



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

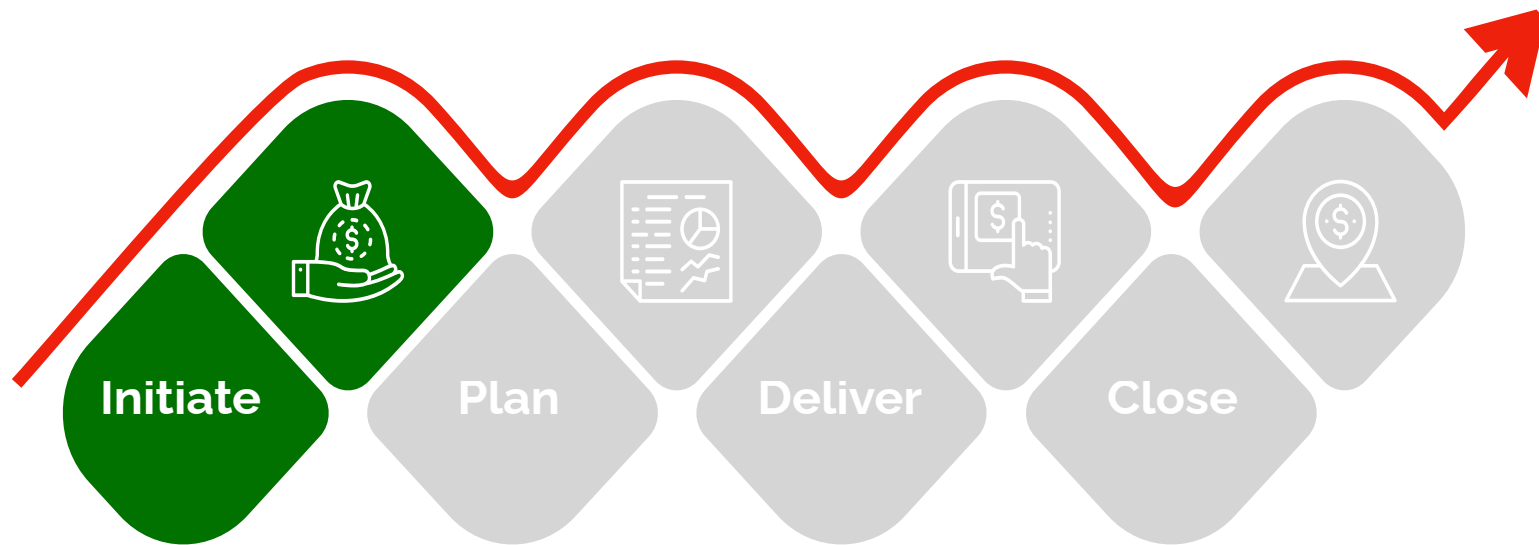
Stakeholders

“It is the responsibility of the executive to assure the project stakeholders that the project remains desirable, viable, and achievable at all times.”

Axelos

“Managing Successful Projects With PRINCE2”

Start Stakeholder Engagement Early



SOFPM



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Stakeholder Definitions

Stakeholder Definition

An individual, group or organization who...

...can **INFLUENCE**,

and/or

...is impacted by,

and/or

...has (or would have) **INTEREST** in...

...a decision, activity or outcome of the project

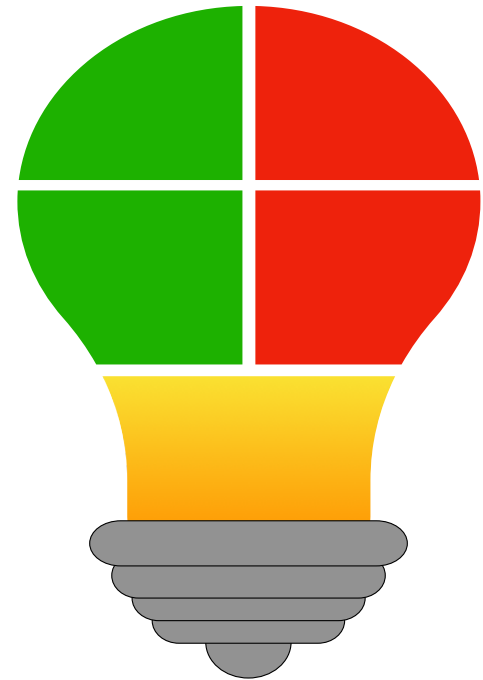


SOFPM

Power and Interest

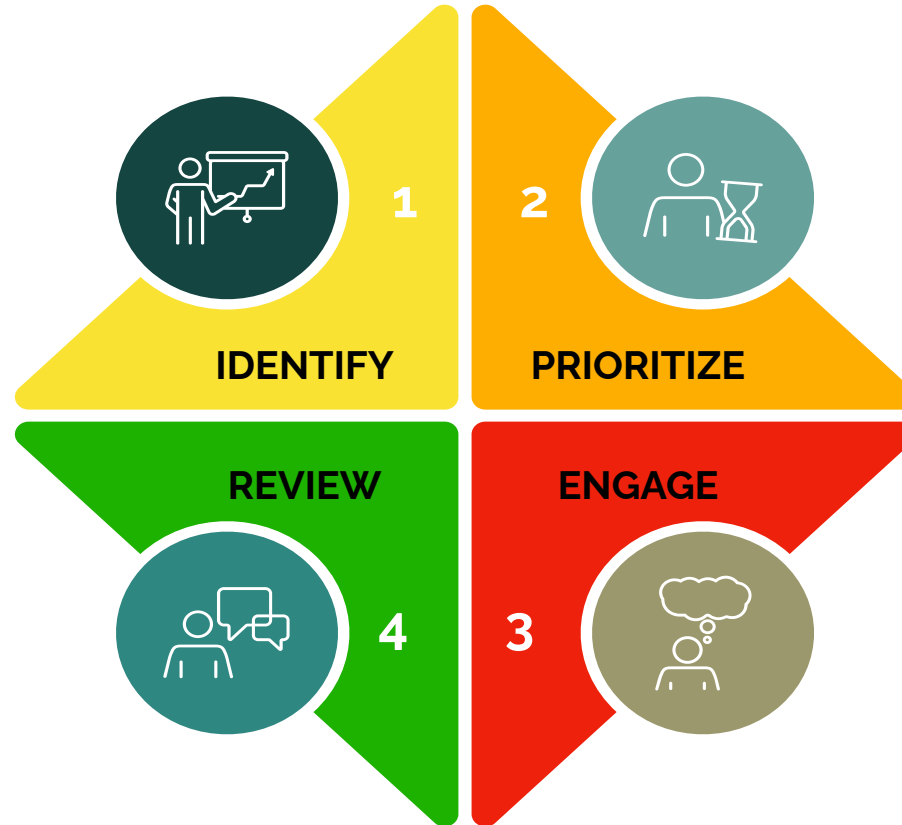
Influence = **POWER**

INTEREST does not = AWARENESS



SOFPM

The Stakeholder Management Process



SOFPM





SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

The Scenario

Too Many Projects Begin Like This...

Subject: Best Project Manager Party Idea!

From: DOL Coach – scott@dolcoach.com

Signature: Formal

Hey,

I had a great idea last night. The last couple of years have been crazy. I think we (DOL Coach) should host a party (a good one) and show our project managers and team how much we value them.

I think it should be a contest in which we announce the “DOL Coach Best Project Manager.” We can present the winner with a cool ‘old-school’ trophy at the party.

The contest should only be for our PMs. The tech team and trainers already receive a lot of credit for their work.

We can invite everyone, their families and others to the party in 6-8 weeks. I can imagine it would be between 100-200 people attending. Maybe we could get a keynote speaker as well?

I'd like you to put it together.

DOL,

Scott...

Scott Kinder, CPD

Founder

m: 615.881.9324

e: scott@dolcoach.com

w: dolcoach.com

signal: 615.881.9324



SOFPM

Constraint Overview: *The Party*



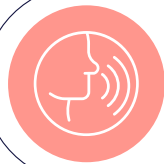
Constraint 1:

Scott wants to reward our best project manager by giving the winner a “trophy” at a party



Constraint 2:

The party should be for up to **200** people



Constraint 3:

The party should be hosted in approximately **6-8 weeks**



SOFPM

Some Stakeholders For The Party Project

The Winner

DOL Coach PMs

The Party PM

Families

Caterer

Trophy Company

Uptown Girl Band

Party Venue

Tech Team

Scott Kinder

Runner Up

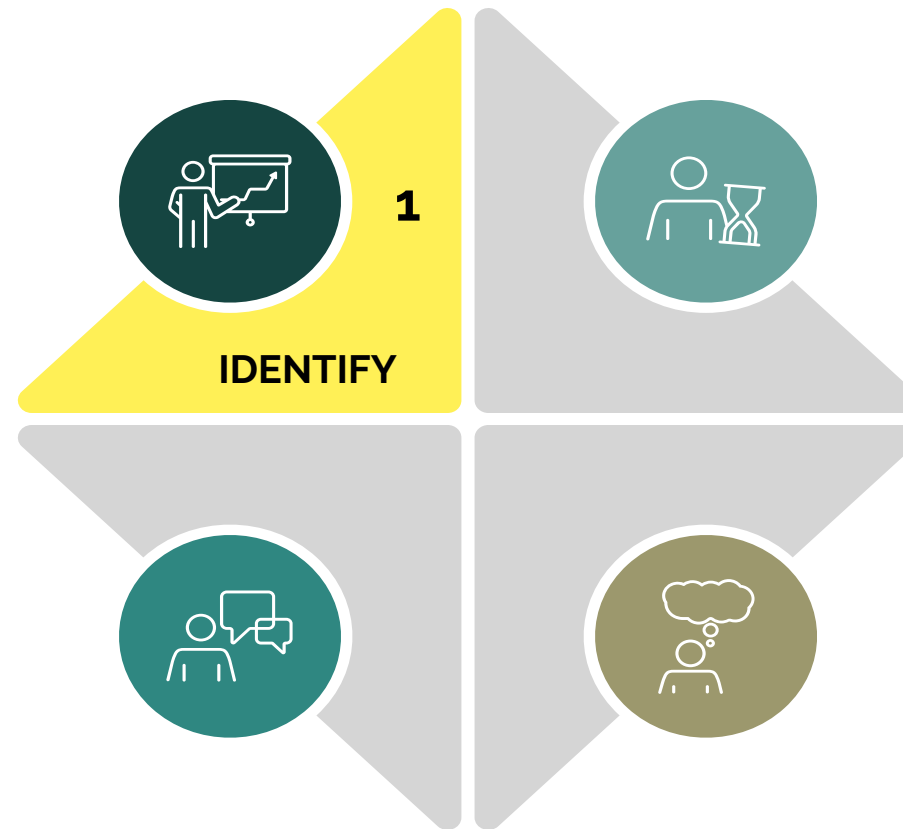
Keynote Speaker

WHO ARE WE FORGETTING??

SOFPM



The Stakeholder Management Process



SOFPM





SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Stakeholder Definitions

Direct Stakeholders – Project Manager

Assist with **business case**

Develop the project **plan**

Manages the Triple **Constraints** *and*:

- Risk
- Stakeholders
- Conflict
- Change

Contributes to project **review**



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM



Direct Stakeholders – Project Manager

Neither CPI nor DOL Coach train and certify for a specific industry as **LEADERSHIP** skills are a large factor in project success across any industry.



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM

Direct Stakeholders – Project Team

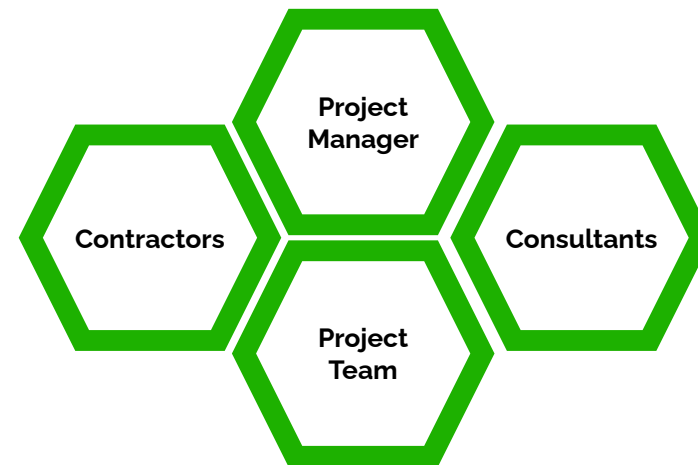
Deliver project tasks through **technical skills** (e.g. engineering, software development and more)

Manage tasks

- **Schedule** and **budget** management

Includes:

- Staff
- Contractors
- Consultants



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM



Direct Stakeholders – Project Sponsor

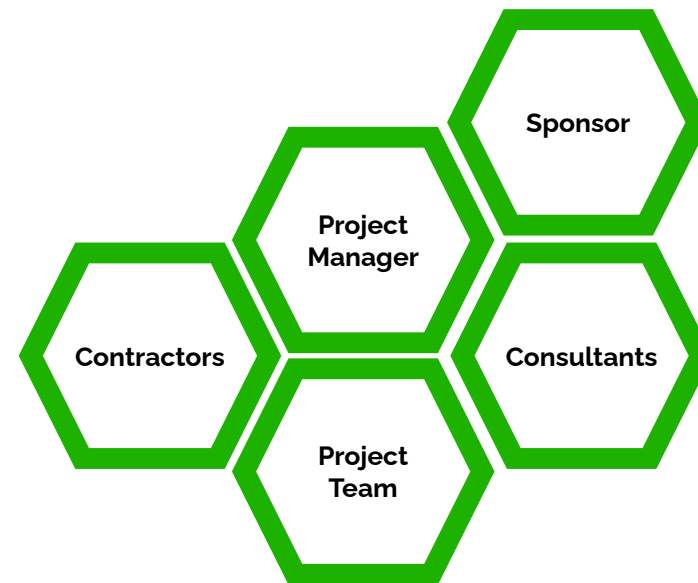
Champion of the project & **Link to organization** (providing resources)

- Human
- Financial
- Other (technical, machinery, and more)

Assures project delivery

Supports project team with:

- Authorize minor changes
- Mediating conflict



Direct Stakeholder

Indirect Stakeholder

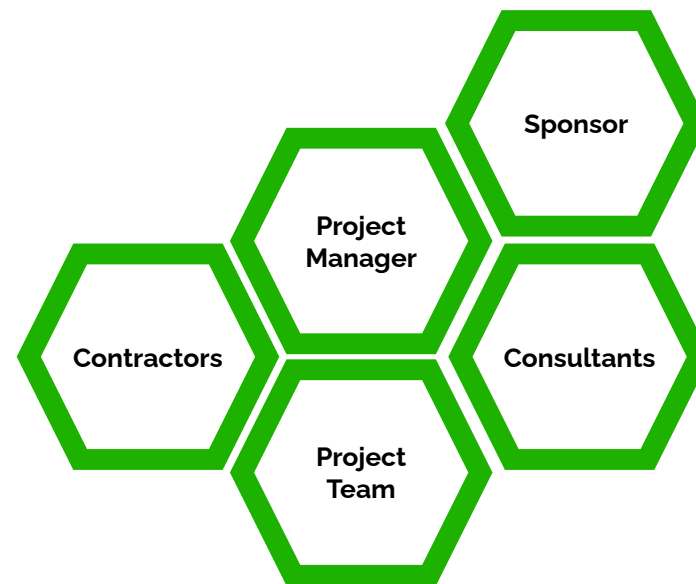
Often Forgotten

SOFPM



Direct Stakeholders – Project Sponsor

The SPONSOR may not identify themselves as the sponsor, but an easy way to know is they are the person you go to for **more**.



Direct Stakeholder

Indirect Stakeholder

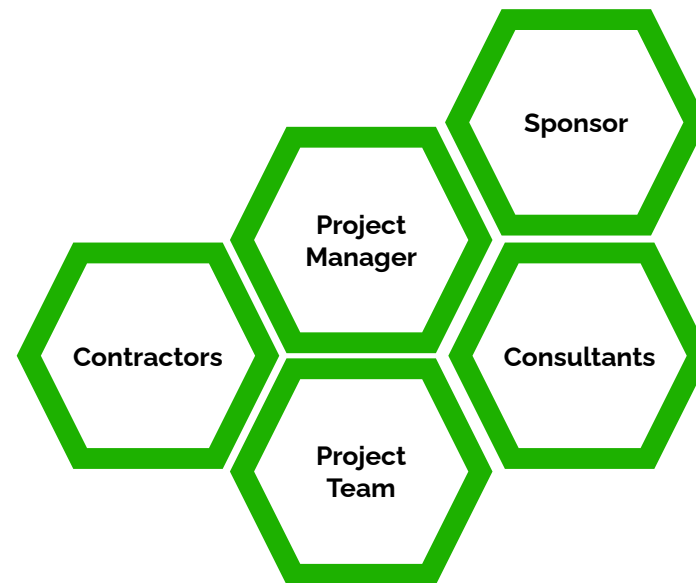
Often Forgotten

SOFPM



Direct Stakeholders – Project Sponsor

More **money**...
More **time**...
More **people**...
More **resources**...



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM



Direct Stakeholders – Project Client

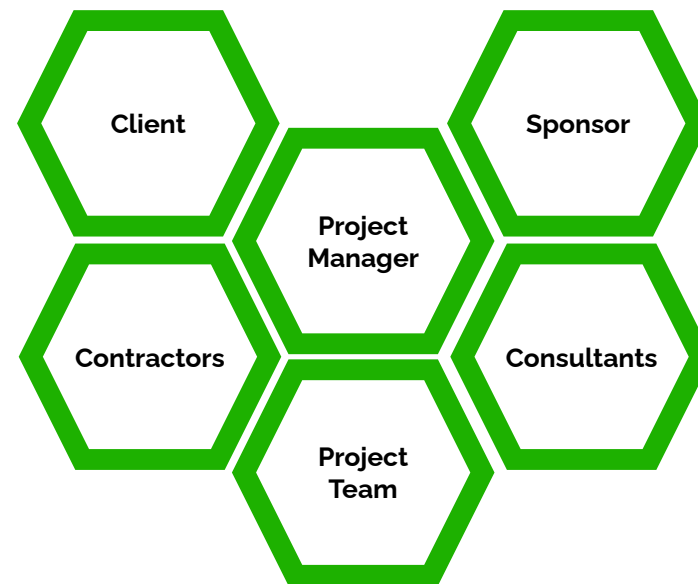
Accepts **(or rejects)** project outputs

Internal client

- Other department
- Sponsor
- Owner

External client

- Third party
- Pays for the project



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM



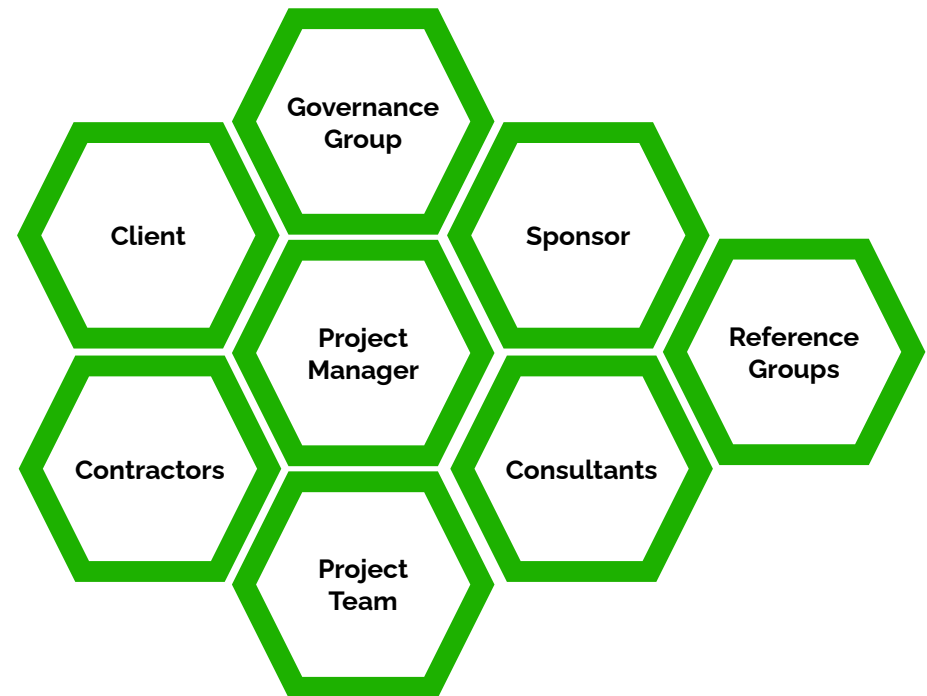
Direct Stakeholders – Support Groups

Governance groups

- Represent stakeholders
- Identify strategic **risk**
- Resolve **conflict** and major changes

Reference groups

- Offer specialist advice only
- May be *ad hoc*



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

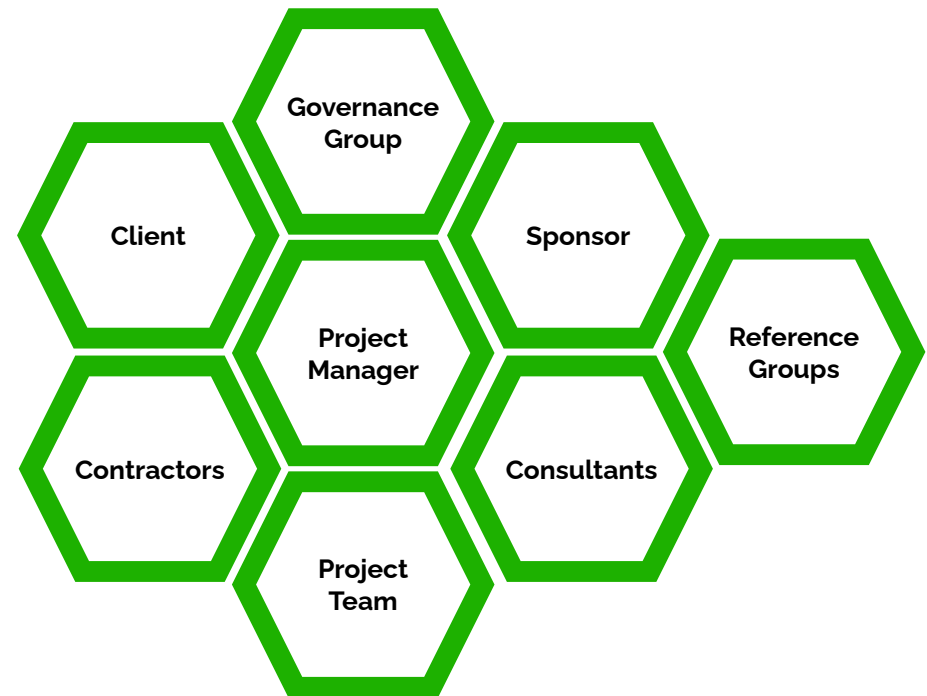
SOFPM



Direct Stakeholders – Support Groups

Often called:

- **Steering committee**
- Change Control Board (CCB)
- Project Control Group (PCG)



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM

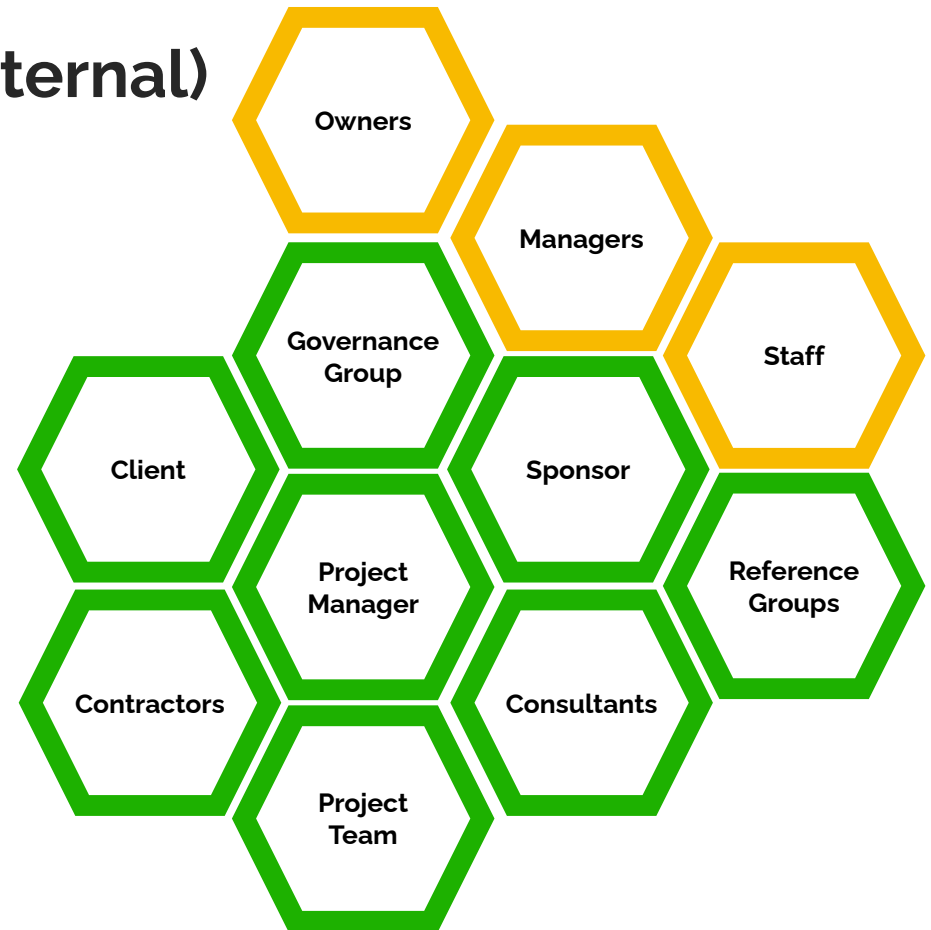


Indirect Stakeholders (internal)

Business Owners with no direct knowledge of the project work

Functional Managers from other departments

Other organizational (non-project) staff



Direct Stakeholder

Indirect Stakeholder

Often Forgotten

SOFPM

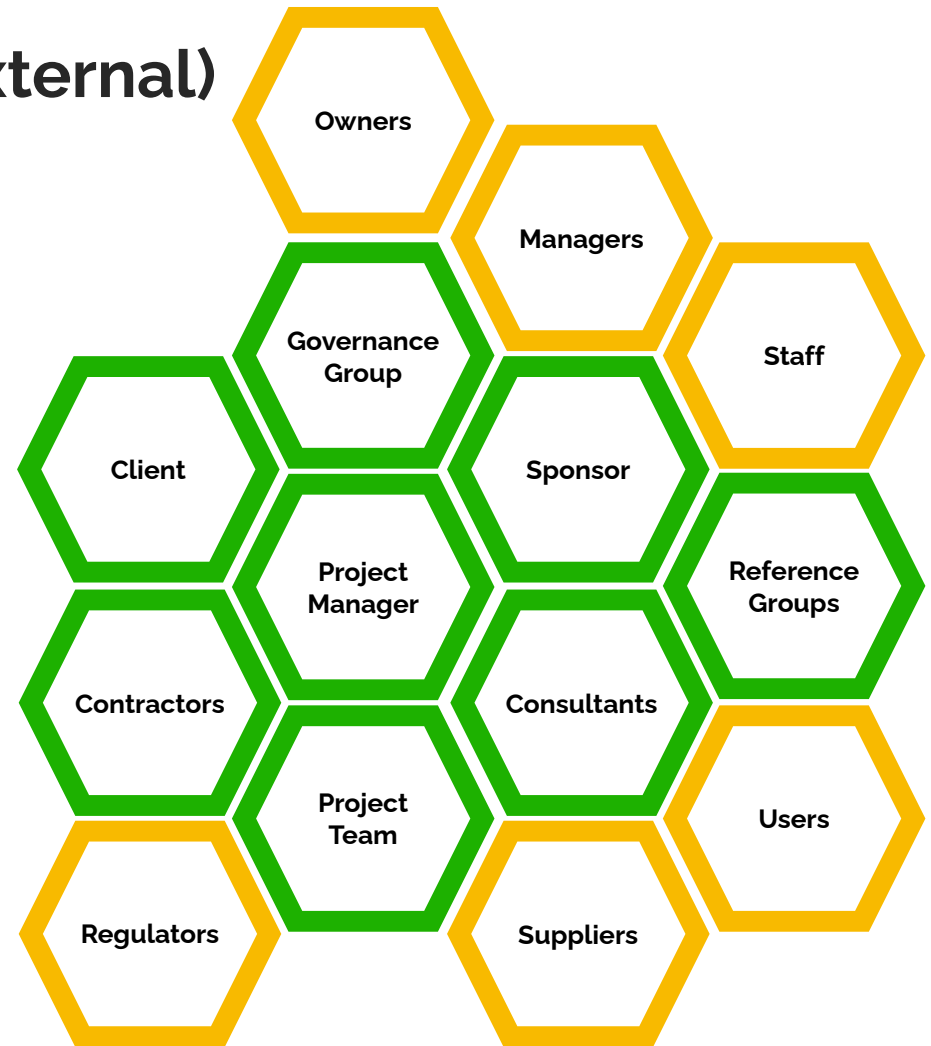


Indirect Stakeholders (external)

End Users of the project

Suppliers of non-organizational resources

Regulators



Direct Stakeholder

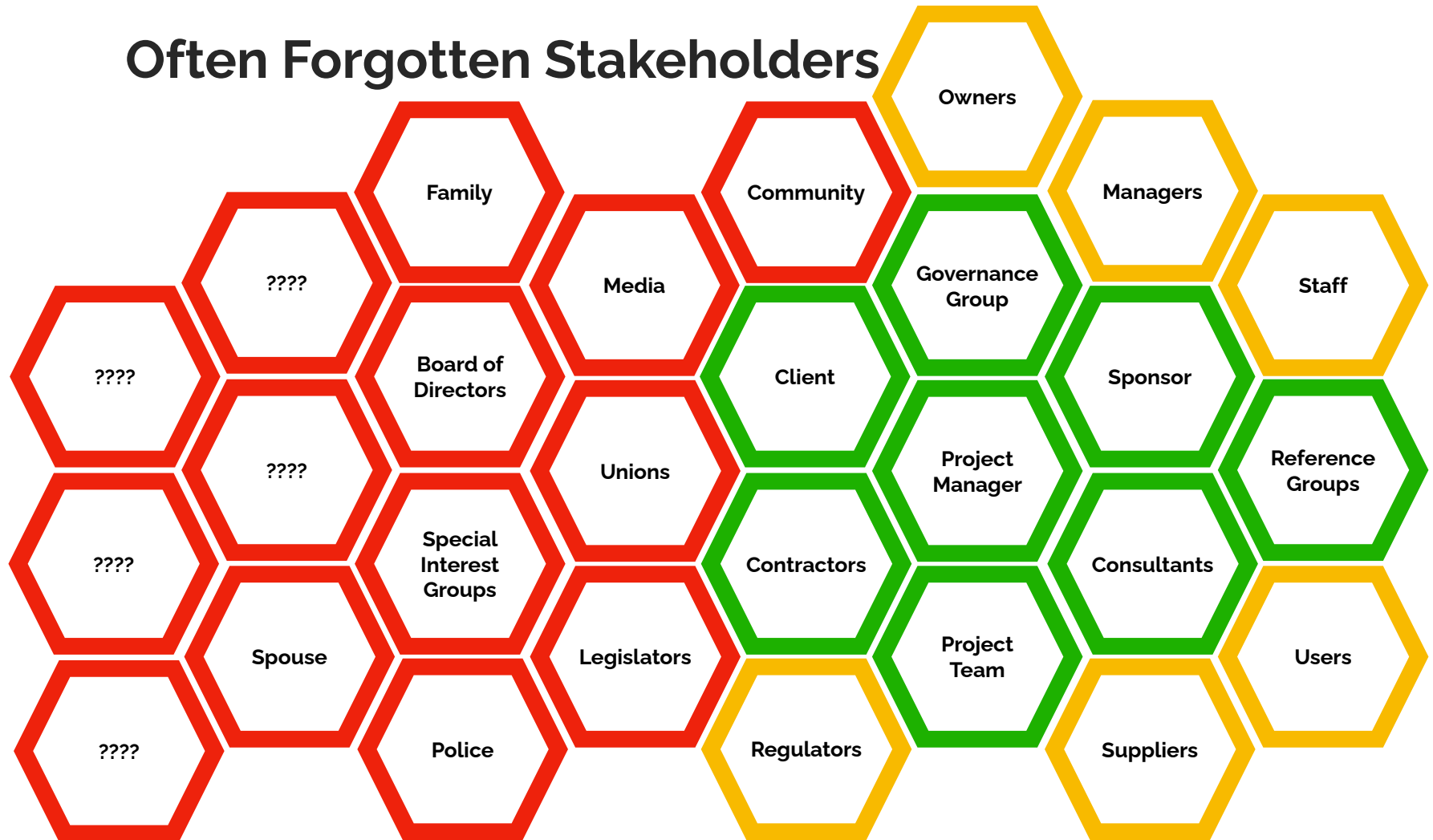
Indirect Stakeholder

Often Forgotten

SOFPM



Often Forgotten Stakeholders



SOFPM



DISCUSSION

Are all stakeholders equal?



SOFPM

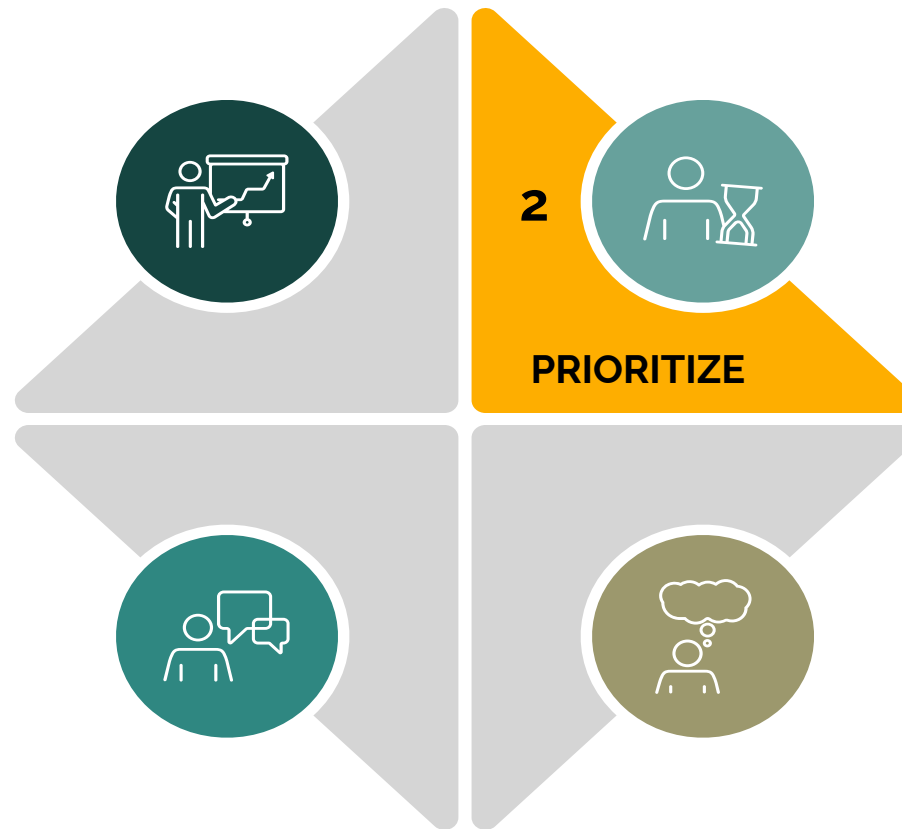


SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

The Stakeholder Management Process

The Stakeholder Management Process



SOFPM





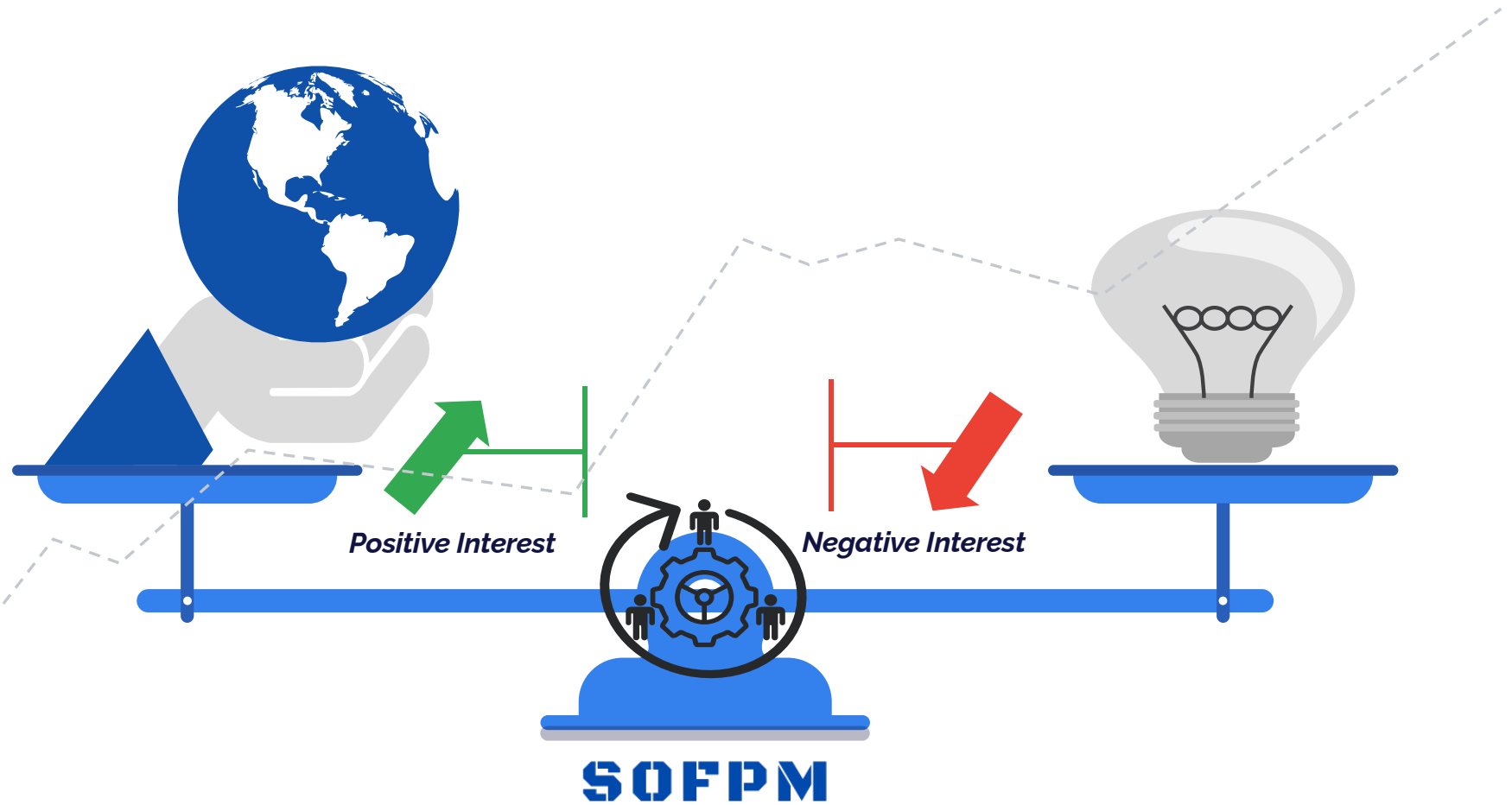
SOFP

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Power and Interest

POWER and INTEREST LEVELS

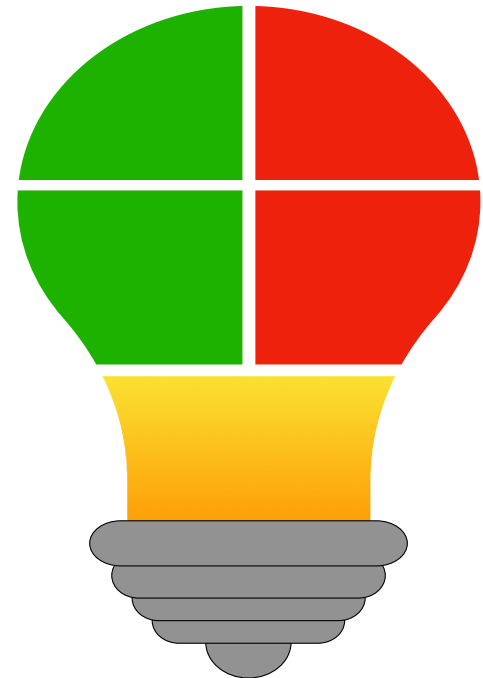
From Very Low to Very High



Power and Interest

Power is **easy** to identify through titles, ranks, roles and more

But we often talk of it **differently** (depending on the person)



SOFPM

DISCUSSION

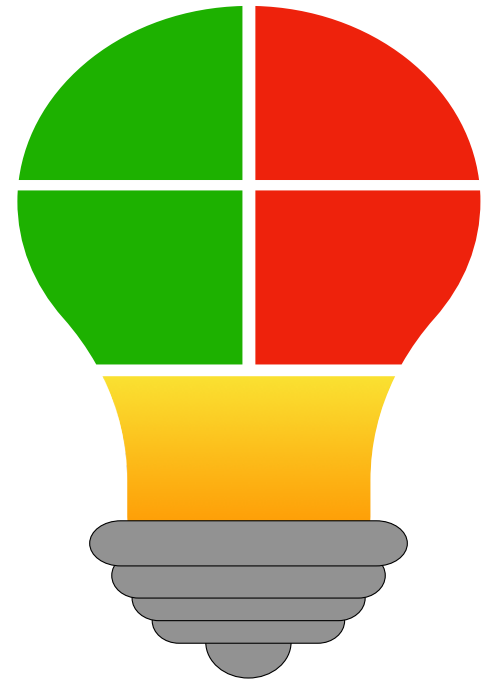
**When identifying Stakeholders it matter if they LOVE
or HATE the project?**



SOFPM

Don't Be Biased

When identifying stakeholders potential interest it is important to not be biased on their **like** or **dislike** of the project.



SOFPM

Power (defined)

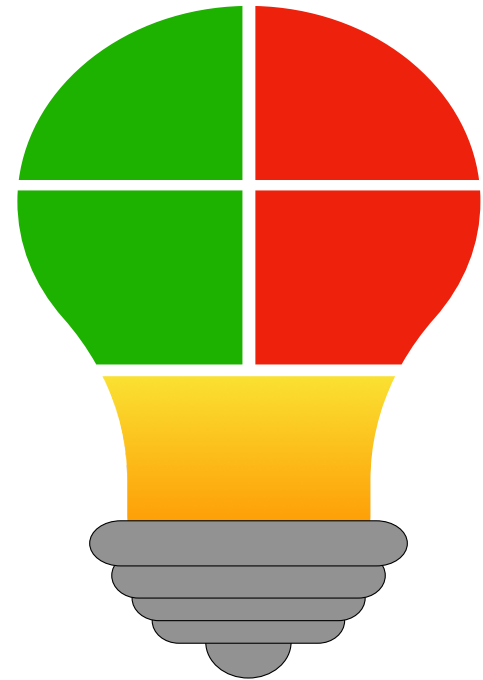
High (3)	This stakeholder can have a major impact on the project's schedule and/or budget, and/or a minor impact on the project's scope
Medium (2)	This stakeholder can have a minor impact on the project's schedule and/or budget
Low (1)	This stakeholder cannot impact the project, but may know (or have access to) someone who can



SOFPM

Each Project Is Different

Interest has to be determined on a project by project basis.



SOFPM

Positive Interest (defined)

High (3)	Highly supportive of the project /sees its benefits and will be angry if the project fails.
Medium (2)	Sees benefit to themselves in the project and will be annoyed if the project fails.
Low (1)	Sees benefit to others in the project and will be disappointed if the project fails.



SOFPM

Negative Interest (defined)

High (3)	Believes the financial and/or social costs of the project are greater than any potential benefits it may realize and wants the project ended.
Medium (2)	Anticipates negative outcomes for themselves from the project and will be happy if it does not go ahead.
Low (1)	Sees some harm to others in the project and would like to see it ended.



SOFPM

DISCUSSION

**To what extent should you or your organization
customize these definitions?**



SOFPM



SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Stakeholder Prioritization

Overall Stakeholder Priority

POWER x INTEREST



SOFPM



Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

3

6

9

MEDIUM
(2)

2

4

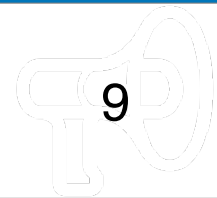
6

LOW
(1)

1

2

3



SOFPM



 Stakeholder Priority		INTEREST		
		LOW (1)	MEDIUM (2)	HIGH (3)
POWER	HIGH (3)			X
	MEDIUM (2)			
	LOW (1)			

SCOTT KINDER: OWNER AND ORIGINATOR OF THE PARTY IDEA

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

X

The Assigned Project Manager
SOPPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

X

DOL Tech Team: (not invited to the party or eligible for award)

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

X

Joyful Eats: CATERER for 200 attendees

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

X

Josh: Tech Team Lead
SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

MEDIUM
(2)

LOW
(1)

X

BK Awards (Contracted Trophy Supplier)

SOFPM





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

Project Manager

Scott Kinder

MEDIUM
(2)

Tech lead
Joyful Eats

LOW
(1)

Tech Team
Uptown Girl Band

BK Awards

SOFPM



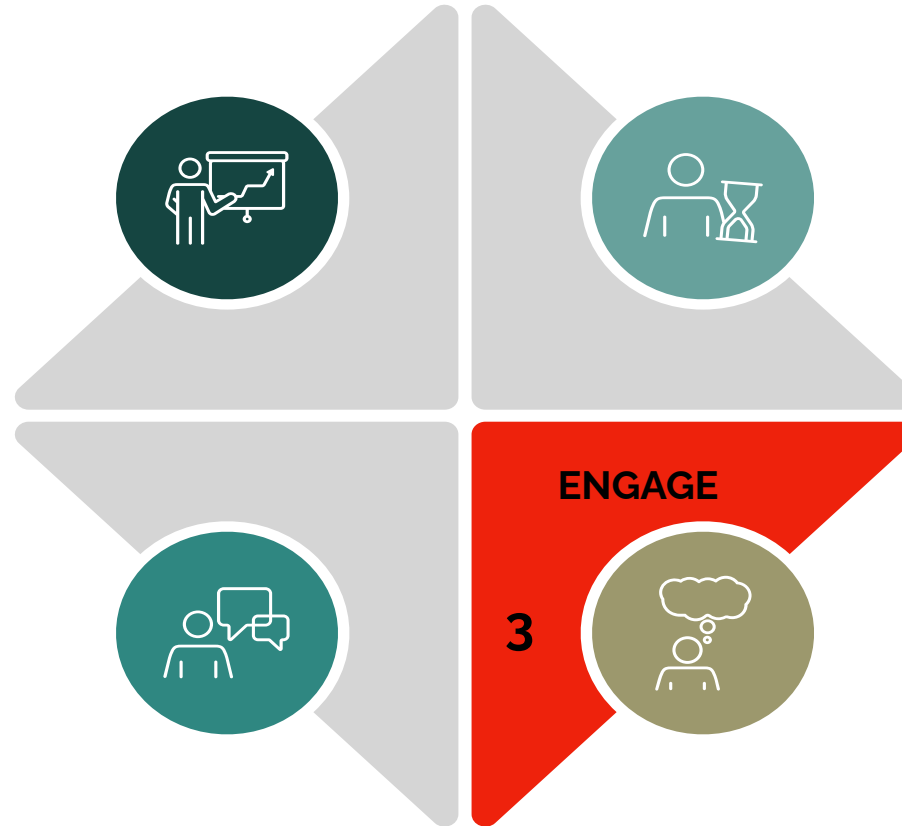


SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Engaging Stakeholders

The Stakeholder Management Process

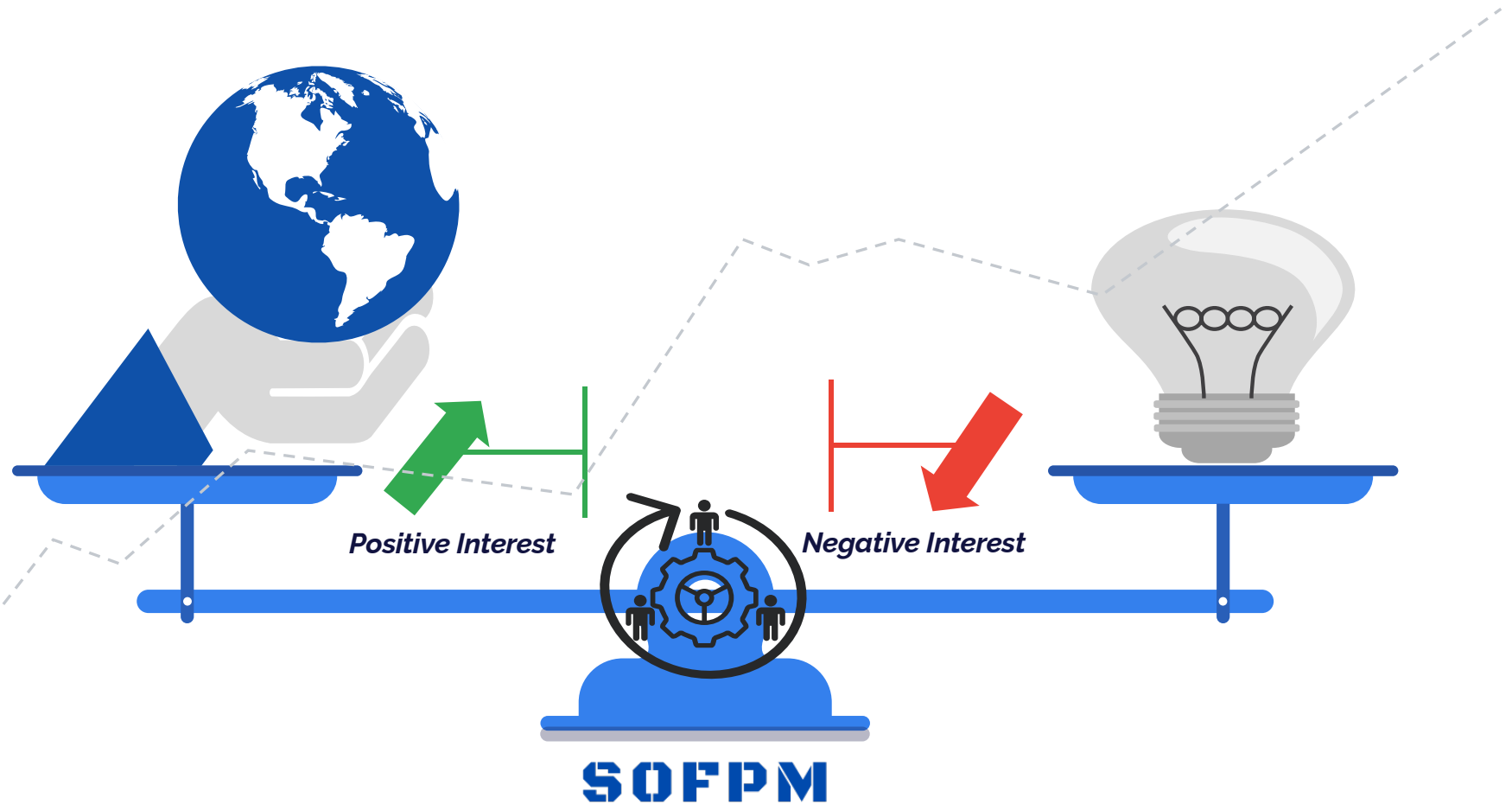


SOFPM



POWER and INTEREST LEVELS

From Very Low to Very High





Stakeholder Priority

INTEREST

LOW
(1)

MEDIUM
(2)

HIGH
(3)

P
O
W
E
R

HIGH
(3)

Consult

Team With

Enable

MEDIUM
(2)

Tell

Involve

Team With

LOW
(1)

Watch

Tell

Consult

SOFPM





ENGAGEMENT STRATEGY

ENABLE

Authorize to make specific decisions about the project

TEAM WITH

Partner with to develop alternatives and solutions

INVOLVE

Seek expert advice before making decisions about the project

CONSULT

Obtain feedback on key project decisions relevant to them

TELL

Provide them with **RELEVANT** high-level information at regular intervals

WATCH

Track their commentary in traditional and social media to see if level of interest
AND/OR access to power changes

SOFPM



DISCUSSION

What do you think are some barriers to optimal stakeholder engagement?



SOFPM

10 Common Barriers to Effective Stakeholder Engagement

- 1: Lack of clear **communication**
- 2: Stakeholder **resistance to change**
- 3: Insufficient stakeholder **identification**
- 4: Conflicting interests and **priorities**
- 5: Lack of trust and **transparency**
- 6: Limited resources (**time, budget, manpower**)
- 7: Cultural and language **barriers**
- 8: Unclear roles and **responsibilities**
- 9: Failure to act on stakeholder **input**
- 10: Over-reliance on **digital communication**



SOFPM

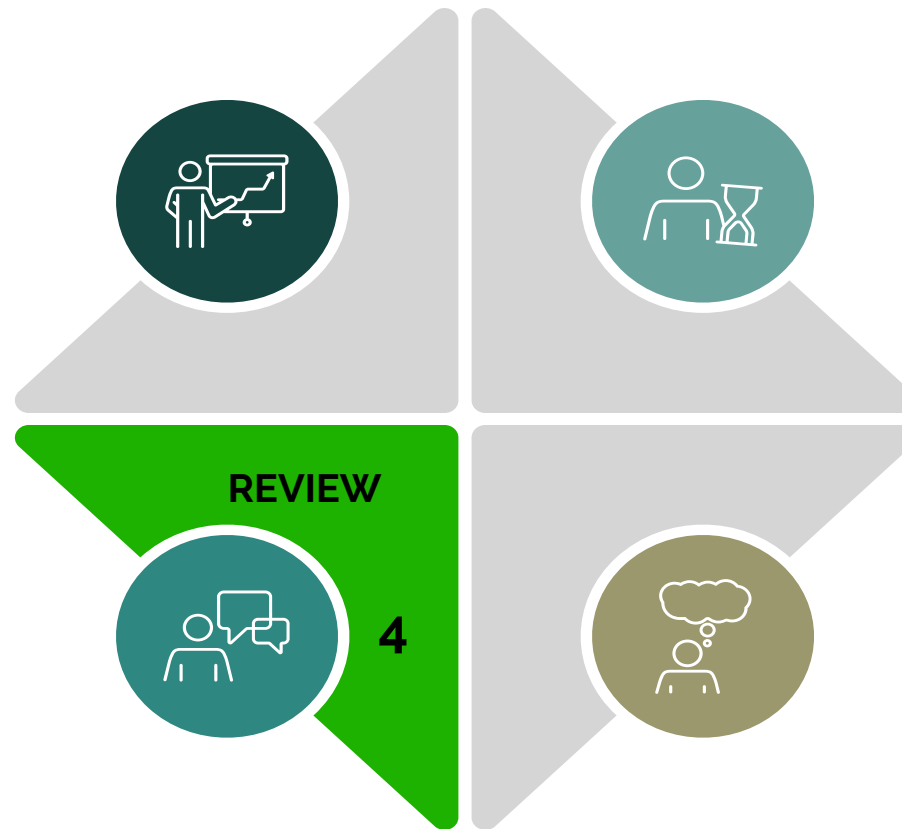


SOFPM

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Stakeholder Engagement - The Commo Plan

The Stakeholder Management Process



SOFPM



The Stakeholder Register

REF #	STAKEHOLDER NAME	CATEGORY	ENGAGEMENT STRATEGY	ORGANIZATION	POSITION/ROLE	COMMUNICATION PREFERENCE	EMAIL	PHONE	LAST CONTACT	NEXT CONTACT
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										



SOFPM

The Stakeholder Register: Party

A	B	C	D	E	F	G
	PROJECT NAME:	DOL COACH PM PARTY				
	PROJECT MANAGER	DOLC PM				
REF	STAKEHOLDER NAME		ENGAGEMENT STRATEGY	ORGANIZATION	POSITION/ROLE	COMMUNICATION PREFERENCE
#	STAKEHOLDER NAME	CATEGORY	STRATEGY	ORGANIZATION	POSITION/ROLE	PREFERENCE
1	Scott Kinder	Owner	ENABLE	DOL Coach	CEO	Text Message
2	Project Manager	Project team	TEAM WITH	DOL Coach	PM	Phone
3	DOL Coach CFO	Manager	CONSULT	DOL Coach	CFO	Email
4	Uptown Girl Band	Supplier	TEAM WITH	UPTOWN GIRL BAND	OTHER	Phone
5	Josh M (CTO)	Manager	INVOLVE	DOL Coach	CTO	Team Collaboration App
6	BK Awards	Supplier	CONSULT	AWARD COMPANY	OTHER	Email
7	Joyful Eats Caterer	Supplier	CONSULT	CATERER	OTHER	Email
8	DOL Coah Tech Team	Staff	WATCH	DOL Coach	Tech Dep	Team Collaboration App



SOFPM

“An India trained engineer may not view the problem the way one raised in Iowa will. Both may have the same problem-solving toolkit, but their different experiences provide valuable insights.”

John Baldoni

“The Leaders Pocket Guide”



SOFP

(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Stakeholder Key Points and Take-aways

Key Points from Stakeholders



SOFPM
(A CERTIFICATION
COURSE FOR
PROFESSIONALS)

Communicating with stakeholders at the **proper time** and in the **proper manner** will allow you to manage and lead projects with more ease.

All stakeholders have **POWER** and a level of **INTEREST** in our projects.

Think if you want to enable a stakeholder to make **DECISIONS** or get their feedback on decisions you make.