PM in Practice | Assessing Stakeholders

PROJECT MANAGEMENT WEBINAR

Things to know…

- All participants will be on mute

- Questions are welcome

- Use the question box to ask questions

- PM training is valid for 1 PDU

- Must be in attendance for full session

- PDU certificate sent by the end of the day

- Recording and slides sent by tomorrow

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Key Stakeholders

Every project creates a Stakeholder Register?

A. Always – 33%

B. Sometimes – 50%

C. Neutral – 0%

D. Rarely – 17%

E. Never – 0%

Stakeholders Register

Stakeholder	Function	Project Role	Stakeholder Expectations of Project
John Michelson	CEO	Review	Project is critical to keeping in business. Wants the project implemented with HIGH quality.
Hannah Target	VP Marketing	Sponsor	Really likes the idea of improving processes. Can think of several ways to Market the company once the project is completed.
Tom Wang	VP of Business Development and Sales	Review	Thinks this new project can improve opportunities for the company. Wants the project in as soon as possible.
Sarah Policie	Distribution Manager	Project Manager	Doesn't really like change, but will do what is asked.

We have a database called "People Finder" which houses contacts and demographics... no need to have this data in stakeholder register.

Is stakeholder register strictly for PM use?

You have a personal relationship with key stakeholders on the project?

A. Always – 0%

B. Sometimes – 33%

C. Neutral – 50%

D. Rarely – 17%

E. Never – 0%

Foundations of Stakeholder Assessment

- Goal: determine stakeholders' expectations, interest, influence, and effect on a project

- Stakeholders have competing needs and interests

- Stakeholder attributes affect the PM's ability to lead projects

- Communicating with stakeholders depends on the PM's ability to understand others

You identify stakeholders that may not want your project to succeed?

A. Always – 33%

B. Sometimes – 17%

C. Neutral – 17%

D. Rarely – 0%

E. Never -33%

Interest & Attitude

Interest

- Related personally to their potential benefit or loss

- Influenced by project's impact on them

- Involvement is combination of interest and available time

Attitude

- Positive, negative, neutral

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You communicate regularly to key internal stakeholders?

A. Always – 83%

B. Sometimes – 17%

C. Neutral – 0%

D. Rarely – 0%

E. Never – 0%

You communicate regularly to key external stakeholders?

A. Always – 66%

B. Sometimes – 17%

C. Neutral – 17%

D. Rarely – 0%

E. Never – 0%

Your key stakeholders have clearly articulated their expectations of the project?

A. Always – 17%

B. Sometimes – 33%

C. Neutral – 50%

D. Rarely – 0%

E. Never – 0%

Assessing Stakeholder Interest

1. How will each stakeholder benefit?

2. What will work to the detriment of each stakeholder?

3. What are the stakeholders' attitudes?

4. What are the stakeholders' expectations for the project?

5. Which stakeholders are negative, unrealistic, detached, cooperative?

You assess your stakeholders in terms of power and interest?

A. Always – 17%

B. Sometimes – 33%

C. Neutral – 0%

D. Rarely – 33%

E. Never – 17%

Power & Interest Matrix

High Power Low Interest	High Power High Interest
Low Power Low Interest	Low Power High Interest

- Power – stakeholders' ability to assist or resist project objectives

- Interest – may be beneficial or detrimental

How do you mitigate issues in each quadrant?

How does the PM encourage interest?

You assess key stakeholders' risk tolerance?

A. Always – 0%

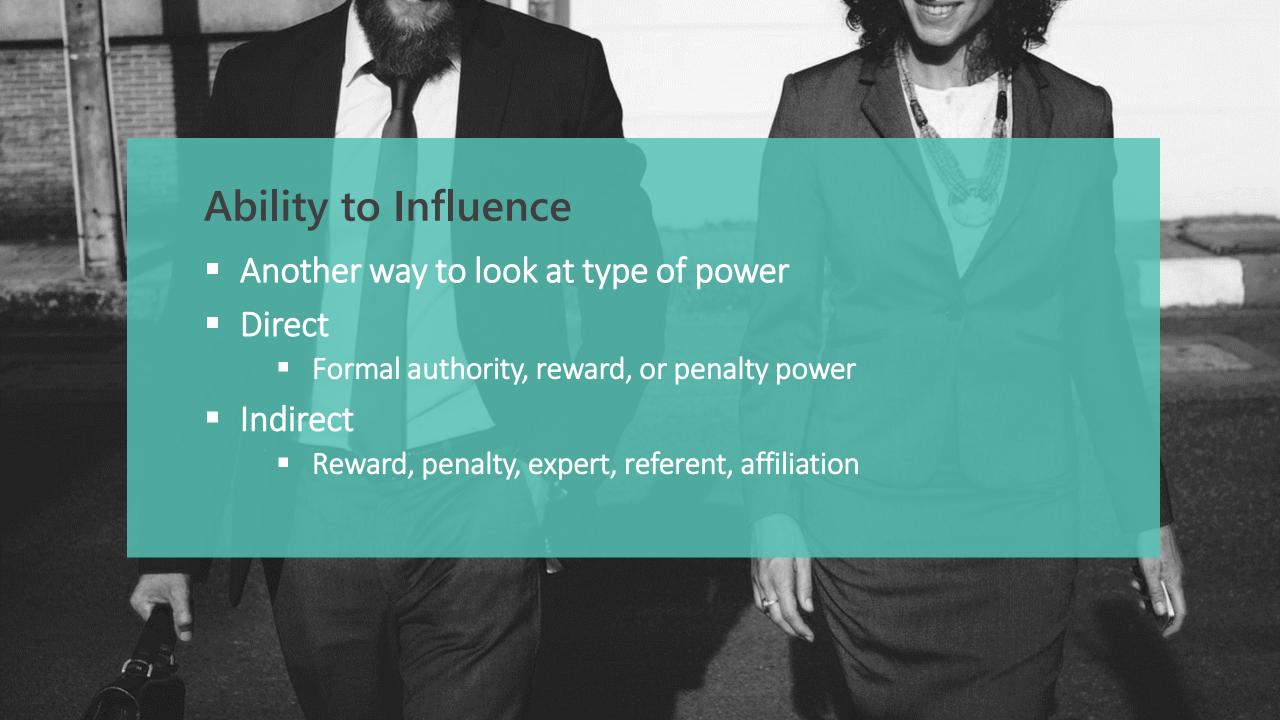B. Sometimes – 17%

C. Neutral – 17%

D. Rarely – 66%

E. Never – 0%

Stakeholder Strategies

Stakeholder	Stakeholder Expectations of Project	Interest	Power	Strategy for Gaining Support or Reducing Obstacles
John Michelson CEO	Project is critical to keeping in business. Wants the project implemented with HIGH quality.	High	Significant Influence	Need to make sure that John is aware of all critical issues. He will be able to help with any obstacles the team may have.
Hannah Target VP Marketing	Really likes the idea of improving processes. Can think of several ways to Market the company once the project is completed.	High	Low Influence	Provide a simple status regularly on what benefits will be expected as the new processes are implemented.
Tom Wang VP of Business Development and Sales	Thinks this new project can improve opportunities for the company. Wants the project in as soon as possible.	High	High Influence	Need to balance desire to have project completed fast to quality that the CEO is looking for.
Sarah Policie Distribution Manager	Doesn't really like change, but will do what is asked.	Low	Low Influence	Will need to keep in mind making Sarah's life easy when ready to deliver, but not necessary.

Stakeholders who support your project are willing to help ensure your project's success?

A. Always – 17%

B. Sometimes – 66%

C. Neutral – 17%

D. Rarely – 0%

E. Never – 0%

Ability to Influence

- Another way to look at type of power
- Direct
  - Formal authority, reward, or penalty power
- Indirect
  - Reward, penalty, expert, referent, affiliation

Your key stakeholders are perceived as a positive influence by the project team members

A. Always – 0%

B. Sometimes – 33%

C. Neutral – 67%

D. Rarely – 0%

E. Never – 0%

Stakeholders Characteristics & Attributes

Interest & Attitude	• What is their stake in the project?
Engagement	• Who supports and opposes the project?
Power & Influence	• Who has power? Who controls resources?
Relationships	• Who cooperates? Which stakeholders are in conflict?
Risk Profile	• What are their personal tolerances for risk?
Salience Model	• Which stakeholders have the combination of power, legitimacy, and urgency?
Communication & Behavioral Style	• What personal characteristics are at work?

Managing Stakeholders

- Recognize there will be issues

- Communication is critical

- Goals:
    - Meet their needs
    - Deal with their issues
    - Involve them in decision making, when appropriate

- Benefits:
    - Increase support & minimize opposition

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