

STAKEHOLDER MANAGEMENT

Bringing the right people together

Please note that this tutorial is based on the PMBOK Version 6 which were released by PMI in September 2017. This article is revised in January 2020.

The notes below contains ALL the concepts that any PMP aspirants should know, however; should not be limited. It is recommended to refer linked articles for detailed understanding.

Before we proceed, let's take a look at WHY we need Stakeholder Management:

As the Project Manager, you are working on a centralised info portal for the US Embassy for multiple countries.

There are couple of people from embassy who mentioned that they are not getting any info on how the project is going, but you have no idea who they are.

One of the secretaris from US Embassy in India said that he has a great idea for the web portal but you do not know if you should work on that or not.

Stakeholder: The stakeholder is the person who is directly or indirectly have any impact on the project or is affected by the project.

Here is a snippet of various processes that are distributed across multiple phases of a project:

	INITIATION	Identify Stakeholders
	PLANNING	Plan Stakeholder Management
	EXECUTING	Manage Stakeholder
	MONITORING & CONTROLLING	Monitor Stakeholder
	CLOSURE	-

IDENTIFY STAKEHOLDERS

Phase: **INITIATION**

Knowledge Area: **STAKEHOLDER MANAGEMENT**

This is one of the limited processes that take place in the initiation phase of the project. The process deals with the identification of anyone and everyone who may affect or is affected by the project. The process helps to strategize how the PM will manage these stakeholders.

STAKEHOLDER ANALYSIS: Identify who all are the stakeholders and understand what interests they have in the project, also how can they impact the project.

STAKEHOLDER REGISTER: The log of all the stakeholders of the project with their respective name, title, influence, impact, interests etc. You can free download [Stakeholder Register here](#).

A snippet of the Stakeholder Register is shown below:

Name	Position	Department	Contact Info	Type	Requirements/Expectations	Influence Level (1 – 5)	Interest Level (1 – 5)	Classification
Joshua Max	VP of Marketing	Marketing	Jmax@ln.org	Inter-al	Stick to deadline	4	2	Resistor
Ric Gonzalez	Angel investor	Board Member	ricz@minvest.io	Ext-ern-all	Stick to budget	2	3	Neutral

The stakeholder could of multiple types like sponsor, functional manager, vendors etc.

PLAN STAKEHOLDER MANAGEMENT

Phase: **PLANNING**

Knowledge Area: **STAKEHOLDER MANAGEMENT**

The characteristics of a good relationship depends upon Trust, Honesty, Interest, Sincerity, Sympathy etc. During the stakeholder management, you need to plan out what all efforts and time you need to invest for each stakeholder based on their influence.

It is important to note that not all stakeholders shall be actively engaged in the project. Another component is how the communication shall be executed for specific stakeholders. And the process of stakeholder management would be an ongoing process which might be required to update throughout the project.

It is important that the stakeholders feel comfortable with you so that they can feel easy to come to PM for their concerns and issues.

MANAGE STAKEHOLDER ENGAGEMENT

Phase: **EXECUTION**

Knowledge Area: **STAKEHOLDER MANAGEMENT**

In order to meet the requirements of the stakeholders and keep them actively participating on the project the PM needs to work hard in the area for stakeholder engagement. This is an ongoing activity and it is mandatory for PM to keep the stakeholders engaged in the project throughout.

It is the duty of the PM to make stakeholders understand that their contributions, inputs and concerns are being considered, even if they are not.

CONTROL STAKEHOLDER ENGAGEMENT

Phase: **MONITORING & CONTROL**

Knowledge Area: **STAKEHOLDER MANAGEMENT**

Another ongoing activity of the PM is to control the stakeholder engagement. The previous process helps to monitor and observe the engagement of the stakeholders and then this process helps you to modify your approach in order to keep the stakeholders engaged.

For this, it is mandatory for the pM to constantly check the progress of the project so that there is minimal variances else it could be concerning and may not be taken well by stakeholders. Other than this, it is needed for the PM to continuously check for the issue log and risk register.