

PM
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Stakeholders

DOL COACH



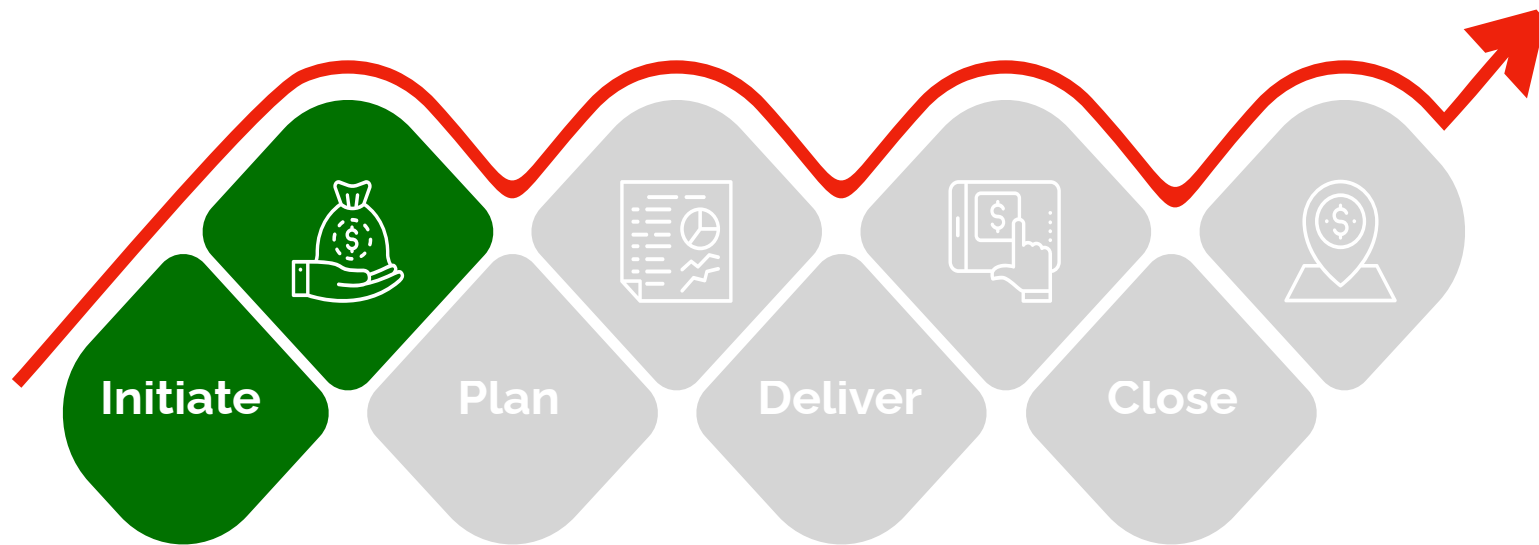
“It is the responsibility of the executive to assure the project stakeholders that the project remains desirable, viable, and achievable at all times.”

Axelos

“Managing Successful Projects With PRINCE2”

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Start Stakeholder Engagement Early



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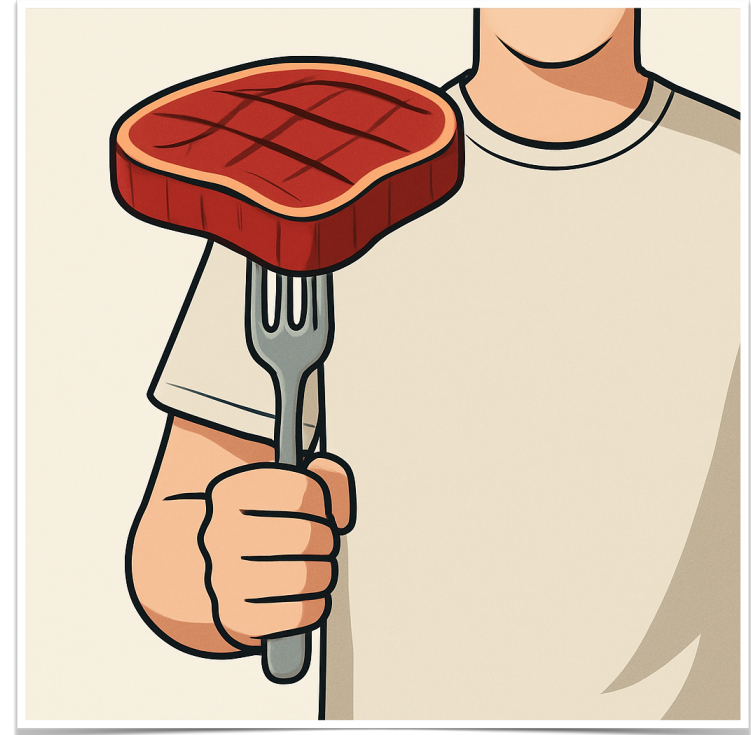
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What is a Stakeholder?

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Stakeholder Definition

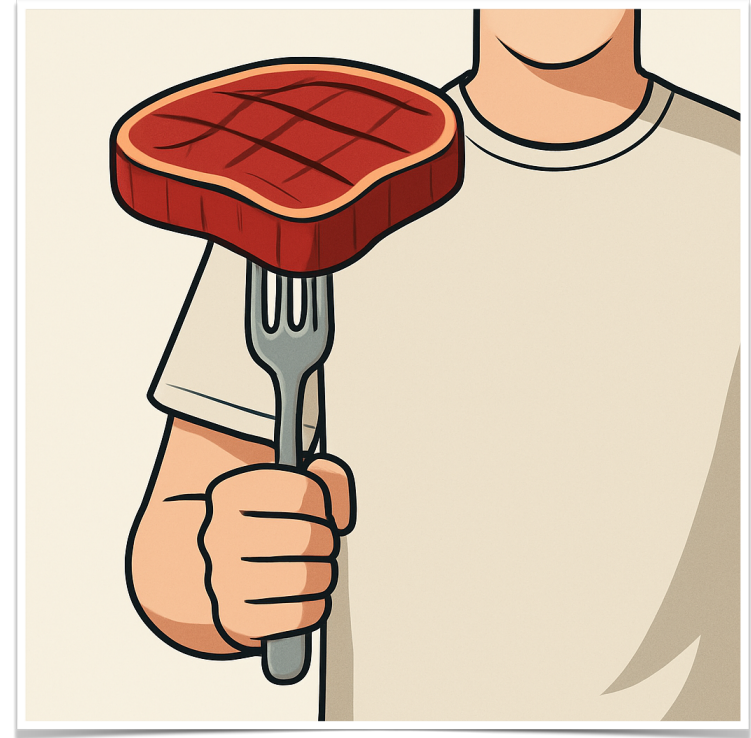
An individual, group or organization who...
can **INFLUENCE** (and/or)
is impacted by (and/or)
has (or may have) **INTEREST** in...
a decision, activity or outcome of the project



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Stakeholder Definition

Key words: **Influence** & **Interest**



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Power and Interest

Influence = **Power**

Interest does not = **Awareness**



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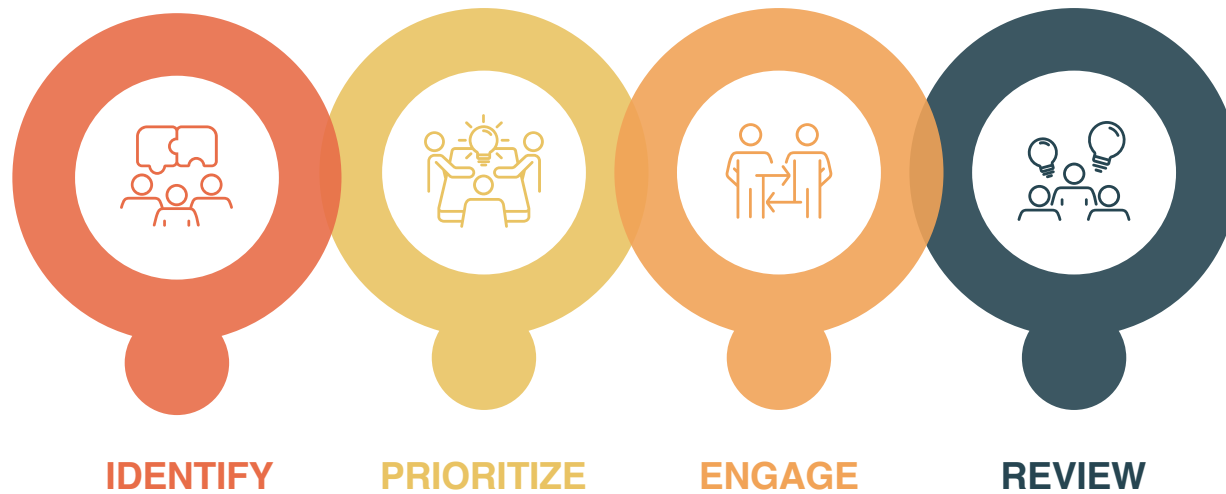
Power and Interest

But how do we **properly engage** with project Stakeholders (both **internal** and **external**)?



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The Stakeholder Management Process



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The Scenario

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Too Many Projects Begin Like This...

SUBJECT: Best Project Manager Award Party!

I had a great idea last night. The last couple of years have been crazy, and I'd like to have a party awarding the "Best DOL Coach PM" at an event we host.

I'd like to have a way to nominate winners and select the best PM to get a trophy at a party we can host in 6-8 weeks. I think we should get families and more involved and select the winner from our non-tech side (they already get alot of credit).

I think it'll end up around 100-200 people and I'd like you to manage it.

Thanks.

SK...



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Constraint Overview: The Party

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

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

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



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Some Stakeholders For The Party Project

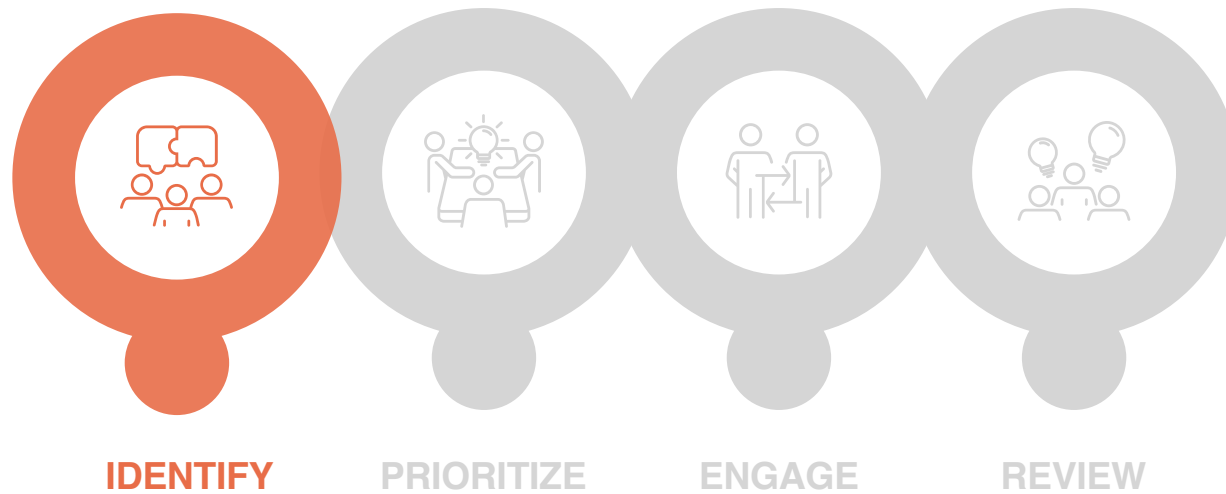
WHO ARE WE FORGETTING??



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The Stakeholder Management Process





Stakeholder Definitions

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Direct Stakeholders: Project Manager

Assists with the **business case**

Develops the project **plan**

Manages the Triple **Constraints** and:
Risk
Stakeholders
Conflict
Change

Contributes to project **review**



Direct Stakeholder

Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Manager

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



Direct Stakeholder

Indirect Stakeholder

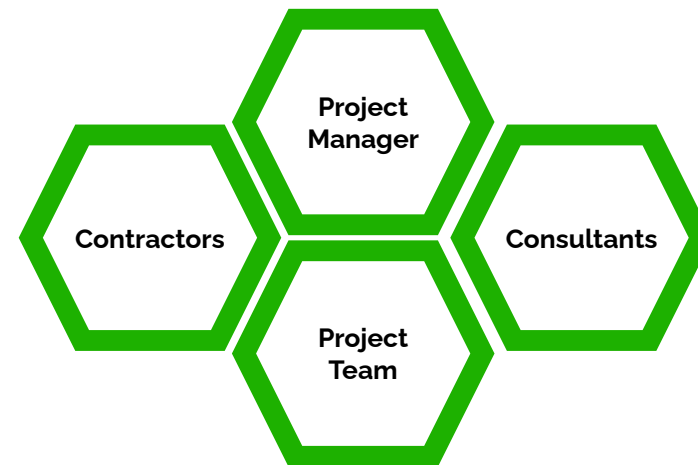
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Often Forgotten

Direct Stakeholders: Project Team

Deliver project tasks through
technical skills (engineering,
software development and more)

Manage tasks:
Schedule and **budget** management



Direct Stakeholder

Indirect Stakeholder

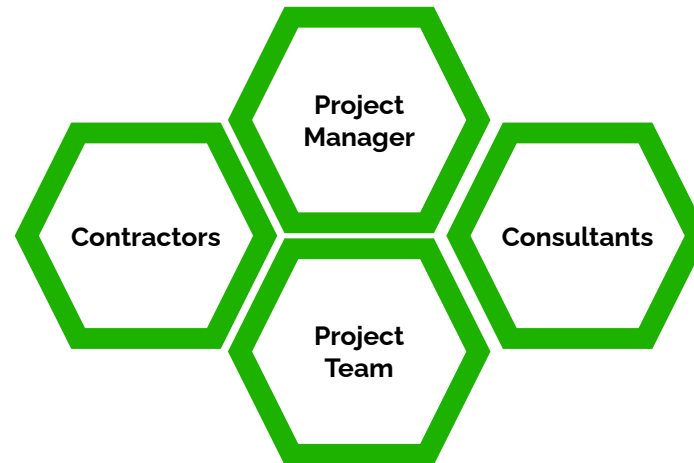
Often Forgotten

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Direct Stakeholders: Project Team

Includes:
Staff
Contractors
Consultants



Direct Stakeholder

Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Sponsor

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

Human

Financial

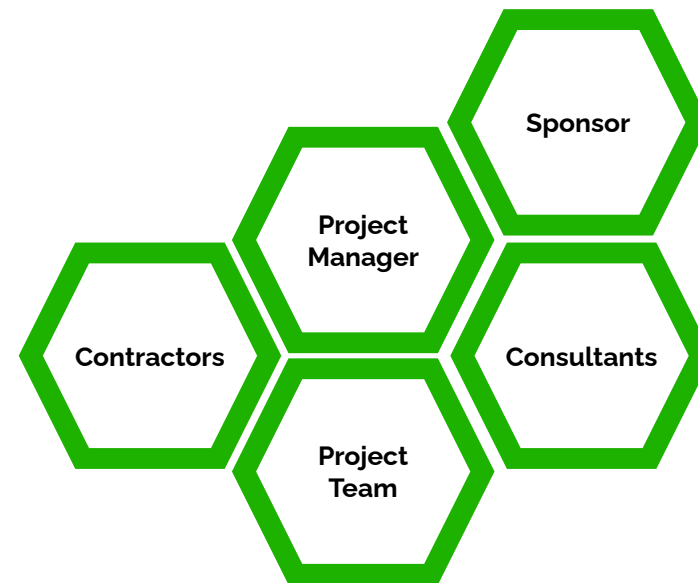
Other (technical, machinery, and more)

Assures project delivery

Supports project team with:

Moderate changes

Mediating conflict



Direct Stakeholder

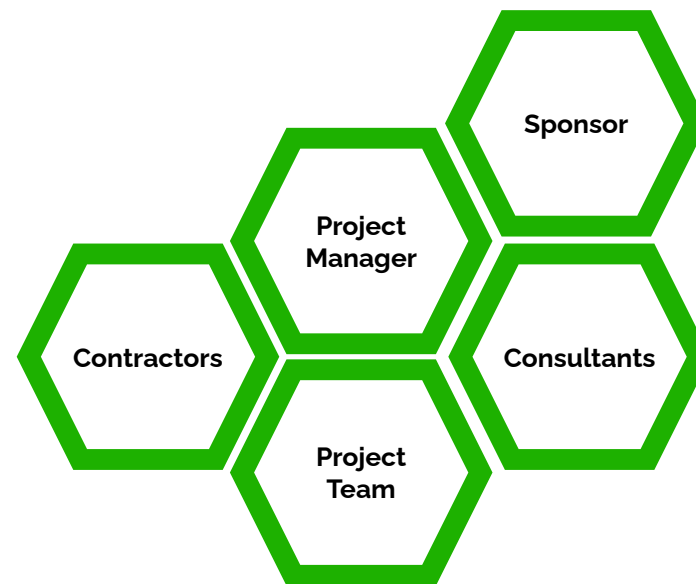
Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Sponsor

The SPONSOR **often** doesn't identify themselves as such.



Direct Stakeholder

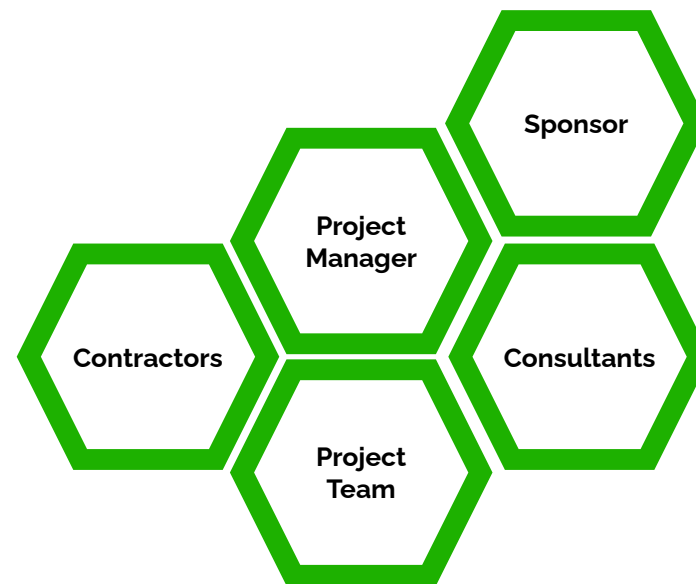
Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Sponsor

An easy way to know: they are the person you go to for **more**.



Direct Stakeholder

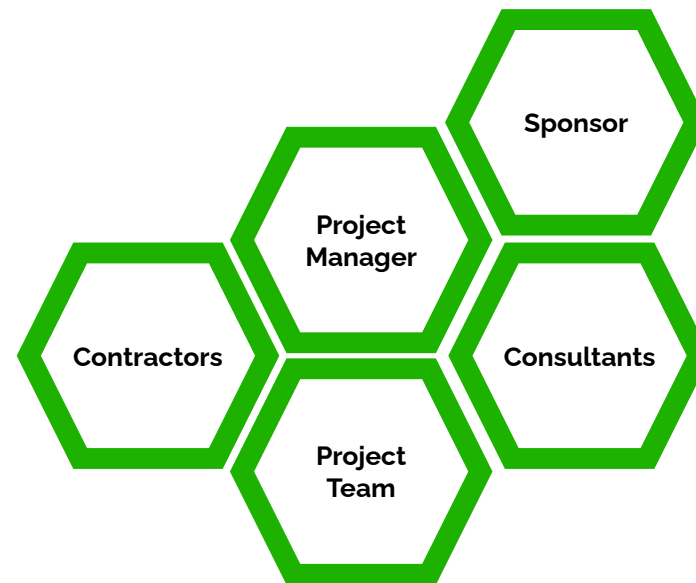
Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Sponsor

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



Direct Stakeholder

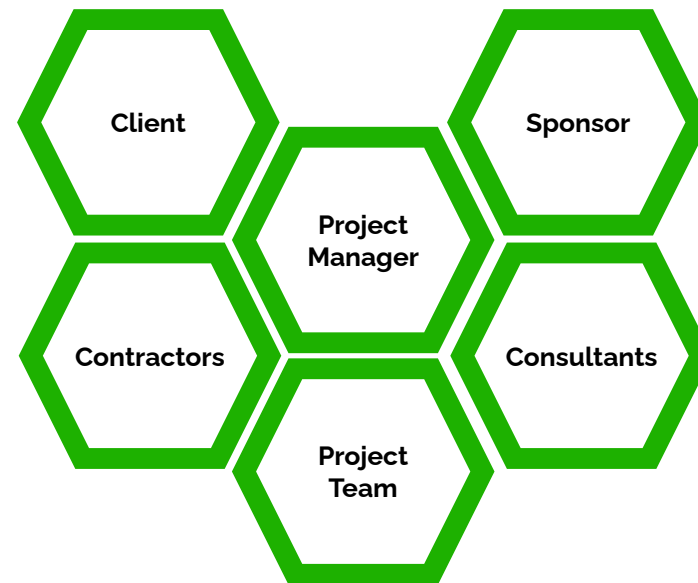
Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Project Client

Accepts (or rejects) project outputs



Direct Stakeholder

Indirect Stakeholder

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Often Forgotten

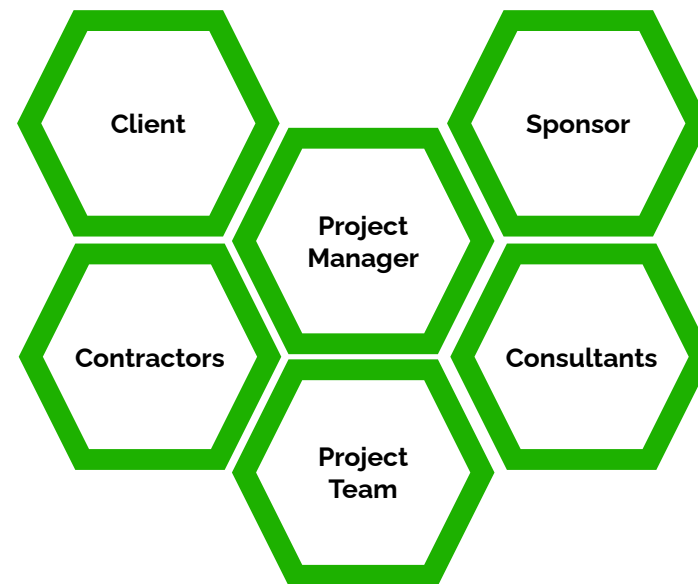
Direct Stakeholders: Project Client

Internal client:

Other department
Sponsor
Owner

External client:

Third party
Pays for the project



Direct Stakeholder

Indirect Stakeholder

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Often Forgotten

Direct Stakeholders: Support Groups

Governance groups:

Represent stakeholders

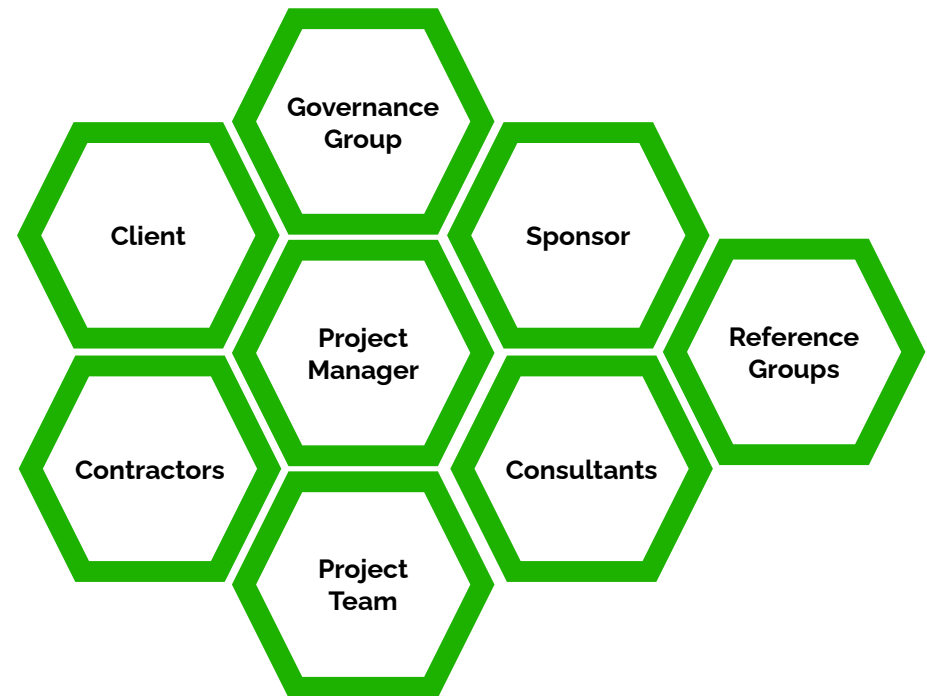
Identify strategic **risk**

Resolve **conflict** and major changes

Reference groups:

Offer **specialist** advice only

May be ad hoc



Direct Stakeholder

Indirect Stakeholder

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Often Forgotten

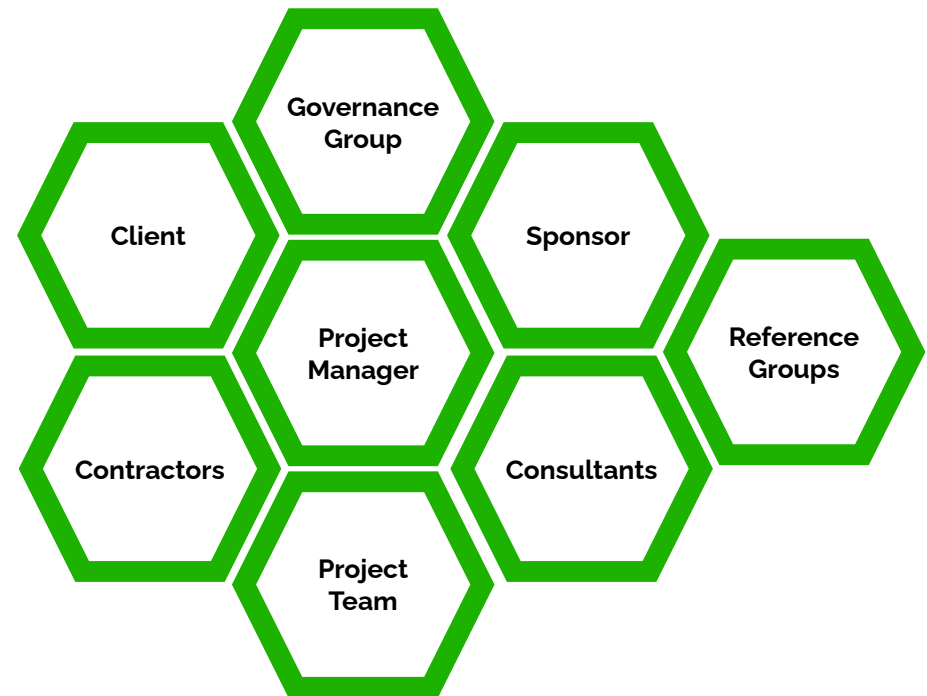
Direct Stakeholders: Support Groups

Often called:

Steering committee

Change Control Board (CCB)

Project Control Group (PCG)



Direct Stakeholder

Indirect Stakeholder

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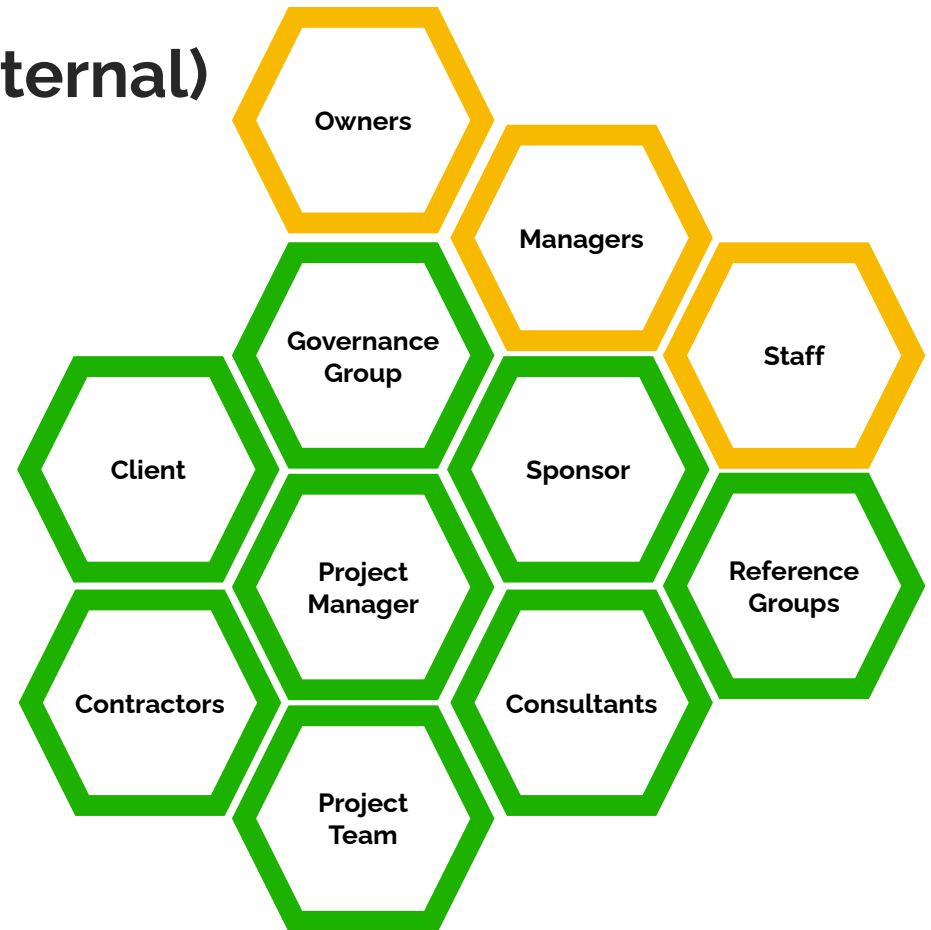
Often Forgotten

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

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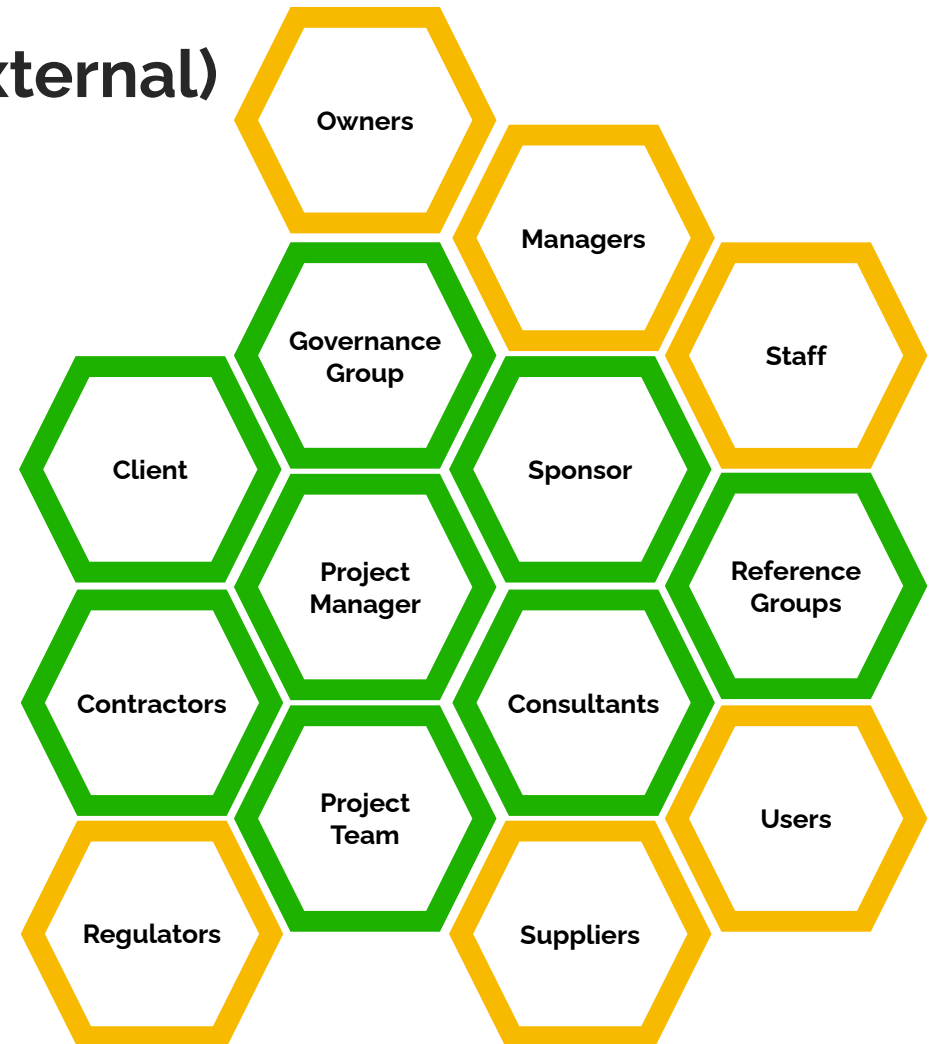
Often Forgotten

Indirect Stakeholders (external)

End Users of the project

Suppliers of non-organizational resources

Regulators



Direct Stakeholder

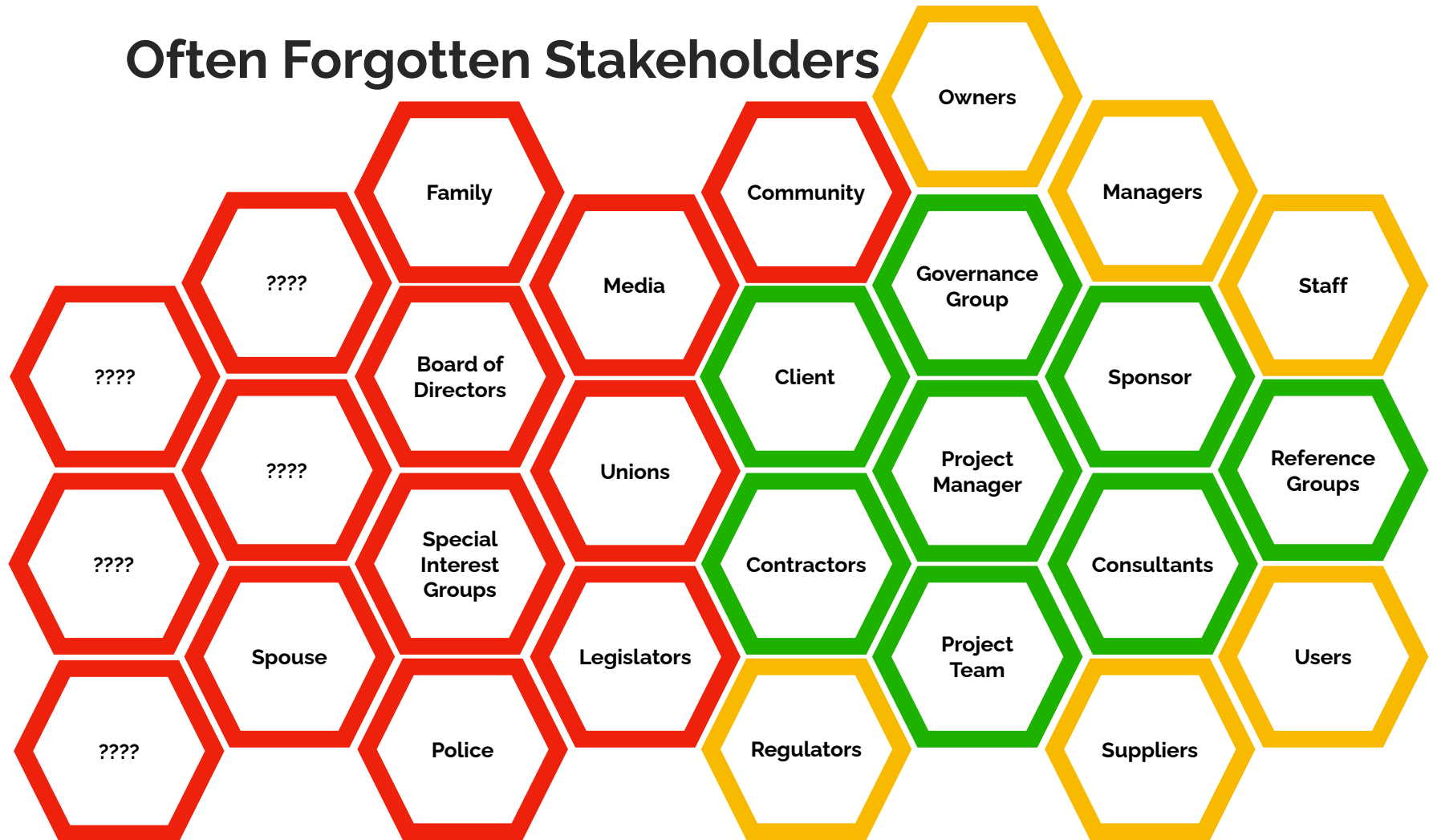
Indirect Stakeholder

Often Forgotten

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Often Forgotten Stakeholders



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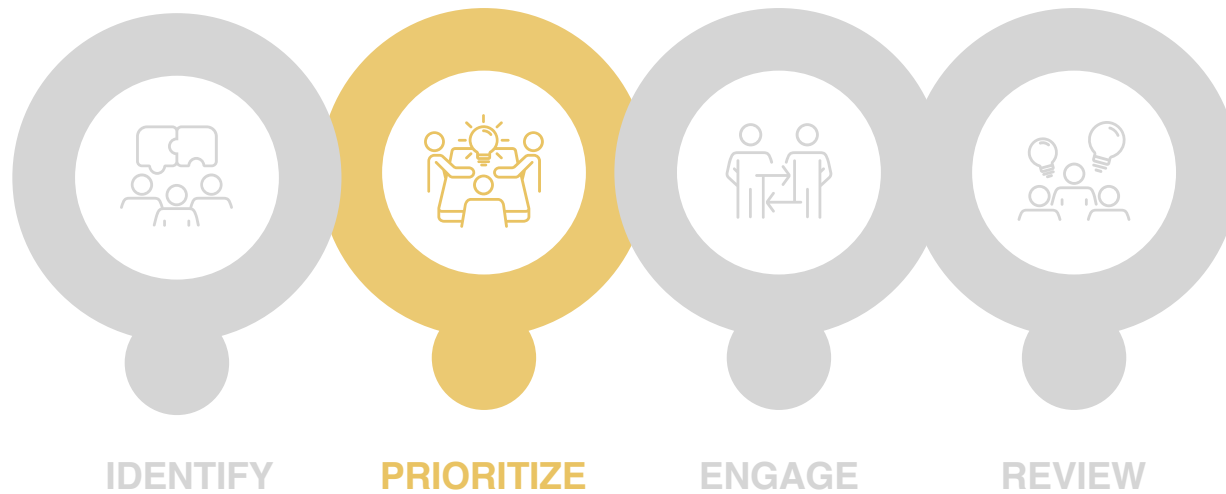




The Stakeholder Management Process

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The Stakeholder Management Process



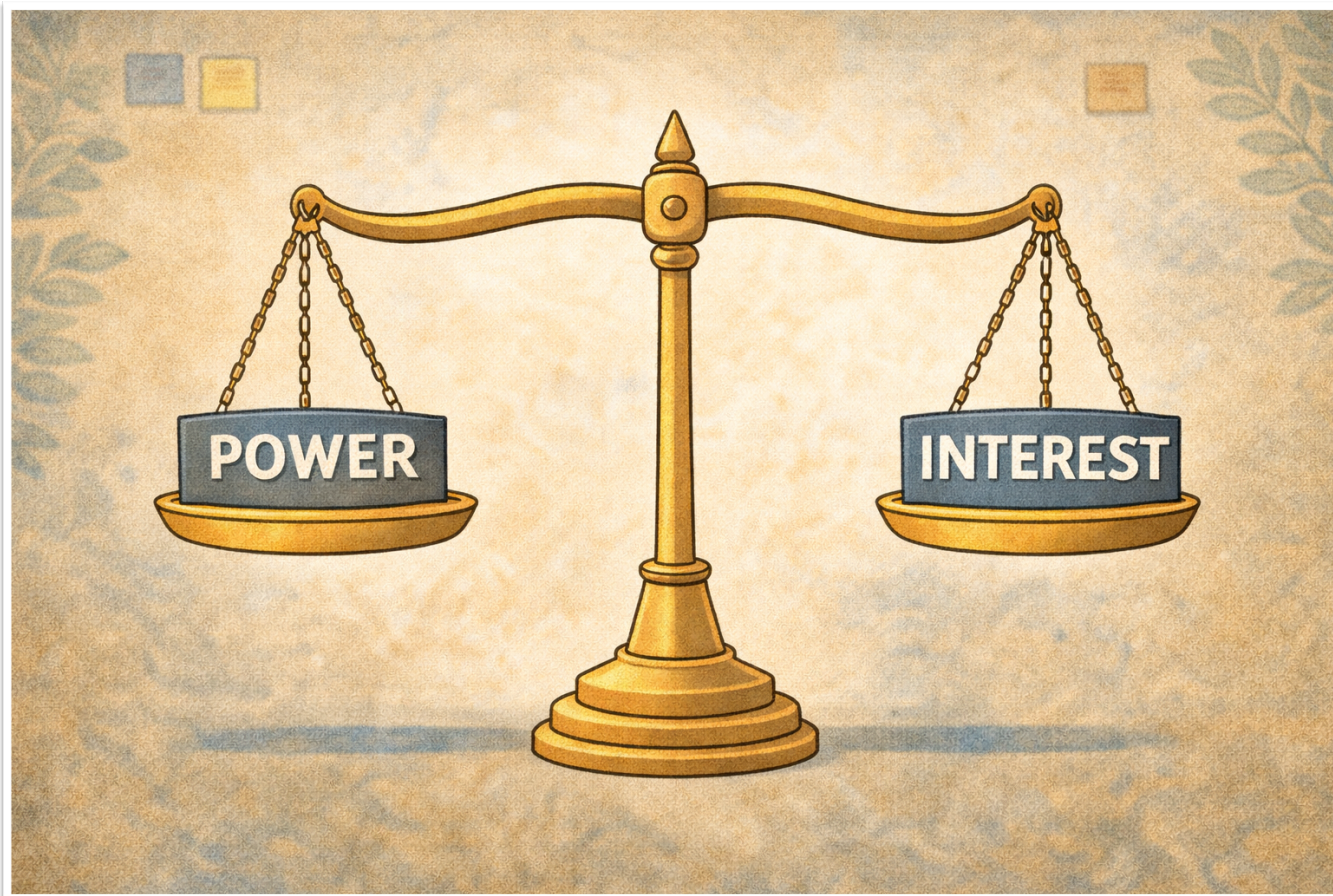
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Power and Interest

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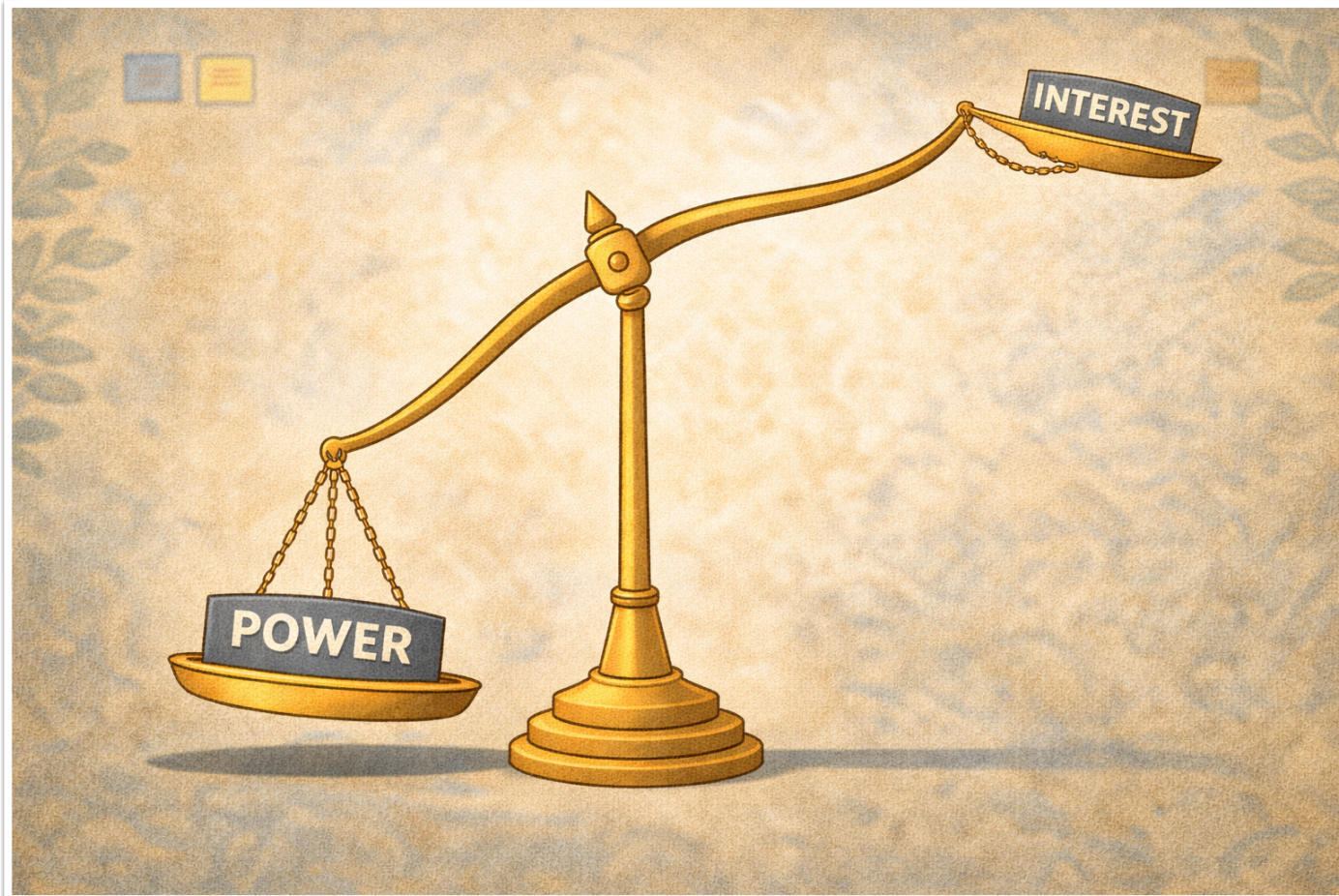
POWER and INTEREST LEVELS



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POWER and INTEREST LEVELS



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Power and Interest

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

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



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Don't Be Biased

When **identifying** stakeholder's potential interest it is important to **NEVER be biased** on their **like** or **dislike** of the project.



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Power (defined)

Very High (4)	Stakeholders hold direct decision or veto authority and can stop, redirect, or fundamentally alter the project at any time.
High (3)	Stakeholders have significant influence over priorities, resources, or scope and can materially shape project direction.
Medium (2)	Stakeholders have limited influence through input, expertise, or informal channels but lack decision-making authority.
Low (1)	Stakeholders have minimal authority or influence and cannot materially affect project decisions or outcomes. (They may have access to higher level Stakeholders)



Each Project Is Different

Interest has to be determined **project by project**.



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Positive Interest

Very High (4)	Stakeholders are strong champions who proactively promote the project, remove obstacles, and mobilize others to ensure success.
High (3)	Stakeholders are actively supportive, regularly engaged, and willing to advocate for the project within their sphere of influence.
Medium (2)	Stakeholders are supportive and engaged when asked , offering input or feedback without actively driving outcomes.
Low (1)	Stakeholders are mildly supportive but largely passive , showing limited engagement beyond basic awareness.



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Negative Interest (defined)

Very High (4)	Stakeholders are actively hostile, using authority, veto power, or organizational leverage to stop, derail, or undermine the project.
High (3)	Stakeholders are resistant and influential, working against the project through delay tactics, complaints, or informal influence.
Medium (2)	Stakeholders are openly critical, raise objections, and can slow progress but do not actively block the work.
Low (1)	Stakeholders are mildly skeptical but disengaged , expressing concerns without actively opposing the project.





Stakeholder Prioritization

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Overall Stakeholder Priority

POWER x INTEREST



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		INTEREST			
		LOW (1)	MEDIUM (2)	HIGH (3)	Very High (4)
POWER	Very High (4)	4	8	12	16
	HIGH (3)	3	6	9	12
	MEDIUM (2)	2	4	6	8
	LOW (1)	1	2	3	4



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		INTEREST			
		LOW (1)	MEDIUM (2)	HIGH (3)	Very High (4)
POWER	Very High (4)		Shawn		Scott Kinder 
	HIGH (3)			Joyful Eats 	
	MEDIUM (2)	Tech Team	BK Awards		
	LOW (1)	Patrick S			

If they were to be plotted on the matrix...

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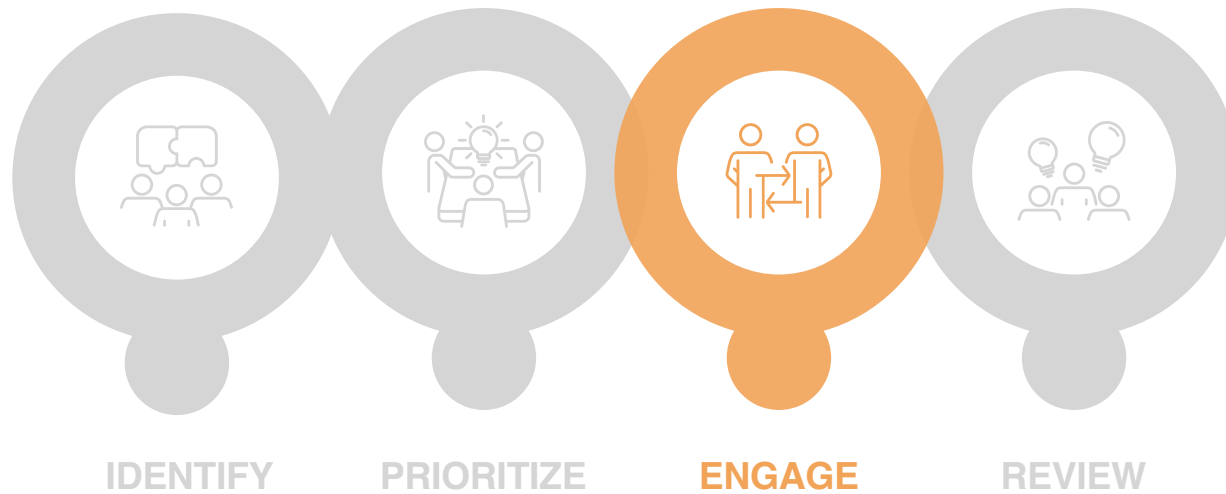


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Engaging Stakeholders

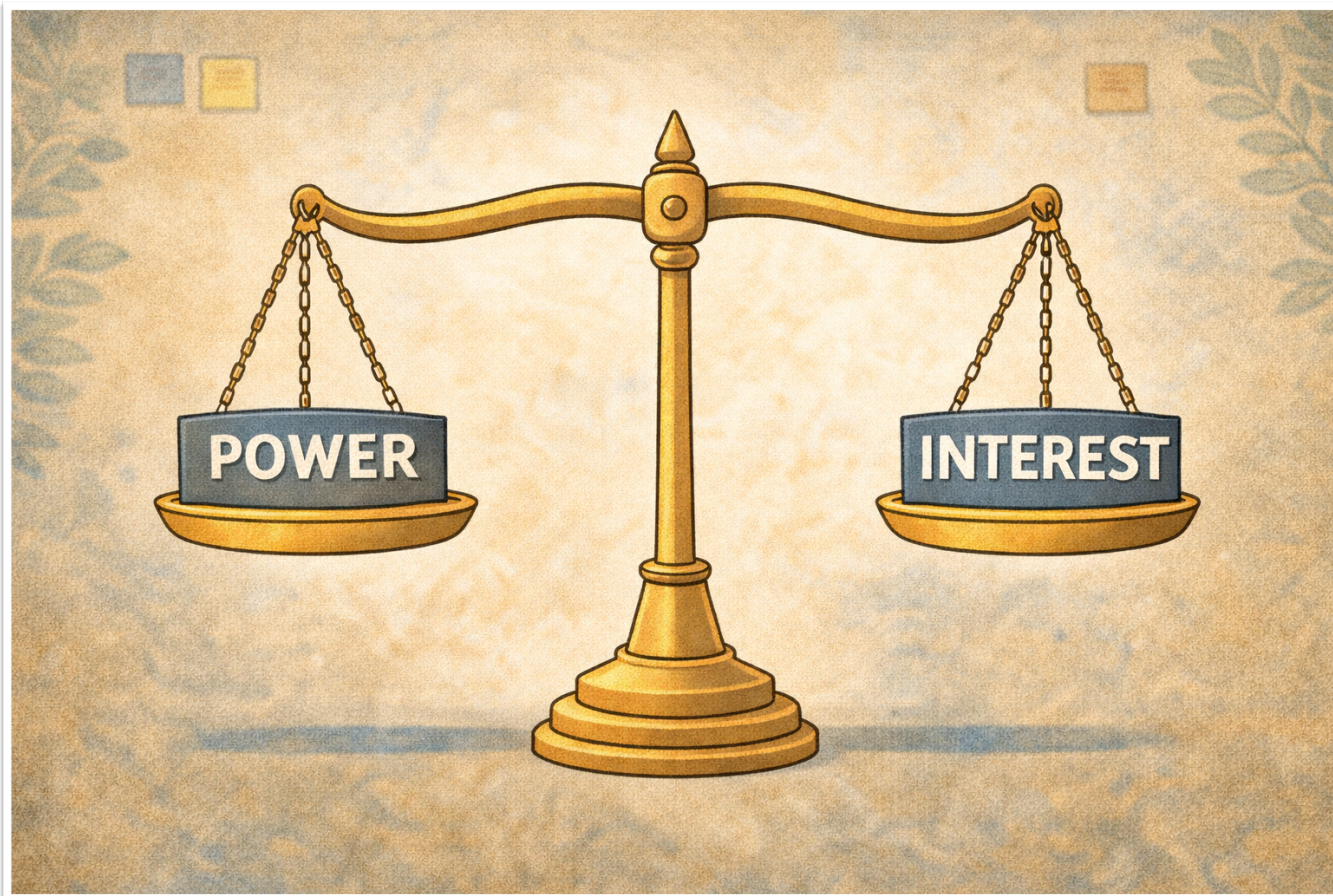
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The Stakeholder Management Process



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POWER and INTEREST LEVELS



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		INTEREST			
		LOW (1)	MEDIUM (2)	HIGH (3)	Very High (4)
POWER	Very High (4)				
	HIGH (3)				
	MEDIUM (2)	MONITOR			
	LOW (1)				

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ENGAGEMENT STRATEGY

KEY PLAYER



KEEP CONTENT



INFORMED



MONITOR



Stakeholders require minimal effort and oversight, with engagement limited to tracking sentiment and watching for changes in power or interest.

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		INTEREST			
		LOW (1)	MEDIUM (2)	HIGH (3)	Very High (4)
POWER	Very High (4)				
	HIGH (3)				
	MEDIUM (2)	MONITOR		INFORMED	
	LOW (1)				

PMO+I





ENGAGEMENT STRATEGY

KEY PLAYER



KEEP CONTENT



INFORMED



Stakeholders need regular, one-way communication to stay aware of progress, decisions, and impacts without active involvement.

MONITOR



Stakeholders require minimal effort and oversight, with engagement limited to tracking sentiment and watching for changes in power or interest.

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		INTEREST			
		LOW (1)	MEDIUM (2)	HIGH (3)	Very High (4)
POWER	Very High (4)	KEEP CONTENT			
	HIGH (3)				
	MEDIUM (2)	MONITOR		INFORMED	
	LOW (1)				

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ENGAGEMENT STRATEGY

KEY PLAYER



KEEP CONTENT



Stakeholders require consistent engagement and responsiveness to ensure expectations are met and support is maintained.



INFORMED



Stakeholders need regular, one-way communication to stay aware of progress, decisions, and impacts without active involvement.

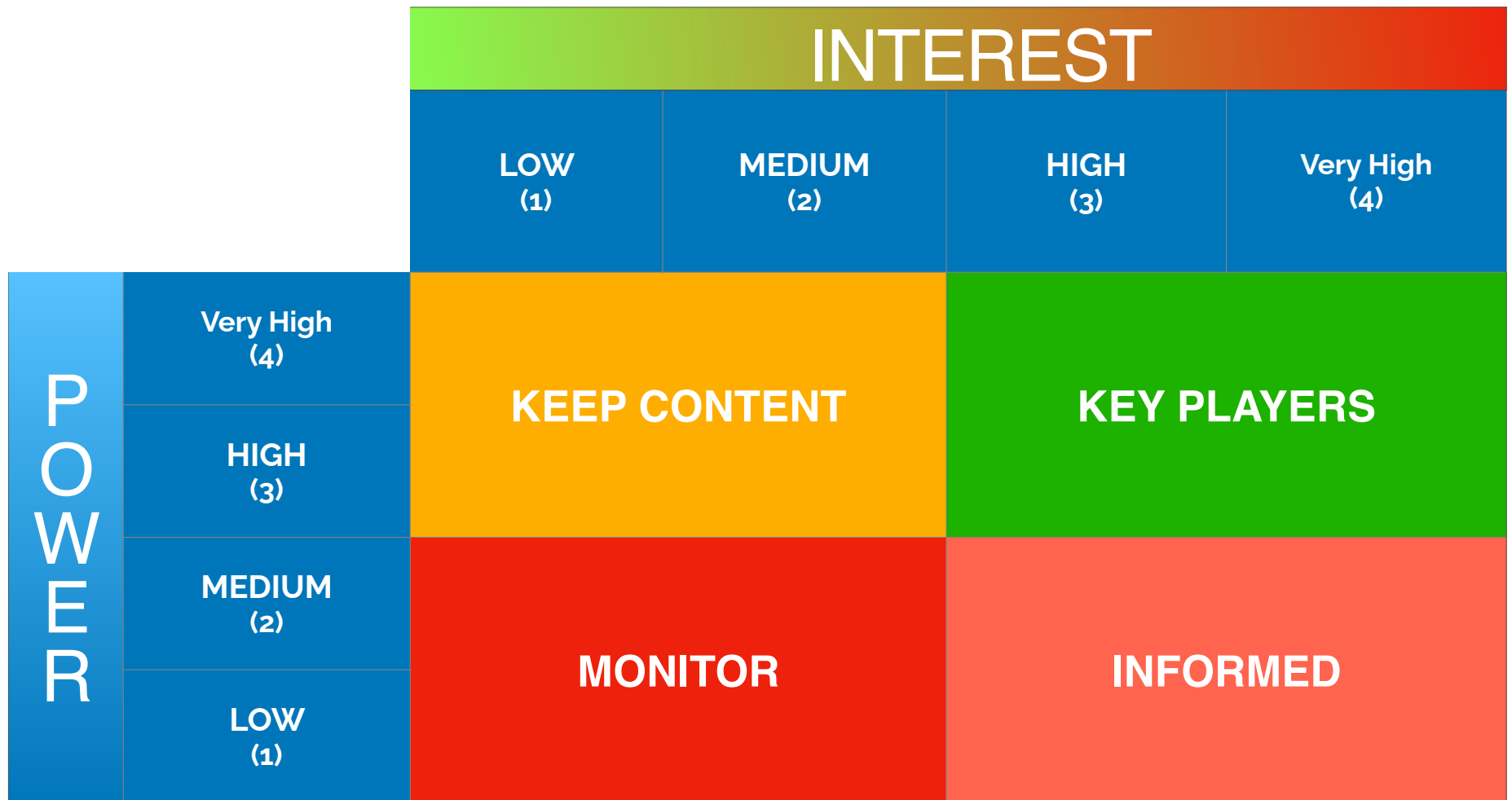


MONITOR

Stakeholders require minimal effort and oversight, with engagement limited to tracking sentiment and watching for changes in power or interest.

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ENGAGEMENT STRATEGY

KEY PLAYER



Stakeholders must be actively engaged in decision-making, planning, and governance because their influence is critical to project success.

KEEP CONTENT



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INFORMED



Stakeholders need regular, one-way communication to stay aware of progress, decisions, and impacts without active involvement.

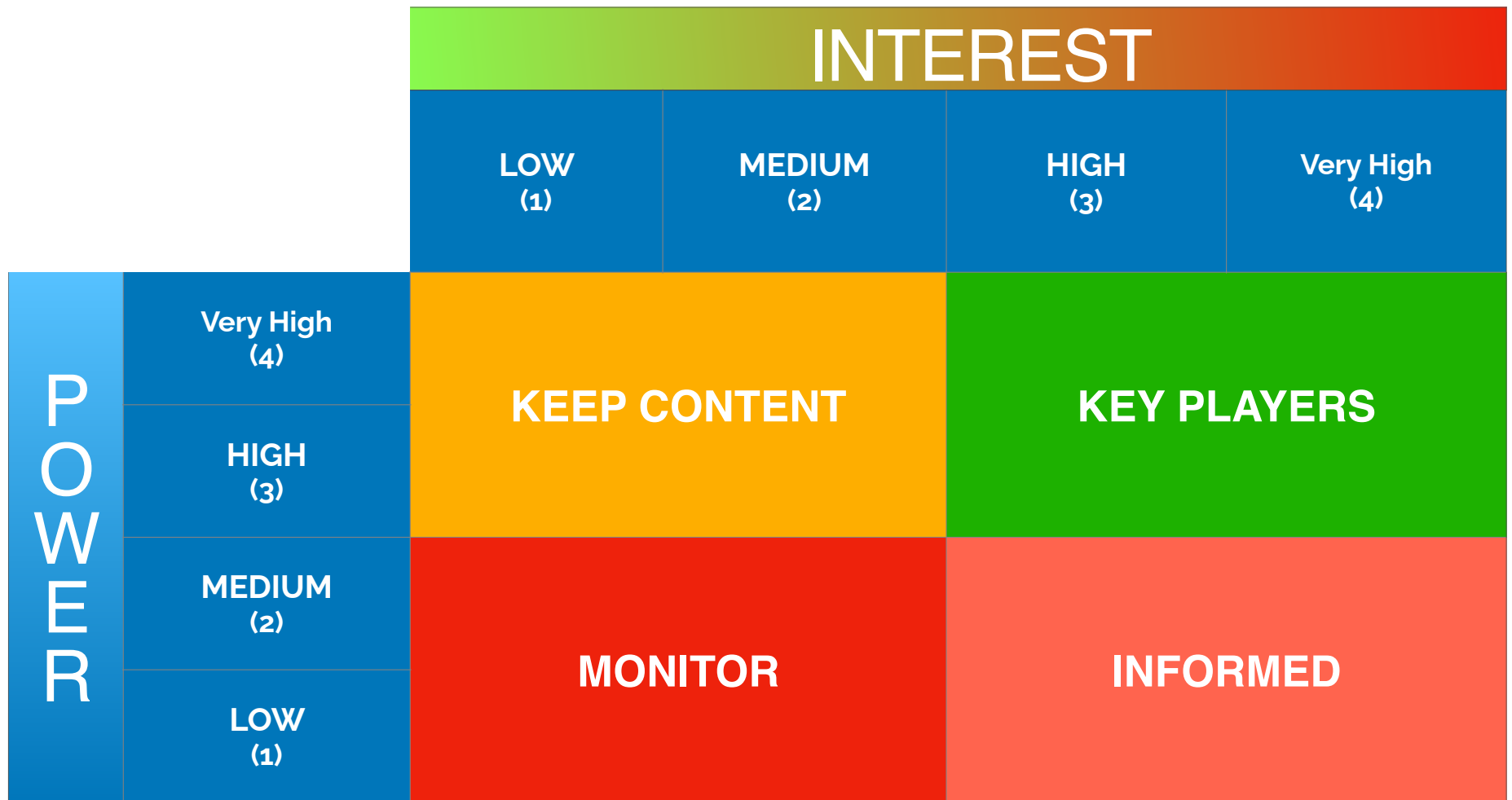
MONITOR



Stakeholders require minimal effort and oversight, with engagement limited to tracking sentiment and watching for changes in power or interest. (You have to ensure they don't move up in Interest or Power)

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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**





**“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”

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**Stakeholder Engagement: In
Real Life**

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ENGAGEMENT STRATEGY

KEY PLAYER



Stakeholders must be actively engaged in decision-making, planning, and governance because their influence is critical to project success.

KEEP CONTENT



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KEY PLAYER

Involve them in decisions

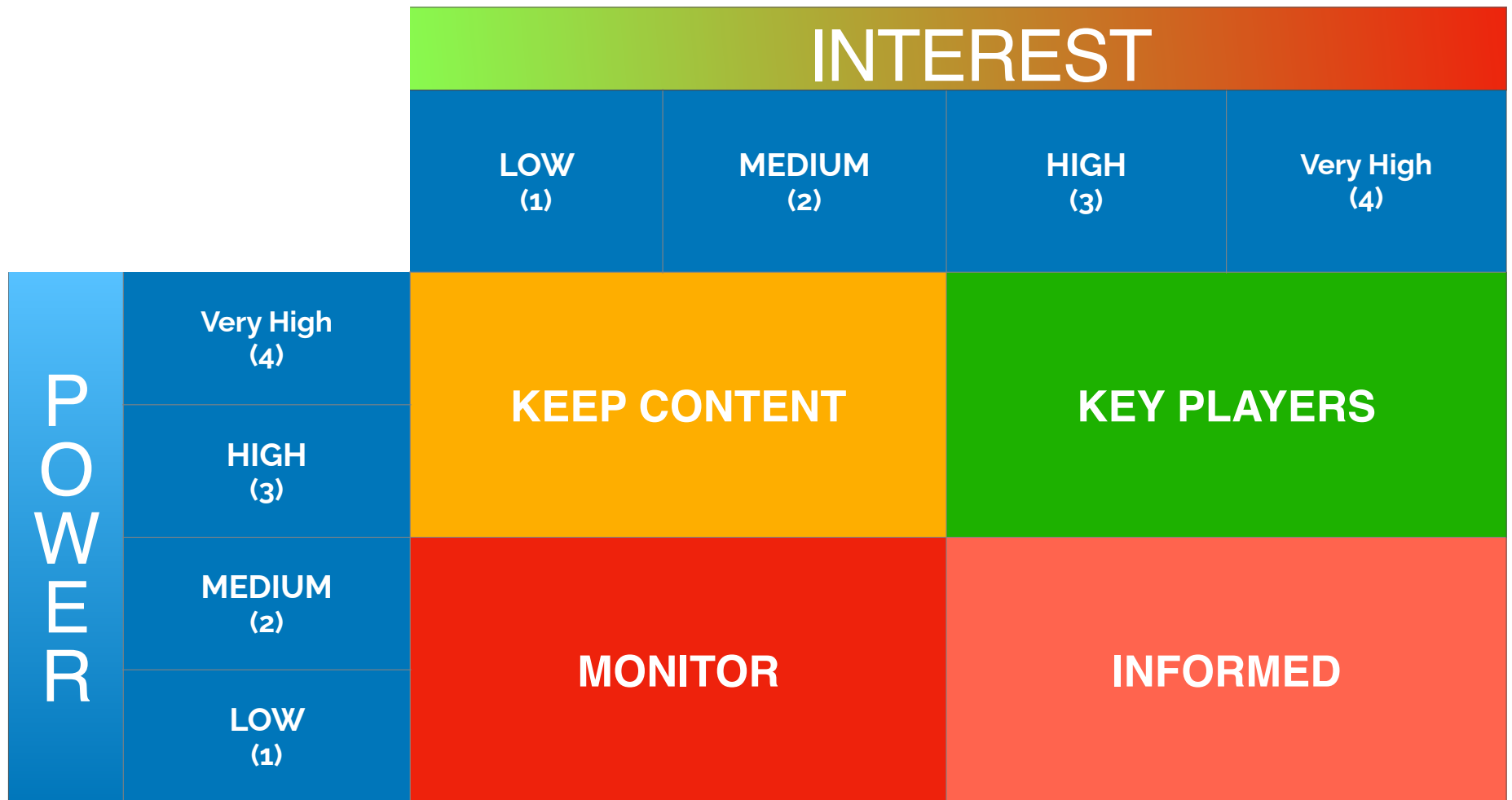
YOU make the decision and communicate it.

YOU make the decision and communicate it.

YOU make the decision and communicate it.

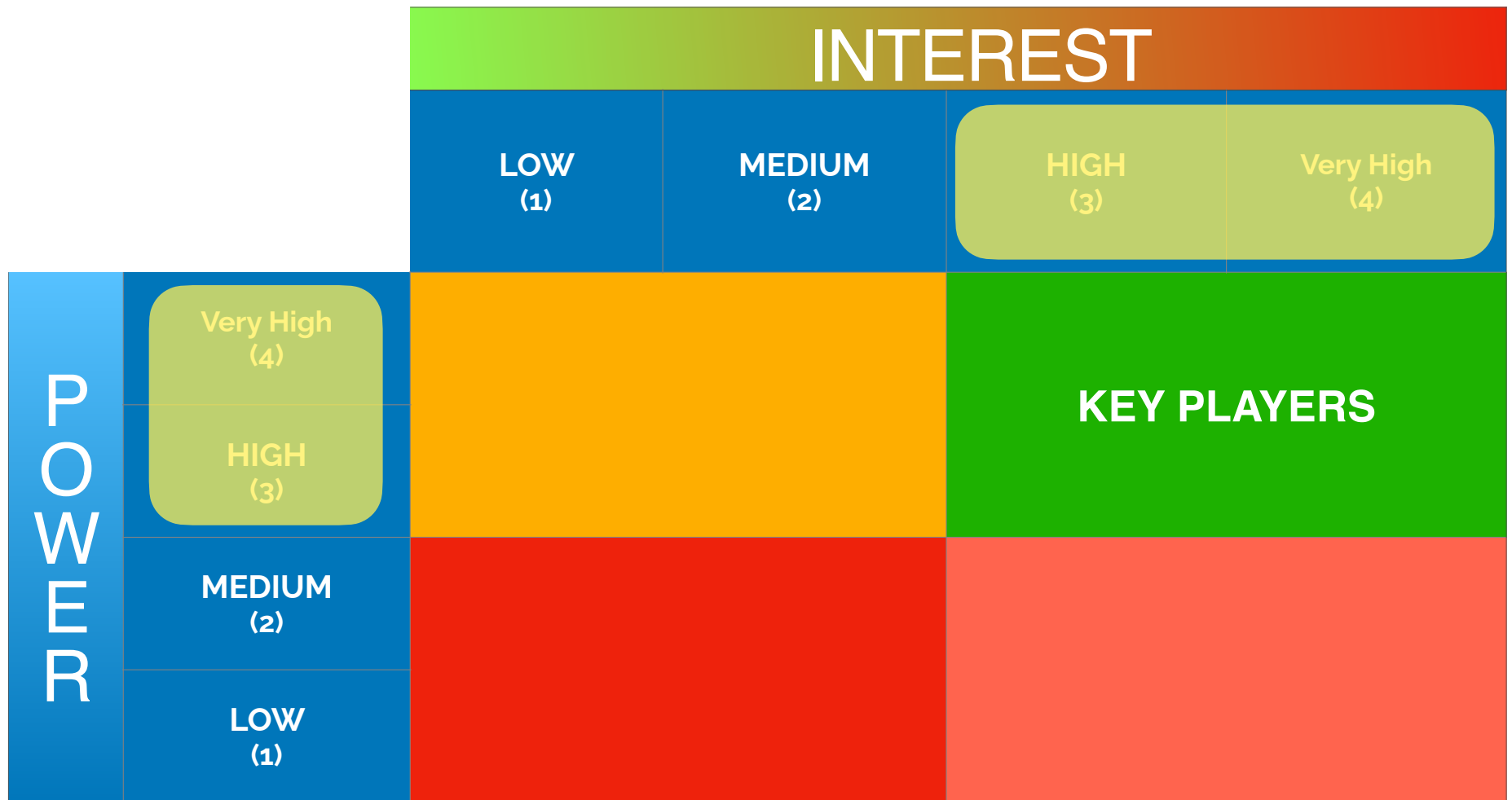
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Interest...

Most Stakeholder Engagement efforts are less successful due to **assumed or misidentified INTEREST**



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Interest...

Just because they **SHOULD BE** interested,
doesn't mean they are...



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Interest...

We'll give tools and tips for **increasing interest** in the upcoming leadership and communication sessions.



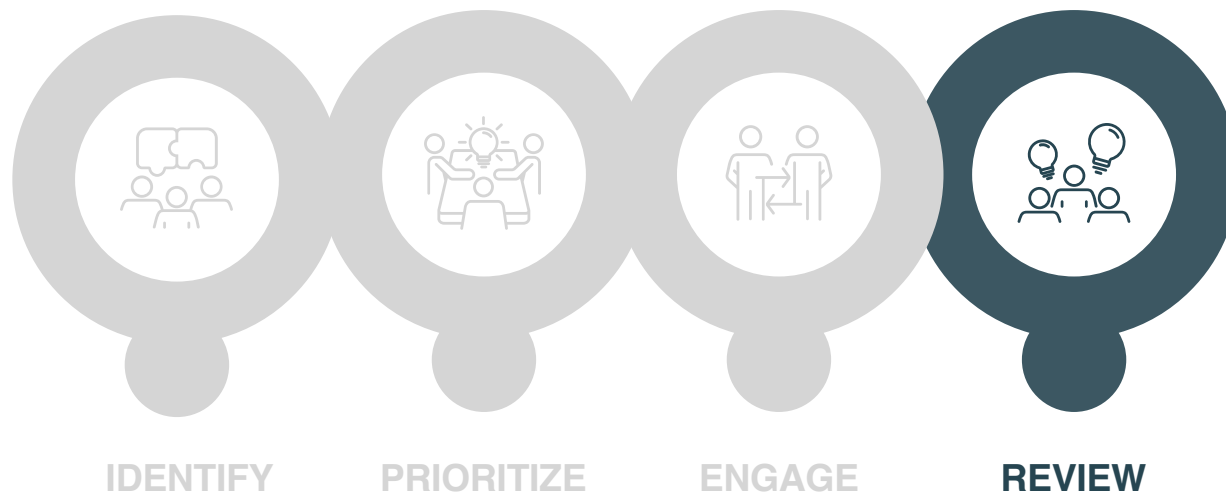
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The Commo Plan

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The Stakeholder Management Process



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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										



The Stakeholder Register: Party

PROJECT NAME:							
PROJECT MANAGER:							

REF #	STAKEHOLDER NAME	CATEGORY	ENGAGEMENT STRATEGY	ORGANIZATION	POSITION/ROLE	COMMUNICATION PREFERENCE	EMAIL
1	Scott Kinder	Owner	KEY PLAYER	DOL Coach	Founder	Text Message	scott@dolcoach.com
2	BK Awards	Supplier	MONITOR			Phone	
3	Joyful Eats	Supplier	KEY PLAYER			Email	
4	Shawn	Manager	KEEP CONTENT			Phone	
5							
6							
7							



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Take-aways

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Take-aways from Stakeholders

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.

Understanding the **TRUE interest level** of Stakeholders is of the utmost importance



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