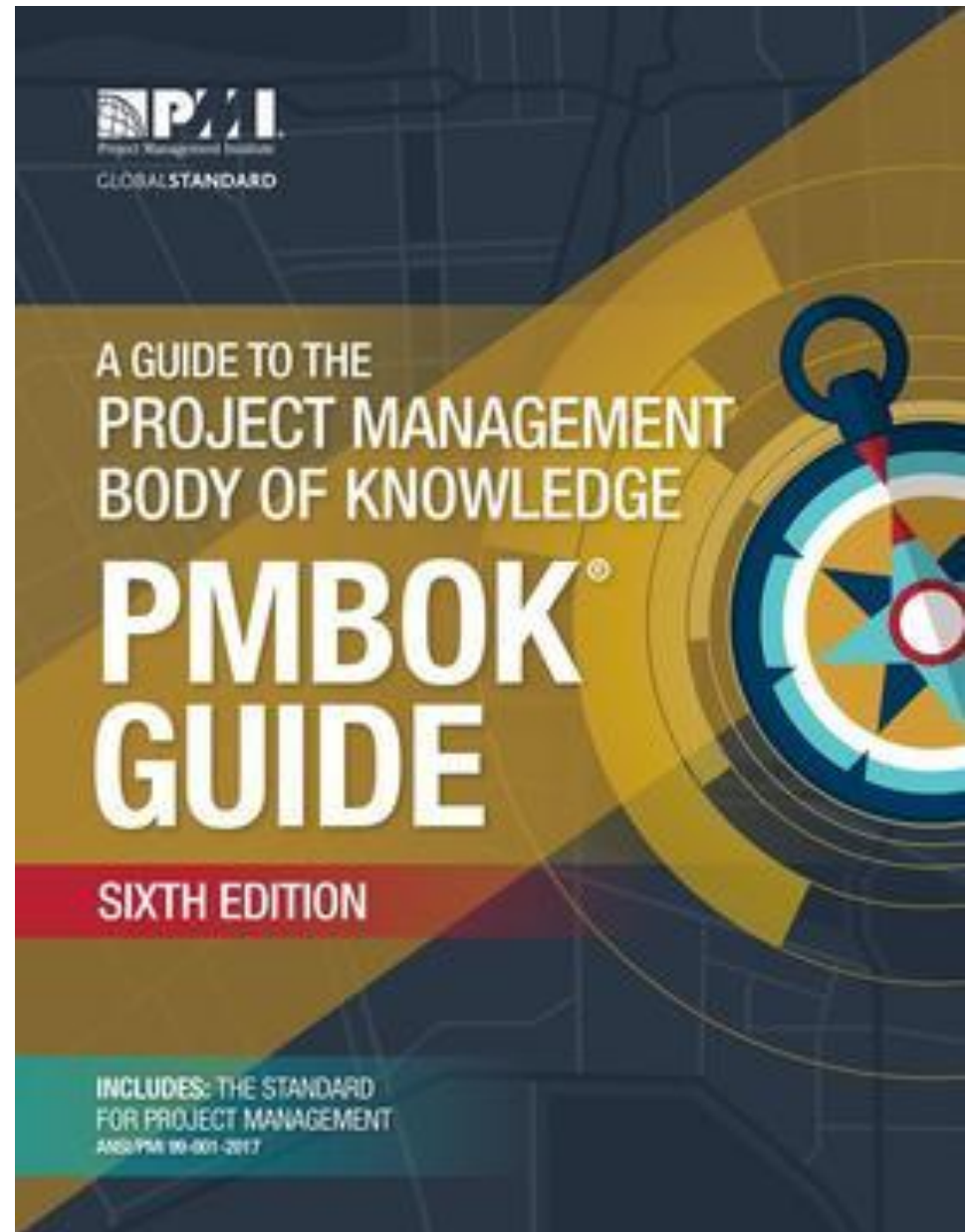


Project Stakeholder Management

PMBOK® Chapter 13
Changes and Application

Dan Yeomans, PMP+



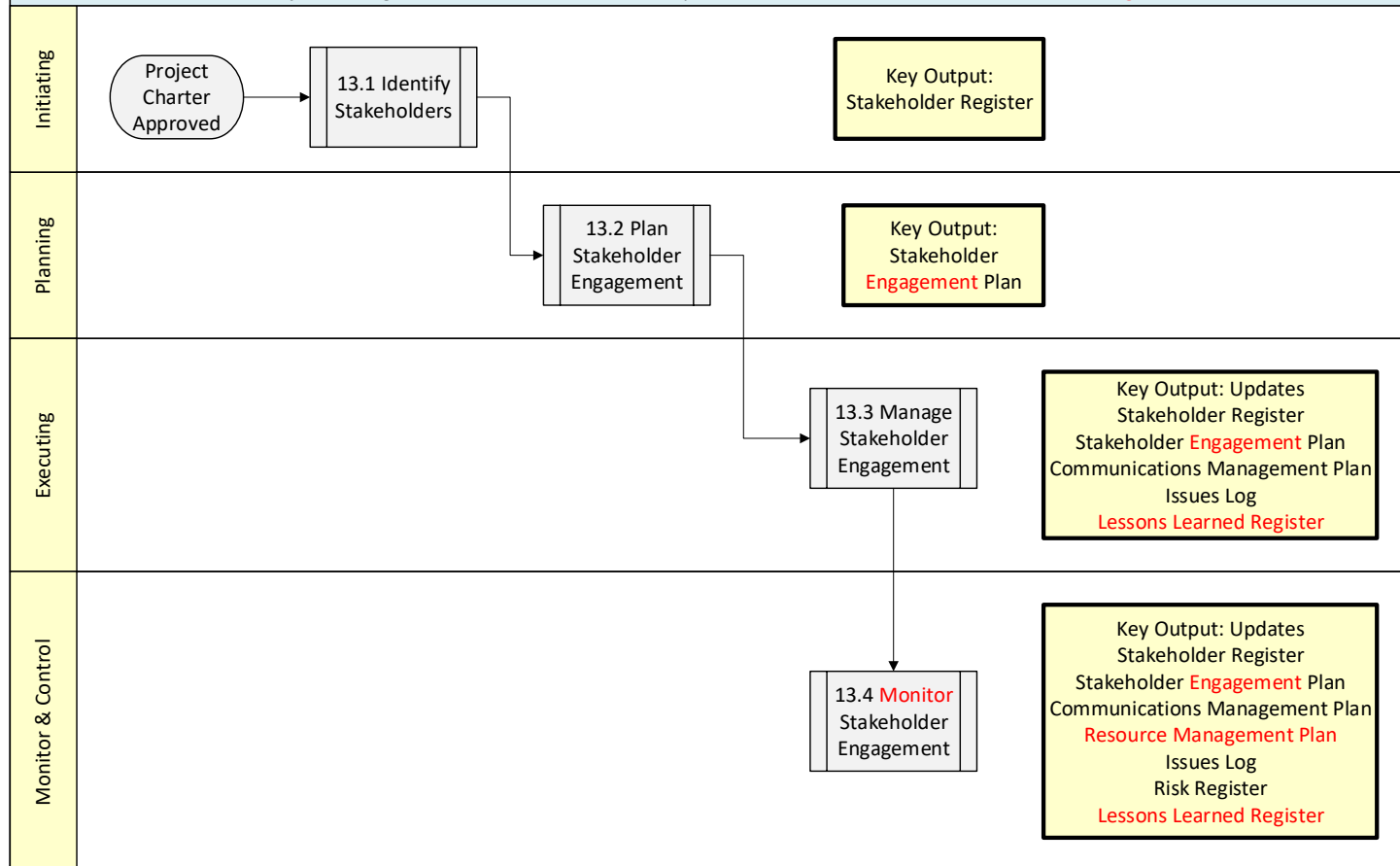
Webinar Overview

- A Guide to Chapter 13:
Stakeholder
Management the PMBOK
Way
- Key Changes from
PMBOK[®] 5 to PMBOK[®]
6
- Tools and Techniques:
Concept or Reality



Project Stakeholder Management (PMBOK® 6th Edition)

Project Management Framework Process Group (Red Entries Denote PMBOK® 6th Edition Changes)





Stakeholder Management: The Logic

- Step 1: Identify Stakeholders or they will identify you. Classify their current commitment state
- Step 2: Compare current commitment levels to desired commitment levels. Develop strategies to move or sustain
- Step 3: Put your strategies into action. Add new stakeholders and transition out the “old.” Use your primary tool –effective communications
- Step 4: Monitor strategies. If they are working—stay the course. If not—change your strategy

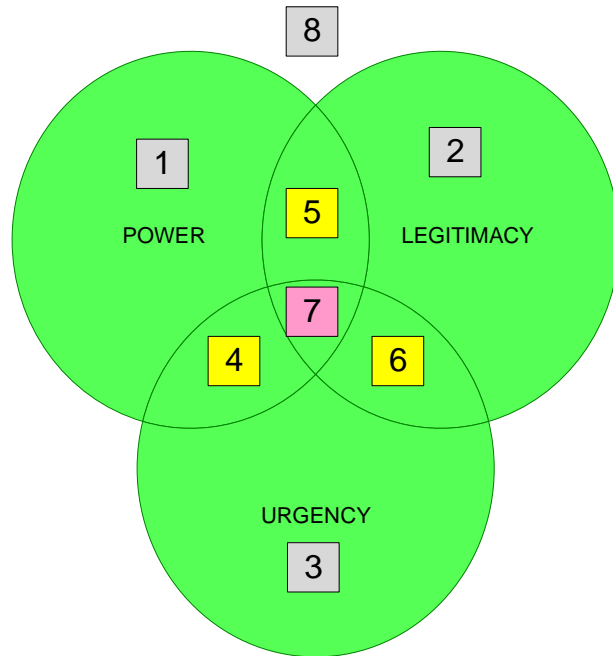
Make sense?

13.1 Identify Stakeholder Highlights

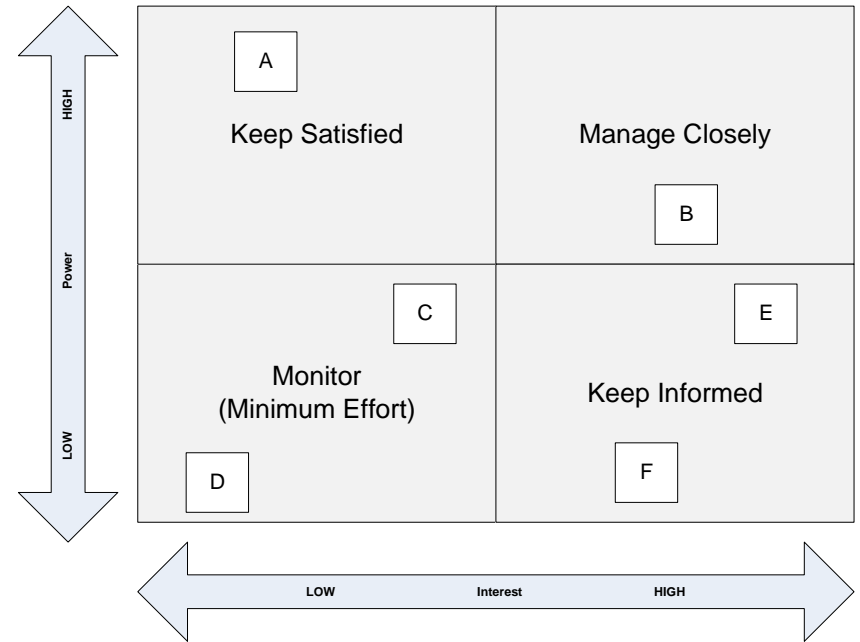
- Goal: Identify stakeholders regularly, analyze their interests, involvement, influence, etc. and potential impact on project success.
- Inputs (New):
 - Business Case and Benefits Management Plan
- Key Tools and Techniques:
 - Gathering Data (Questionnaires/Surveys)
 - Stakeholder Analysis
 - Stakeholder Mapping
- Key Output: Stakeholder Register
 - Assumption Log Update



Salience Model



Power/Interest Grid Example with Generic Stakeholders



Identify Stakeholders: Data Analysis and Representation

Benefits Management Plan: Project

Strategic Alignment (H,M,L)	Project Start	Project End	Benefits Owner	Intangible Benefits	Achieved? (Total, Partial, None)	Tangible Benefits	Achieved? (Total, Partial, None)	When Will Benefits be Realized?	Metrics (Critical Success Factors)	Measures (Key Performance Indicators)	Assumptions	Risks (Cause-Event-Impact)

Benefits Management Plan?

Assumption Log for Project:					
Number	Category	Risk Register	Description	Owner	Status
Number	Assign a unique number to each assumption				
Category	Category: Assumption or Constraint				
Risk Register	Enter "Y" or "N". Assumptions and constraints should be entered into the Risk Register				
Description	Provide brief description of assumption or constraint				
Owner	Assign owner to <u>monitor constraints</u> and <u>validate assumptions</u>				
Status	Provide current status of monitoring and validation efforts				

Assumption Log?

Identify Stakeholders Summary

Early and consistent identification of stakeholders is a must to manage a successful project

The Stakeholder Register should be developed and shared with all impacted. Gain initial commitment and manage expectations

Caution: Be careful when classifying stakeholders. Not all stakeholders are motivated and committed. This information needs to be kept close hold

Benefits Management Plan as an input, and Assumption Log update as outputs are new

13.2 Manage Stakeholder Highlights

- Goal: Identify current versus desired levels of interest and commitment. Develop effective stakeholder management strategies that guide interaction
 - Not a “one and done” process. Continually evaluate new and existing stakeholders as states of commitment will change.
- Key Output: Stakeholder Engagement Plan

HERDING CATS



Manage Stakeholders Summary

- Per PMI, the “Stakeholder Engagement Plan” is the first plan created.
- The PMBOK states this is part of the overall Project Management Plan. With that: **CAUTION**
 - Share this plan publicly and anticipate LOTS of pushback
 - Keep this plan close-hold. Only share with valued members of the team and other key stakeholders



CONFIDENTIAL

13.3 Manage Stakeholder Engagement

- Goal: Implement strategies in Stakeholder Engagement Plan—move stakeholders from “C” to “D”
- Key Skills Required:
 - Giving and Receiving Feedback
 - Conflict Management
 - Cultural Awareness
 - Negotiation
 - Observation: MBWAT Matters!
 - Political Awareness
 - Ground Rules
- Update Communications, Stakeholder Engagement, and “Lessons Learned Register”



Lessons Learned Register?

Lessons Learned Register for Project:

Number	Category <input type="text"/>	Description <input type="text"/>	Owner <input type="text"/>	Impact <input type="text"/>	Recommendations/Proposed Actions <input type="text"/>	Lessons Learned Repository? <input type="text"/>
Number	Assign a unique number to each Lesson Learned					
Category	Category: Challenge, Problem, Realized Risk, Opportunity					
Description	Provide brief description of the Lesson Learned					
Owner	Assign owner to follow through on any recommendations					
Impact	What is the impact of this Lesson Learned on current and future projects					
Recommendations/Proposed Actions	What are recommendations or actions that should be taken based on the impact?					
Lessons Learned Repository?	Was Lessons Learned placed in Lessons Learned Repository? Y/N					

Manage Stakeholder Expectations Summary

- One of the Project Manager's most challenging processes
- A "one-size-fits-all" management strategy will not be effective
- Know your stakeholders—communicate effectively—and understand that what worked today may not work tomorrow
- Enlist the support of others—leverage relationships—win as a team!

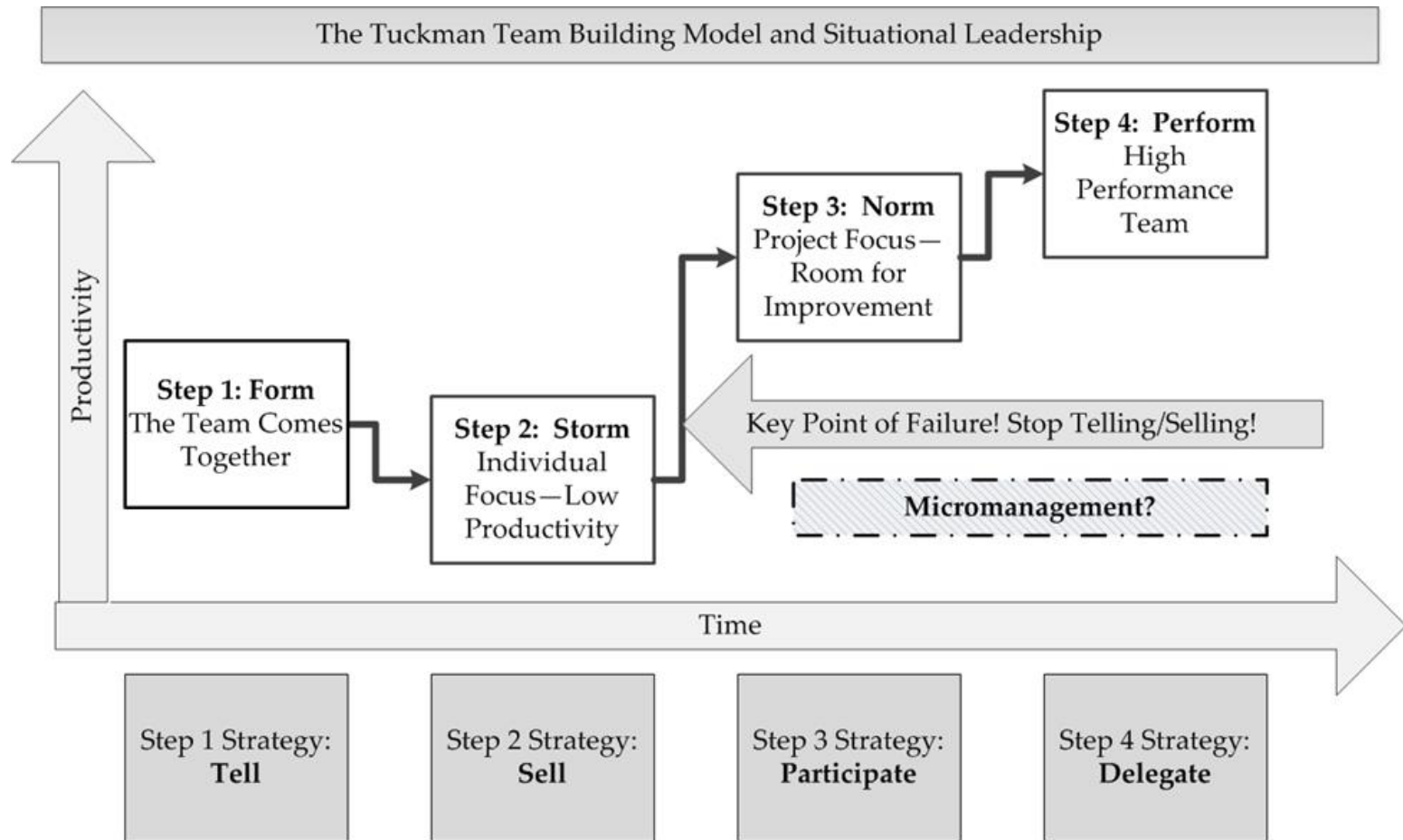


13.4 Monitor Stakeholder Engagement

- Goal: Update strategies when they are not effective
- Continue to on-board the new—keep the team in “Perform”
- Keep a keen eye out for new issues and risks—address them when they happen
- Use multiple management and interpersonal skills to “win the day”
- Know that “Things WILL change.”



Key Stakeholder Engagement Tool: The Tuckman Model



Stakeholder Management Summary

- Stakeholder Management begins in the earliest stages of a project and is not complete until the final T has been crossed and I dotted
- PMI provides an overview of multiple new tools and techniques designed to help you in your journey
- Arguably—Stakeholder Management is the most challenging of all of PMI's knowledge areas

