

## **STAKEHOLDER MANAGEMENT DEFINITION AND PROCESS STEPS**

### **NOTE:**

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WisDOT changes to the PMBOK language are shown in italics.

Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Stakeholder management also focuses on continuous communication with stakeholders to understand their needs and expectations, addressing issues as they occur, managing conflicting interests and fostering appropriate stakeholder engagement in project decisions and activities. Stakeholder satisfaction should be managed as a key project objective.

*The processes in stakeholder management are:*

- Identify Stakeholders
- Plan Stakeholder Management
- Manage Stakeholder Engagement
- Control Stakeholder Engagement

### **Identify Stakeholders**

Identify Stakeholders is the process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project, analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. The key benefit of this process is that it allows the project manager to identify the appropriate focus for each stakeholder or group of stakeholders.

### **Inputs**

#### **Project Overview**

The project *overview* can provide information about internal and external parties affected by the project, such as customers, groups and *agencies* participating in the project, and other people or organizations affected by the project.

#### **Solicitations**

If a project is the result of a procurement activity or is based on an established contract, the parties in that contract are key project stakeholders.

### **Tools/Techniques**

#### **Stakeholder Analysis**

Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project. It identifies the interests, expectations, and influence of the stakeholders and relates them to the purpose of the project.

#### **Expert Judgment**

To ensure comprehensive identification and listing of stakeholders, judgment and expertise should be sought from groups or individuals with specialized training or subject matter expertise.

### **Meetings**

Profile analysis meetings are project meetings designed to develop an understanding of major project stakeholders, and they can be used to exchange and analyze information about roles, interests, knowledge, and the overall position of each stakeholder facing the project.

### Outputs

#### **Stakeholder Register**

The main output of the Identify Stakeholders process is the stakeholder register. This contains all details related to the identified stakeholders.

#### **Public Involvement Plan**

As noted in [FDM 6-5-10.1](#): *The Public Involvement Plan is a project-specific sequenced list of anticipated contacts with the public. Preparation of the plan is a crucial task completed early in the project process. A properly developed plan will ensure effective involvement of the affected public in a planned, orderly manner throughout the entire project.*

### **Plan Stakeholder Management**

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests.

### Inputs

#### **Project Management Plan**

The information used for the development of the stakeholder management plan includes, but is not limited to:

- Life cycle selected for the project and the processes that will be applied to each phase
- Description of how work will be executed to accomplish the project objectives
- Description of how human resources requirements will be met and how roles and responsibilities, reporting relationships, and staffing management will be addressed
- Change management plan that documents how changes will be monitored and controlled
- Need and techniques for communication among stakeholders

#### **Stakeholder Register**

The stakeholder register provides the information needed to plan appropriate ways to engage project stakeholders.

### Tools/Techniques

#### **Expert Judgment**

Based on the project objectives, the project manager should apply expert judgment to decide upon the level of engagement required at each stage of the project from each stakeholder.

### **Meetings**

Meetings should be held with experts and the project team to define the required engagement levels of all stakeholders. This information can be used to prepare the stakeholder management plan.

#### **Analytical Techniques**

The current engagement level of all stakeholders needs to be compared to the planned engagement levels required for successful project completion.

### Outputs

#### **Stakeholder Management Plan**

The stakeholder management plan is a component of the project management plan and identifies the management strategies required to effectively engage stakeholders. The stakeholder management plan can be formal or informal, highly detailed or broadly framed, based on the needs of the project.

### **Project Documents Updates**

Project documents that may be updated include, but are not limited to:

- Project schedule
- Stakeholder register

### **Manage Stakeholder Engagement**

Manage Stakeholder Engagement is the 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. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success.

### **Inputs**

#### **Stakeholder Management Plan**

The stakeholder management plan provides guidance on how the various stakeholders can be best involved in the project. The stakeholder management plan describes the methods and technologies used for stakeholder communication..

#### **Public Involvement Plan**

*As noted in [FDM 6-5-10.1](#): The Public Involvement Plan is a project-specific sequenced list of anticipated contacts with the public. Preparation of the plan is a crucial task completed early in the project process. A properly developed plan will ensure effective involvement of the affected public in a planned, orderly manner throughout the entire project.*

#### **Communication Management Plan**

The communication management plan provides guidance and information on managing stakeholder expectations.

#### **Change Management Tracking Log**

A Change Management Tracking Log is used to document changes that occur during a project. These changes and their impact on the project in terms of time, cost, and risk-are communicated to the appropriate stakeholders.

### **Tools/Techniques**

#### **Communication Methods**

The methods of communication identified for each stakeholder in the communication management plan are utilized during stakeholder engagement management. Based on the stakeholders' communication requirements, the project manager decides how, when, and which of these communication methods are to be used in the project.

#### **Interpersonal Skills**

The project manager applies interpersonal skills to manage stakeholders' expectations.

#### **Management Skills**

The project manager applies management skills to coordinate and harmonize the group toward accomplishing the project objectives.

## Outputs

### **Issue Log**

Managing stakeholder engagement may result in the development of an issue log. This log is updated as new issues are identified and current issues are resolved.

### **Change Requests**

Managing stakeholder engagement may result in a change request to the product or the project. It may also include corrective or preventive actions to the project itself or to the interaction with the impacted stakeholders, as appropriate.

### **Project Management Plan Updates**

Elements of the project management plan that may be updated include, but are not limited to, the stakeholder management plan. This plan is updated when new or changed stakeholder requirements are identified.

### **Project Documents Updates**

Project documents that may be updated include, but are not limited to, the stakeholder register.

## **Control Stakeholder Engagement**

Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes.

## Inputs

### **Project Management Plan**

The project management plan is used to develop the stakeholder management plan.

### **Issue/Risk Tracking Log**

The log is updated as new issues are identified and current issues are resolved.

### **Status Reports**

The *status reports* are the primary observations and measurements identified during activities being performed to carry out the project work.

### **Project Documents**

Multiple project documents originating from initiation, planning, execution, or control processes may be used as supporting inputs for controlling stakeholder engagement. These include, but are not limited to:

- Project schedule
- Stakeholder register
- Issue log
- Change Management Tracking Log
- Project communications

## Tools/Techniques

### **Information Management Systems**

An information management system provides a standard tool for the project manager to capture, store, and distribute information to stakeholders about the project cost, schedule progress, and performance.

### **Expert Judgment**

To ensure comprehensive identification and listing of new stakeholders, reassessment of current stakeholders can be performed. Input should be sought from groups or individuals with specialized training or subject matter expertise.

## **Meetings**

Status review meetings are used to exchange and analyze information about stakeholder engagement.

## Outputs

### **Work Performance Information**

The work performance information is the performance data collected from various controlling processes, analyzed in context, and integrated based on relationships across areas. Thus work performance data have been transformed into work performance information.

### **Change Requests**

Analysis of project performance and interactions with stakeholders often generates change requests. These change requests are processed through the *Change Management* process.

### **Project Management Plan Updates**

As stakeholders engage with the project the overall effectiveness of the stakeholder management strategy can be evaluated. As needed changes in approach or strategy are identified, affected sections of the project management plan may need to be updated to reflect these changes

### **Project Documents Updates**

Project documents that may be updated include, but are not limited to:

- Stakeholder register. This is updated as information on stakeholders change, when new stakeholders are identified, or if registered stakeholders are no longer involved in or impacted by the project, or other updates for specific stakeholders are required.
- Issue log. This is updated as new issues are identified and current issues are resolved.