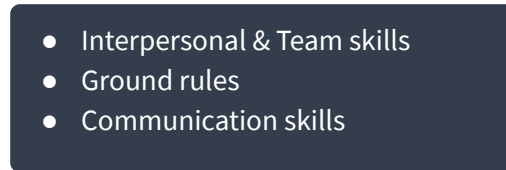


Manage Stakeholders Engagement

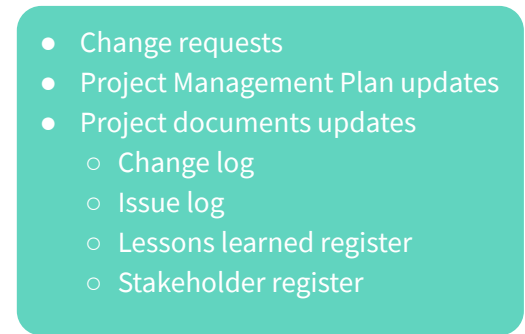
Input



T&Tools



Output



4. Monitor Stakeholders Engagement

Monitor how stakeholders
have been engaged
according to the plan

**Monitor
& Control**

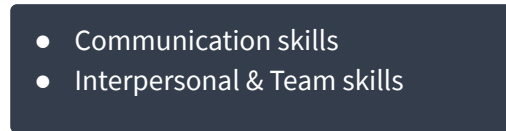


Monitor Stakeholders Engagement

Input



T&Tools



Output



What is the difference between... ?

Salience Model

VS

Power/Interest Grid

VS

Power/Influence Grid

Describes classes of stakeholders based on their **power** (ability to impose their will), **urgency** (need for immediate attention), and **legitimacy** (their involvement is appropriate)

Groups the stakeholders based on their level of authority (**power**) and their level of concern (**interest**) regarding project outcomes

Groups the stakeholders based on their level of authority (**power**) and their active involvement (**influence**) in the project

They are all **Data representation techniques** for stakeholder analysis in **Identify Stakeholders** process

Which are **5 engagement levels** for stakeholders?

1. **Unaware:** unaware of the project and potential impacts
2. **Resistant:** aware of the project but are resistant to any changes that may occur as a result of the outcomes of the project
3. **Neutral:** aware of the project but are neither supportive nor unsupportive
4. **Supportive:** aware of the project and supportive of its outcomes
5. **Leading:** aware of the project and are actively engaged in ensuring project success

Stakeholder engagement assessment matrix (T&T of Plan Stakeholder Engagement) is a useful tool to indicate to the project manager a stakeholder current level of engagement and his or her desired level of engagement.

What infos are included in **Stakeholder Register**?

Stakeholder Register is output of **Identify Stakeholders** process (Initiating).

What's included

- **Identification** (name, position, contact details, and project role..)
- **Assessment** (requirements, expectations, and extent of influence over the project..)
- **Stakeholder classification** (internal or external, and level of impact/influence/power/interest)

What activities are in **Managing Stakeholder Engagement**?

- **Engaging stakeholders at appropriate project stages** to obtain or confirm their continued commitment to the success of the project
- **Managing stakeholder expectations through negotiation** and communication, ensuring project goals are achieved
- **Addressing potential concerns** that have not yet become issues and anticipating future problems that may be raised by stakeholders. Such concerns need to be identified and discussed as soon as possible to assess associated project risks
- **Clarifying and resolving issues** that have been identified



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THANK YOU
