Chapter 13
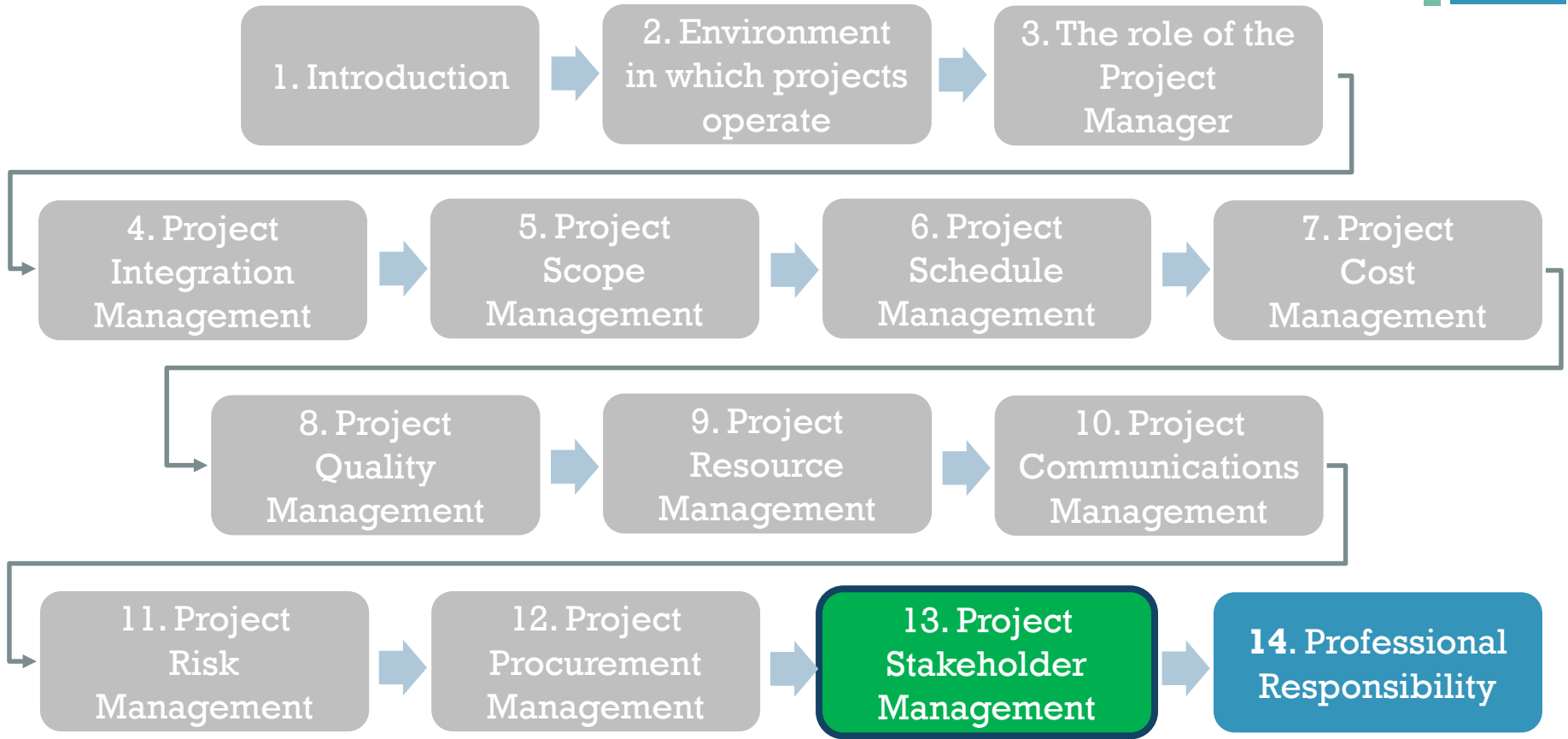## Project Stakeholder Management

erga

Project Management

Prepared by **Quality Management Dept.**

Presented by **Fouad Abou Rjeily**

Erga Academy
PM17 – PMP6 Certification
EPDM & ESM tracks
20 credits

QUIZ

Plan

```
┌─────────────────┐     ┌─────────────────┐     ┌─────────────────┐
│ 1. Introduction │ ──▶ │ 2. Environment  │ ──▶ │ 3. The role of  │
│                 │     │ in which        │     │ the Project     │
│                 │     │ projects operate│     │ Manager         │
└─────────────────┘     └─────────────────┘     └─────────────────┘
```

| 4. Project Integration Management | 5. Project Scope Management | 6. Project Schedule Management | 7. Project Cost Management |

| 8. Project Quality Management | 9. Project Resource Management | 10. Project Communications Management |

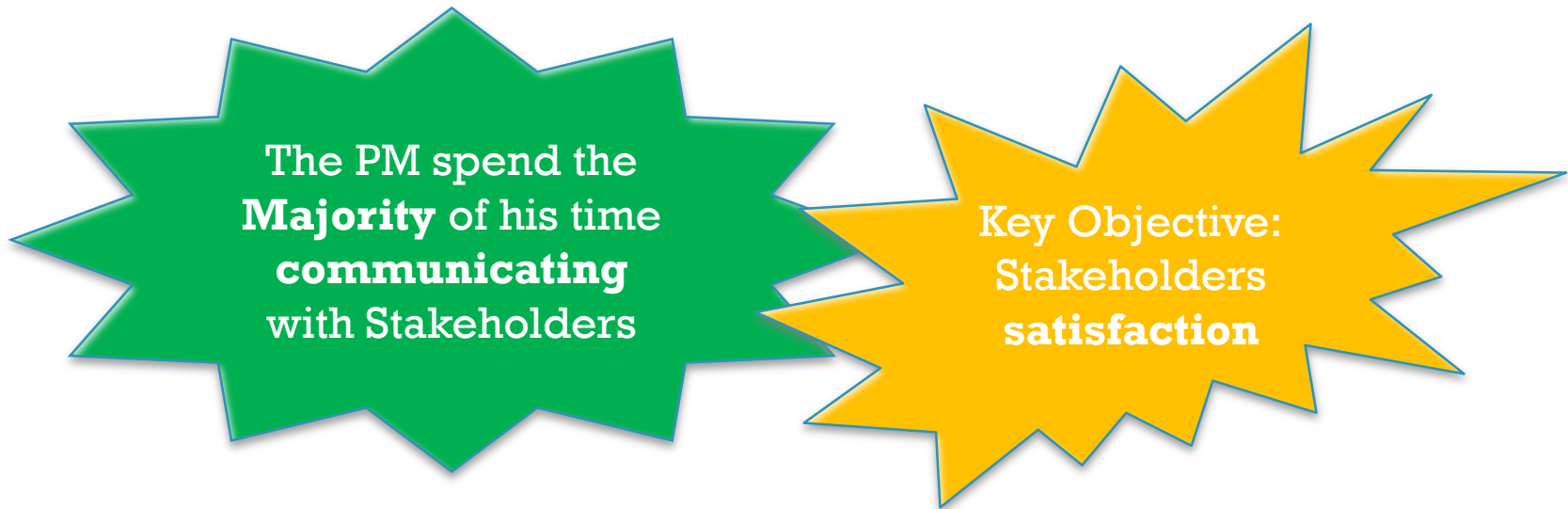| 11. Project Risk Management | 12. Project Procurement Management | 13. Project Stakeholder Management | **14.** Professional Responsibility |

+ Plan

- Chapter 13- Project 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, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

The PM spend the **Majority** of his time **communicating** with Stakeholders

Key Objective: Stakeholders **satisfaction**

+ Plan

erga

- **Chapter 13- Project Stakeholder Management**

  13.1 Identify Stakeholders

  13.2 Plan Stakeholder Engagement

  13.3 Manage Stakeholder Engagement

  13.4 Monitor Stakeholder Engagement

Knowledge Areas	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring & Controlling	Closing
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Plan

- Chapter 13- Project Stakeholder Management

- **13.1 Identify Stakeholders** (*Initiating*): The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

- **13.2 Plan Stakeholder Management** (*Planning*): The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project..

- **13.3 Manage Stakeholder Engagement** (*Executing*): The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.

- **13.4 Control Stakeholder Engagement** (*M&C*): The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans.

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

Every project has stakeholders who are impacted by or can impact the project in a positive or negative way. Some stakeholders may have a limited ability to influence the project's work or outcomes; others may have significant influence on the project and its expected outcomes.

➢ The ability of the PM and team to correctly identify and engage all stakeholders in an appropriate way can mean the difference between project success and failure.

➢ To increase the chances of success, the process of stakeholder identification and engagement should commence as soon as possible after the project charter has been approved, the PM has been assigned and the team begins to form.

Chapter 13- Project Stakeholder Management

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

Stakeholder satisfaction should be identified and managed as a project objective. The key to effective stakeholder engagement is a focus on continuous communication with all stakeholders, including team members, to understand their needs and expectations, address issues as they occur, manage conflicting interests, and foster appropriate stakeholder engagement in project decisions and activities.

The process of identifying and engaging stakeholders for the benefit of the project is iterative. The activities of identification, prioritization, and engagement should be reviewed and updated routinely, and at least at the following times when:

❖ The project moves through different phases in its life cycle,
❖ Current stakeholders are no longer involved in the work of the project or new stakeholders become members of the project's stakeholder community,
❖ There are significant changes in the organization or the wider stakeholder community.

Chapter 13- Project Stakeholder Management

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

Broader definitions of stakeholders are being developed that expand the traditional categories of employees, suppliers, and shareholders to include groups such as regulators, lobby groups, environmentalists, financial organizations, the media, and those who simply believe they are stakeholders - they perceive that they will be affected by the work or outcomes of the project.

Trends and emerging practices include:
- ❖ Identifying all stakeholders, not just a limited set;
- ❖ Ensuring that all team members are involved in stakeholder engagement activities;
- ❖ Reviewing the stakeholder community regularly, often in parallel with reviews of individual project risks;
- ❖ …

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

- ❖ …
- ❖ Consulting with stakeholders who are most affected by the work or outcomes of the project through the concept of co-creation. Co-creation places greater emphasis on including affected stakeholders in the team as partners;
- ❖ Capturing the value of effective stakeholder engagement, both positive and negative.
  - Positive value can be based on the consideration of benefits derived from higher levels of active support from stakeholders, particularly powerful stakeholders.
  - Negative value can be derived by measuring the true costs of not engaging stakeholders effectively, leading to product recalls or loss of organizational or project reputation.

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

Because each project is unique, the PM may need to tailor the way *Project Stakeholder Management* processes are applied. Considerations for tailoring include:

❖ **Stakeholder diversity**. How many stakeholders are there? How diverse is the culture within the stakeholder community?

❖ **Complexity of relationships**. How complex are the relationships within the stakeholder community? The more networks a stakeholder or stakeholder group participates in, the more complex the networks of information and misinformation the stakeholder may receive.

❖ **Communication technology**. What communication technology is available? What support mechanisms are in place to ensure that best value is achieved from the technology?

Key Concepts	Trends & Practices	Tailoring considerations	Considerations for Agile/Adaptive environments

Projects experiencing a high degree of change require active engagement and participation with project stakeholders. To facilitate timely, productive discussion and decision making, adaptive teams engage with stakeholders directly rather than going through layers of management. Often the client, user, and developer exchange information in a dynamic co-creative process that leads to more stakeholder involvement and higher satisfaction. Regular interactions with the stakeholder community throughout the project mitigate risk, build trust, and support adjustments earlier in the project cycle, thus reducing costs and increasing the likelihood of success for the project.

➢ In order to accelerate the sharing of information, agile methods promote aggressive transparency. The intent of inviting any stakeholders to project meetings and reviews or posting project artifacts in public spaces is to surface as quickly as possible any misalignment, dependency, or other issue related to the changing project.
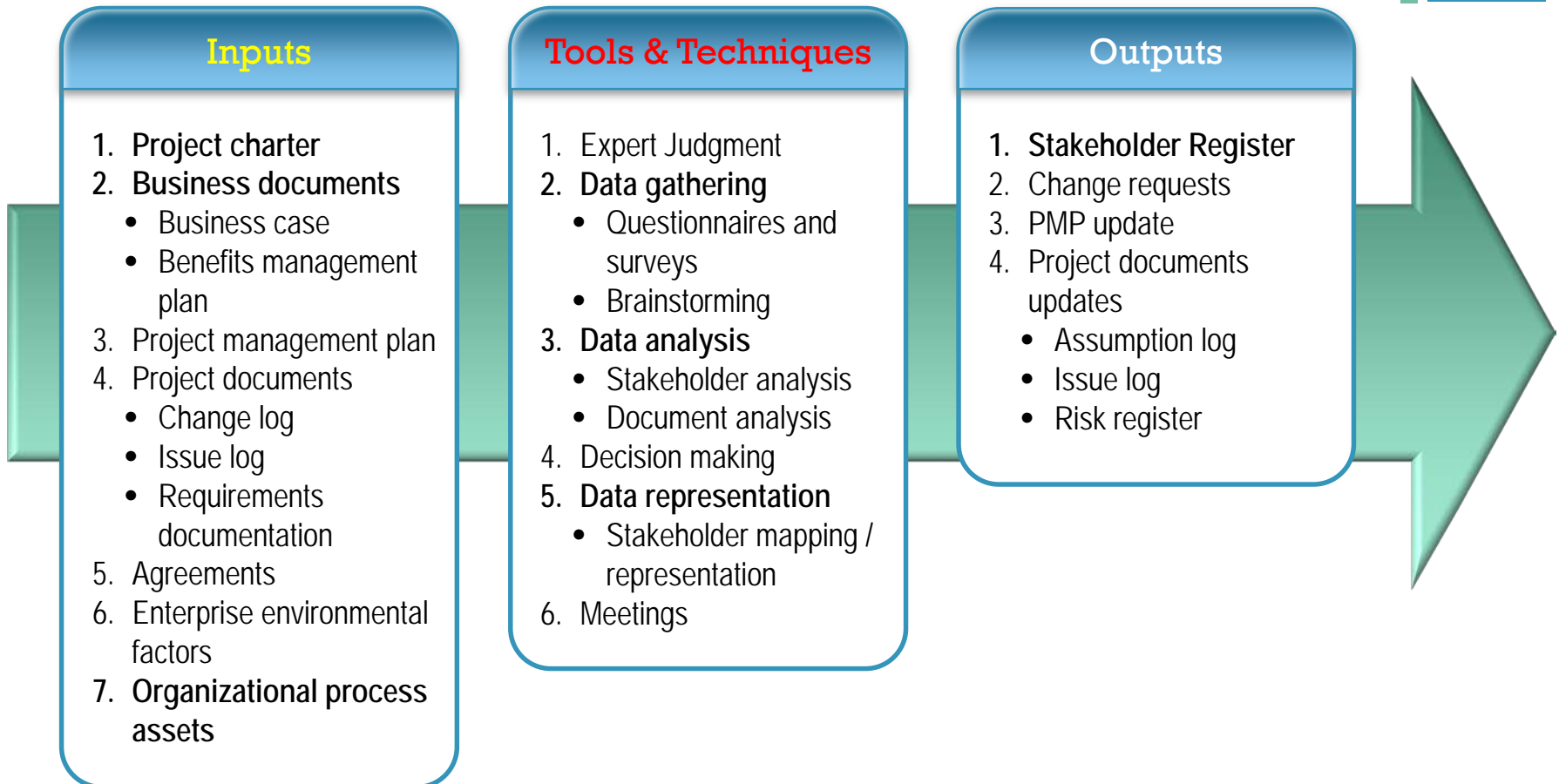
13.1 Identify Stakeholders

Identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.

Repeated process as necessary

13.1 Identify Stakeholders

Inputs	Tools & Techniques	Outputs
1. **Project charter** 2. **Business documents** • Business case • Benefits management plan 3. Project management plan 4. Project documents • Change log • Issue log • Requirements documentation 5. Agreements 6. Enterprise environmental factors 7. **Organizational process assets**	1. Expert Judgment 2. **Data gathering** • Questionnaires and surveys • Brainstorming 3. **Data analysis** • Stakeholder analysis • Document analysis 4. Decision making 5. **Data representation** • Stakeholder mapping / representation 6. Meetings	1. **Stakeholder Register** 2. Change requests 3. PMP update 4. Project documents updates • Assumption log • Issue log • Risk register

13.1 Identify Stakeholders

Identifying all individuals or organizations impacted by the project, and documenting relevant information regarding their interests, involvement and impact on project success.

Start by identifying key stakeholders which are generally easy to identify; Sponsor, PM, customer, users ,working groups, …
⬇
Interviewing identified key stakeholders allows expanding the list of identified project's stakeholders
⬇
List of potential stakeholders of the project
⬇
Stakeholders Analysis
⬇
Stakeholder Register

13.1 Identify Stakeholders

➢ Stakeholders' interests may be positive or negative.

➢ Stakeholders may be at different levels within the organization and may possess different authority levels, or may be external to the performing organization of the project.

➢ It is critical for the project success to identify the stakeholders early in the project, and to analyze their levels of interest, expectations, importance and influence.

➢ A strategy can then be developed for approaching each stakeholder and determining the level and timing of stakeholder's involvement to maximize positive influences and minimize negative impacts

13.1 Identify Stakeholders

What do we do with the Stakeholders:
- ✓ Identify ALL of them.
- ✓ Determine ALL of their requirements.
- ✓ Determine their expectations.
- ✓ Determine their interests.
- ✓ Determine their level of influence.
- ✓ Plan how will you communicate with them.
- ✓ Manage their expectations.

➢ The stakeholders should be classified according to their interest, influence and involvement in the project which enable the PM to focus on the relationships necessary to ensure the success of the project.

➢ The assessment and corresponding strategy should be periodically reviewed during the project execution to adjust for potential changes.

13.1 Identify Stakeholders

Input → Tools & Techniques → Output

1. Project Charter
The project charter identifies the key stakeholder list. It may also contain information about the responsibilities of the stakeholders.

2. Business Documents
In the first iteration of the *Identify Stakeholders* process, these documents are sources of information:

❖ **Business case**. The business case identifies the project objectives and identifies an initial list of stakeholders affected by the project.

❖ **Benefits management plan**. It describes the expected plan for realizing the benefits claimed in the business case. It may identify the individuals and groups that will benefit from the delivery of the outcomes of the project and are thus considered as stakeholders.

13.1 Identify Stakeholders

Input	Tools & Techniques	Output

7. Organizational Process Assets

Include, but are not limited to:

- ❖ Stakeholder register templates and instructions,
- ❖ Stakeholder registers from previous projects,
- ❖ Lessons learned repository with information about the preferences, actions, and involvement of stakeholders.

13.1 Identify Stakeholders

Input	Tools & Techniques	Output

2. Data gathering

Include but are not limited to:

❖ **Questionnaires and surveys**. Questionnaires and surveys can include one-on-one reviews, focus group sessions, or other mass information collection techniques.

❖ **Brainstorming**. Brainstorming as used to identify stakeholders can include both brainstorming and brain writing.

- *Brainstorming*. A general data-gathering and creativity technique that elicits input from groups such as team members or subject matter experts.

- *Brain writing*. A refinement of brainstorming that allows individual participants time to consider the question(s) individually before the group creativity session is held. The information can be gathered in face-to-face groups or using virtual environments supported by technology.

13.1 Identify Stakeholders

Input → **Tools & Techniques** → Output

3. Data Analysis

Include but are not limited to:

❖ **Stakeholder analysis**. Stakeholder analysis results in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, "stakes," expectations, attitudes (their levels of support for the project), and their interest in information about the project. Stakeholders' stakes can include but are not limited to a combination of:

- *Interest*. A person or group can be affected by a decision related to the project or its outcomes.
- *Rights (legal or moral rights)*. Legal rights, such as occupational health and safety, may be defined in the legislation framework of a country. Moral rights may involve concepts of protection of historical sites or environmental sustainability.
- …

Input → **Tools & Techniques** → **Output**

3. Data Analysis (cont'd)

- *Ownership*. A person or group has a legal title to an asset or a property.
- *Knowledge*. Specialist knowledge, which can benefit the project through more effective delivery of project objectives, organizational outcomes, or knowledge of the power structures of the organization.
- *Contribution*. Provision of funds or other resources, including human resources, or providing support for the project in more intangible ways, such as advocacy in the form of promoting the objectives of the project or acting as a buffer between the project and the power structures of the organization and its politics.

❖ **Document analysis**. Assessing the available project documentation and lessons learned from previous projects to identify stakeholders and other supporting information.

13.1 Identify Stakeholders

Input → **Tools & Techniques** → Output

4. Data representation

A technique that may be used includes the stakeholder mapping and representation, which is for categorizing stakeholders using various methods.

➤ Categorizing stakeholders assists the team in building relationships with the identified project stakeholders.

➤ Common methods include:

❖ **Power/interest grid, power/influence grid, or impact/influence grid**.

❖ **Prioritization**

❖ **Stakeholder cube**

❖ **Salience model**

❖ **Directions of influence**

13.1 Identify Stakeholders

Input → Tools & Techniques → Output

4. Data representation

❖ **Power/interest grid, power/influence grid, or impact/influence grid**. Each of these techniques supports a grouping of stakeholders according to their level of authority (power), level of concern about the project's outcomes (interest), ability to influence the outcomes of the project (influence), or ability to cause changes to the project's planning or execution. These classification models are useful for small projects or for projects with simple relationships between stakeholders and the project, or within the stakeholder community itself…
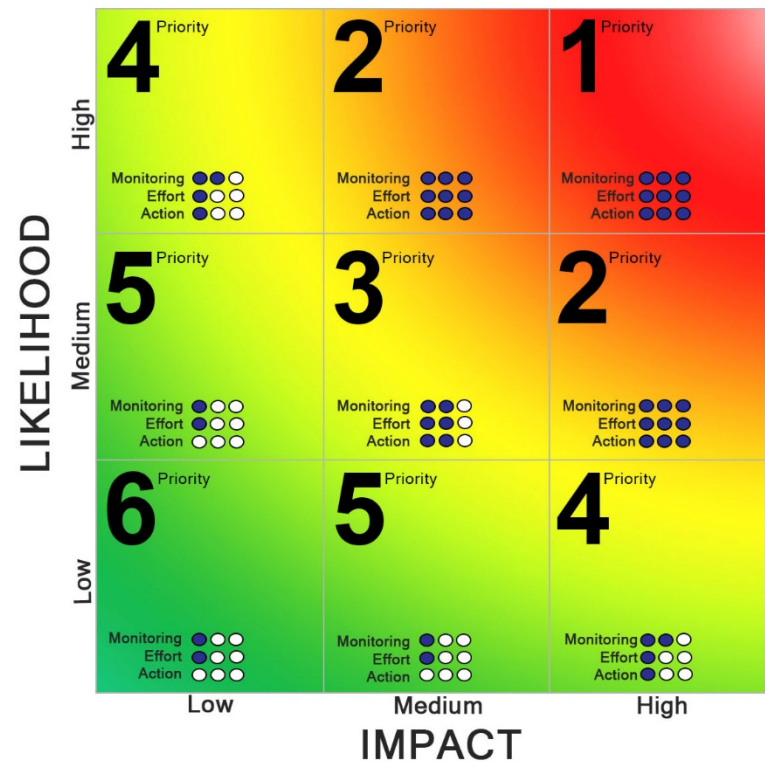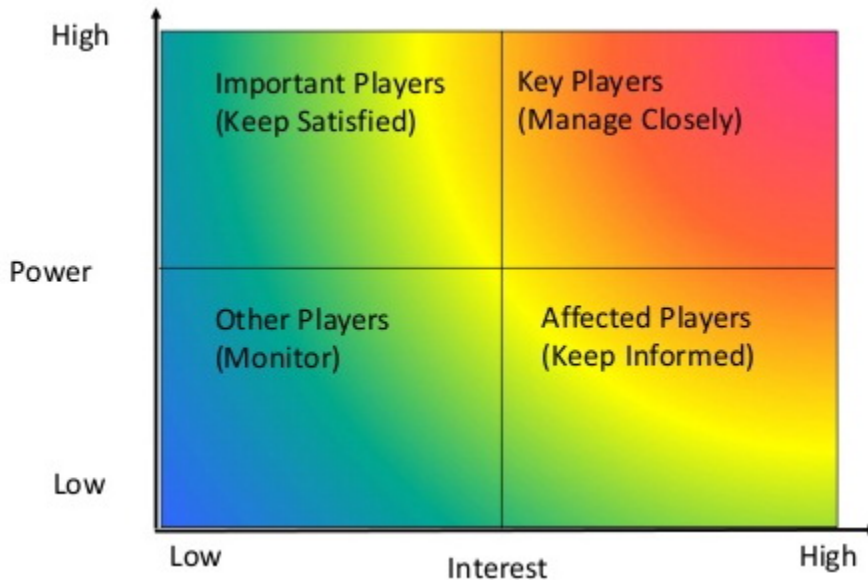
Input → Tools & Techniques → Output

4. Data representation (cont'd)
Stakeholder Power/Interest - Example

Input → Tools & Techniques → Output

4. Data representation (cont'd)

❖ …

❖ **Prioritization.** Prioritizing stakeholders may be necessary for projects with a large number of stakeholders, where the membership of the stakeholder community is changing frequently, or when the relationships between stakeholders and the PT or within the stakeholder community are complex.

❖ **Stakeholder cube.** This is a refinement of the grid models previously mentioned. This model combines the grid elements into a three-dimensional model that can be useful to PMs and teams in identifying and engaging their stakeholder community. It provides a model with multiple dimensions that improves the depiction of the stakeholder community as a multidimensional entity and assists with the development of communication strategies…
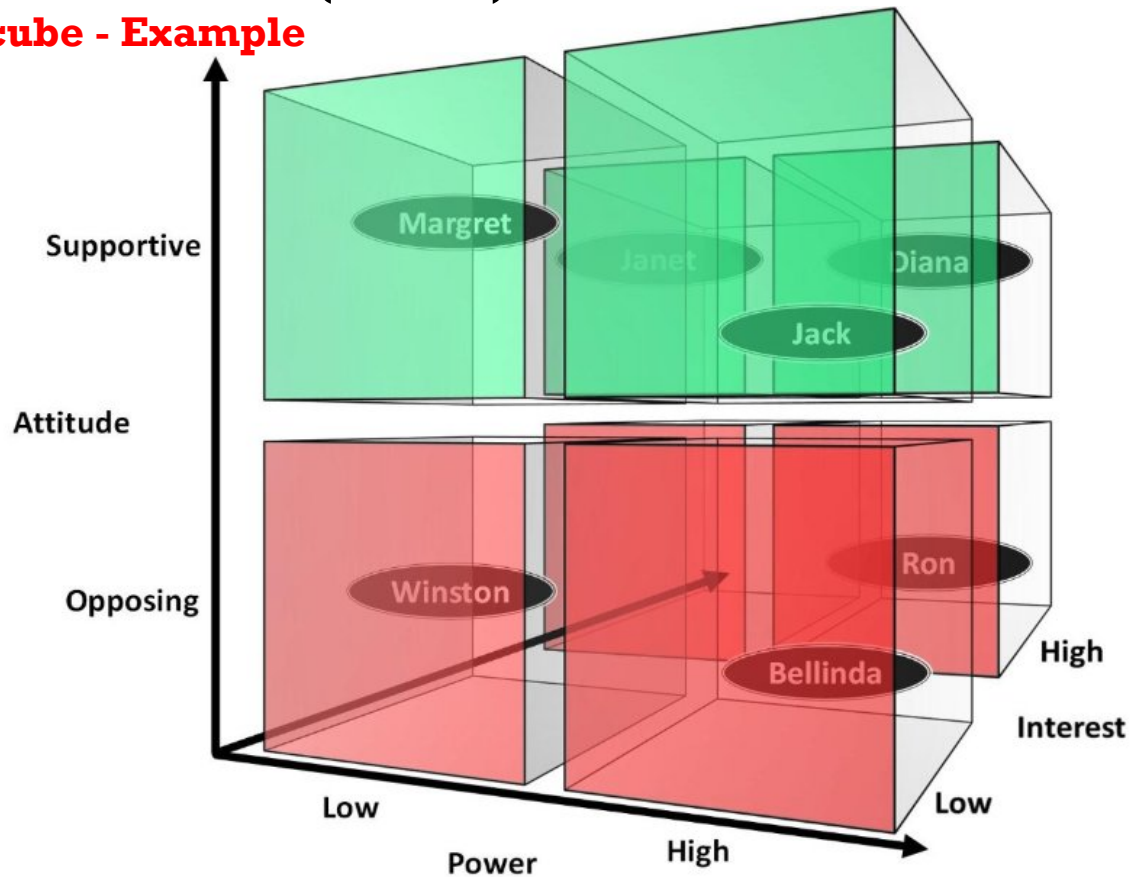
Input → **Tools & Techniques** → Output

4. Data representation (cont'd)
Stakeholder cube - Example

Input → **Tools & Techniques** → Output

4. Data representation (cont'd)

❖ …

❖ **Salience model**. Describes classes of stakeholders based on:

- Assessments of their *power* (level of authority or ability to influence the outcomes of the project),
- *urgency* (need for immediate attention, either time-constrained or relating to the stakeholders' high stake in the outcome), and
- *legitimacy* (their involvement is appropriate).

There is an adaptation of the salience model that substitutes *proximity* for *legitimacy* (applying to the team and measuring their level of involvement with the work of the project).

It is useful for large complex communities of stakeholders or where there are complex networks of relationships within the community, and also in determining the relative importance of the identified stakeholders.

erga

Input → **Tools & Techniques** → Output

4. Data representation (cont'd)
Stakeholder Salience Model - Example

POWER

LEGITIMACY

1 Dormant Stakeholder

4 Dominant Stakeholder

2 Discretionary Stakeholder

5 Dangerous Stakeholder

7 Definitive Stakeholder

6 Dependent Stakeholder

3 Demanding Stakeholder

8 Non stakeholder

URGENCY

Input → **Tools & Techniques** → Output

4. Data representation (cont'd)

❖ …
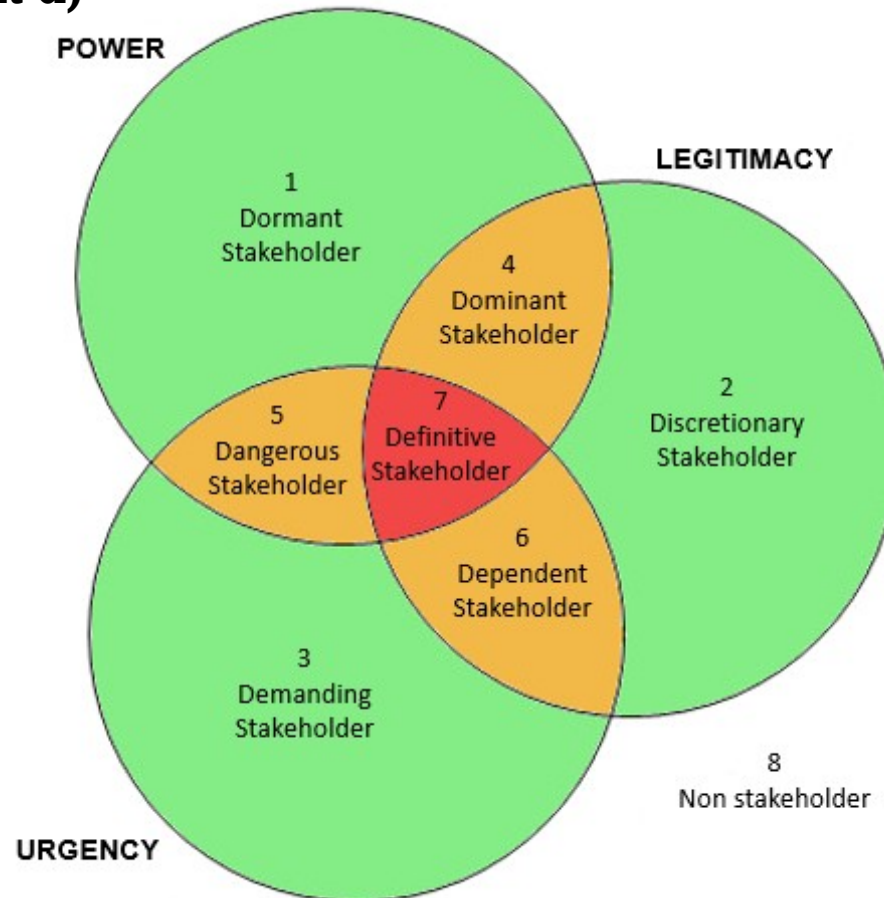
❖ **Directions of influence**. Classifies stakeholders according to their influence on the work of the project or the PT itself. Stakeholders can be classified in the following ways:

- *Upward* (senior management of the performing organization or customer organization, sponsor, and steering committee),
- *Downward* (the team or specialists contributing knowledge or skills in a temporary capacity),
- *Outward* (stakeholder groups and their representatives outside the PT, such as suppliers, government departments, the public, end-users, and regulators), or
- *Sideward* (the peers of the PM, such as other PMs or middle managers who are in competition for scarce project resources or who collaborate with the PM in sharing resources or information).

Input → Tools & Techniques → Output

4. Data representation (cont'd)

❖ **Directions of influence - Example**

13.1 Identify Stakeholders

Input → Tools & Techniques → Output
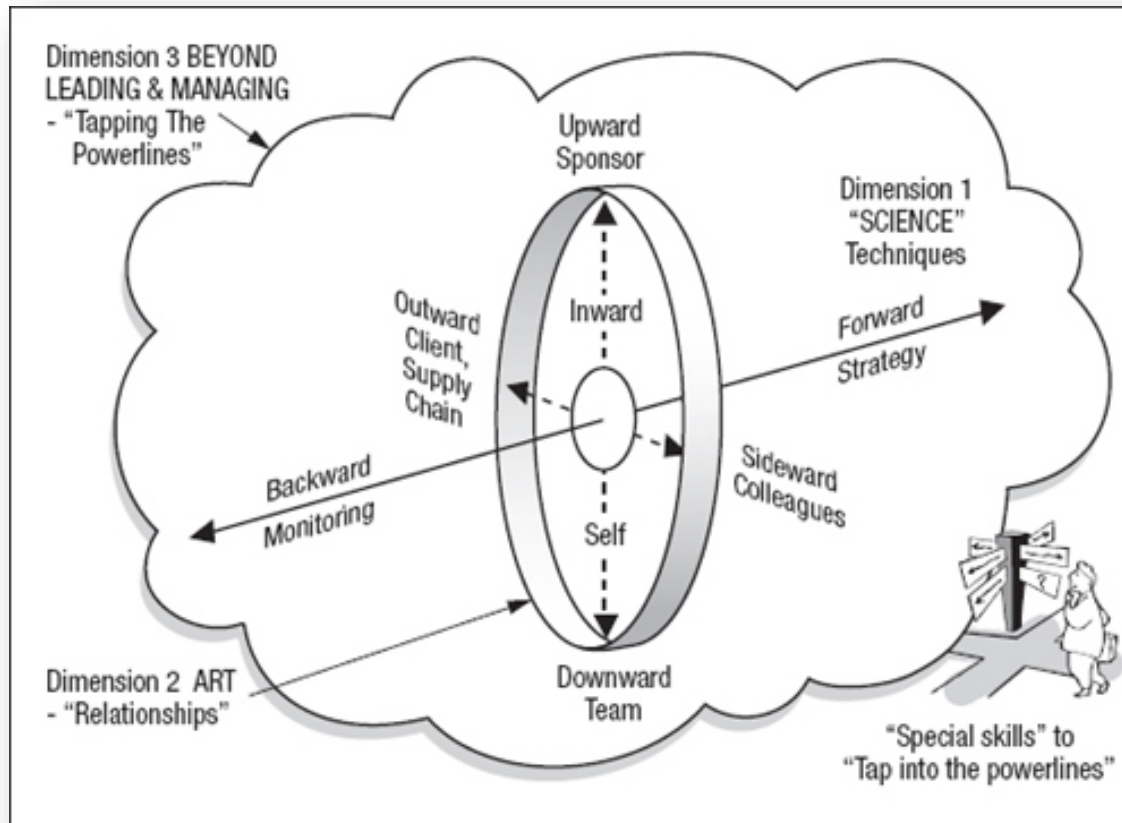
1. Stakeholder Register

The main output of the *Identify Stakeholders* process is the stakeholder register that contains information about identified stakeholders that includes:

- ❖ **Identification information**. Name, organizational position, location and contact details, and role on the project.
- ❖ **Assessment information**. Major requirements, expectations, potential for influencing project outcomes, and the phase of the project life cycle where the stakeholder has the most influence or impact.
- ❖ **Stakeholder classification**. Internal/ external, impact/ influence/ power/ interest, upward/ downward/ outward/ sideward, or any other classification model chosen by the PM.

Input → Tools & Techniques → Output

1. Stakeholder Register (cont'd) - sample

erga	STAKEHOLDER REGISTER						
Project Number:					Project Name:		
A "stakeholder" is any person or organization that is actively involved in a project, or whose interests may be affected positively or negatively by execution of a project. Stakeholders can be internal to the organization or exter							
Identify stakeholder							
Name		**Position**	**Role**	**Communication**	**Requirements**	**Influence**	
Stakeholder's Information.		*Position in the organization*	*The function they perform on the project.*	*Delivery Method*	*High-level needs for the project*	*Level and type of influence on the project*	*Quadrant*
Name	Organization					Impact (1-5)	Interest (1-5)	
				by letter		5	5	key player
				by mail		1	1	minimum effort
				by meeting		5	1	keep satisfied
				by mail		1	5	keep informed

13.2 Plan Stakeholder Engagement

Developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project.

Analysis and understanding of Stakeholders

Developing ways to engage the stakeholders in the project

Create and maintain a Relationship that satisfy the needs for all stakeholders

13.2 Plan Stakeholder Engagement

Inputs

1. Project charter
2. **Project management plan**
3. Project documents
   - Assumption log
   - Change log
   - Issue log
   - Project schedule
   - Risk register
   - Stakeholder register
4. Agreements
5. **Enterprise environmental factors**
6. **Organizational process assets**

Tools & Techniques

1. Expert Judgment
2. Data gathering
   - Benchmarking
3. Data analysis
   - Assumption and constraint analysis
   - Root cause analysis
4. Decision making
   - Prioritization / Ranking
5. **Data representation**
   - Mind mapping
   - Stakeholder engagement assessment matrix
6. Meetings

Outputs

1. Stakeholder engagement plan

13.2 Plan Stakeholder Engagement

Input → Tools & Techniques → Output

2. Project Management Plan

The PMP includes but are not limited to:

❖ **Resource management plan**. The resource management plan may contain information regarding roles and responsibilities of the team and other stakeholders listed in the stakeholder register.

❖ **Communications management plan**. The communications strategies for stakeholder management and their implementation plans are both inputs to, and recipients of, information from processes in Project Stakeholder Management.

❖ **Risk management plan**. The risk management plan may contain risk thresholds or risk attitudes that can assist in the selection of the optimal stakeholder engagement strategy mix.

| Input | Tools & Techniques | Output |

5. Enterprise Environmental Factors

They are used as inputs to this process, because the management of stakeholders should be adapted to the project environment; they include but are not limited to:

- ❖ Organizational culture, political climate, and governance framework;
- ❖ Personnel administration policies;
- ❖ Stakeholder risk appetites;
- ❖ Established communication channels;
- ❖ Global regional or local trends, practices, or habits; and
- ❖ Geographic distribution of facilities and resources.

Input Tools & Techniques Output

6. Organizational process assets

The OPA that can influence include:

- ❖ Corporate policies and procedures for social media, ethics, and security;
- ❖ Corporate policies and procedures for issue, risk, change, and data management;
- ❖ Organizational communication requirements;
- ❖ Standardized guidelines for development, exchange, storage, and retrieval of information;
- ❖ Lessons learned repository with information about the preferences, actions, involvement of stakeholders;
- ❖ Software tools needed to support effective stakeholder engagement.

13.2 Plan Stakeholder Engagement

Input → **Tools & Techniques** → Output

5. Data representation

Data representation techniques that may be used include:

- ❖ **Mind mapping**. Mind mapping is used to visually organize information about stakeholders and their relationship to each other and the organization.

- ❖ **Stakeholder engagement assessment matrix**. A stakeholder engagement assessment matrix supports comparison between the current engagement levels of stakeholders and the desired engagement levels required for successful project delivery…

Input → **Tools & Techniques** → Output

5. Data representation (cont'd)

❖ **Stakeholder engagement assessment matrix**. (cont'd)
The engagement level of stakeholders can be classified as follows:

- *Unaware.* Unaware of the project and potential impacts.
- *Resistant*. Aware of the project and potential impacts but resistant to any changes that may occur as a result of the work or outcomes of the project. These stakeholders will be unsupportive of the work or outcomes of the project.
- *Neutral*. Aware of the project, but neither supportive nor unsupportive.
- *Supportive*. Aware of the project and potential impacts and supportive of the work and its outcomes.
- *Leading*. Aware of the project and potential impacts and actively engaged in ensuring that the project is a success.

13.2 Plan Stakeholder Engagement

Input → **Tools & Techniques** → Output

5. Data representation (cont'd)

Analysis of the engagement level of the various stakeholder: AWARENESS of Project and Potential IMPACTS

Stakeholder engagement assessment matrix

Stakeholder Name	Unaware	Resistant	Neutral	Supportive	Leading
Tom Dalton		C		D	
George Carrey			C	D	
Tina Ray				C D	
Mark Metz				C	D

C: current   D: Desirable

Input → Tools & Techniques → Output

1. Stakeholder Engagement Plan

The *stakeholder engagement plan* is a component of the PMP that identifies the strategies and actions required to promote productive involvement of stakeholders in decision making and execution. It can be formal or informal and highly detailed or broadly framed, based on the needs of the project and the expectations of stakeholders.

➢ The *stakeholder engagement plan* may include but is not limited to specific strategies or approaches for engaging with individuals or groups of stakeholders.

13.3 Manage Stakeholder Engagement

Communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement.
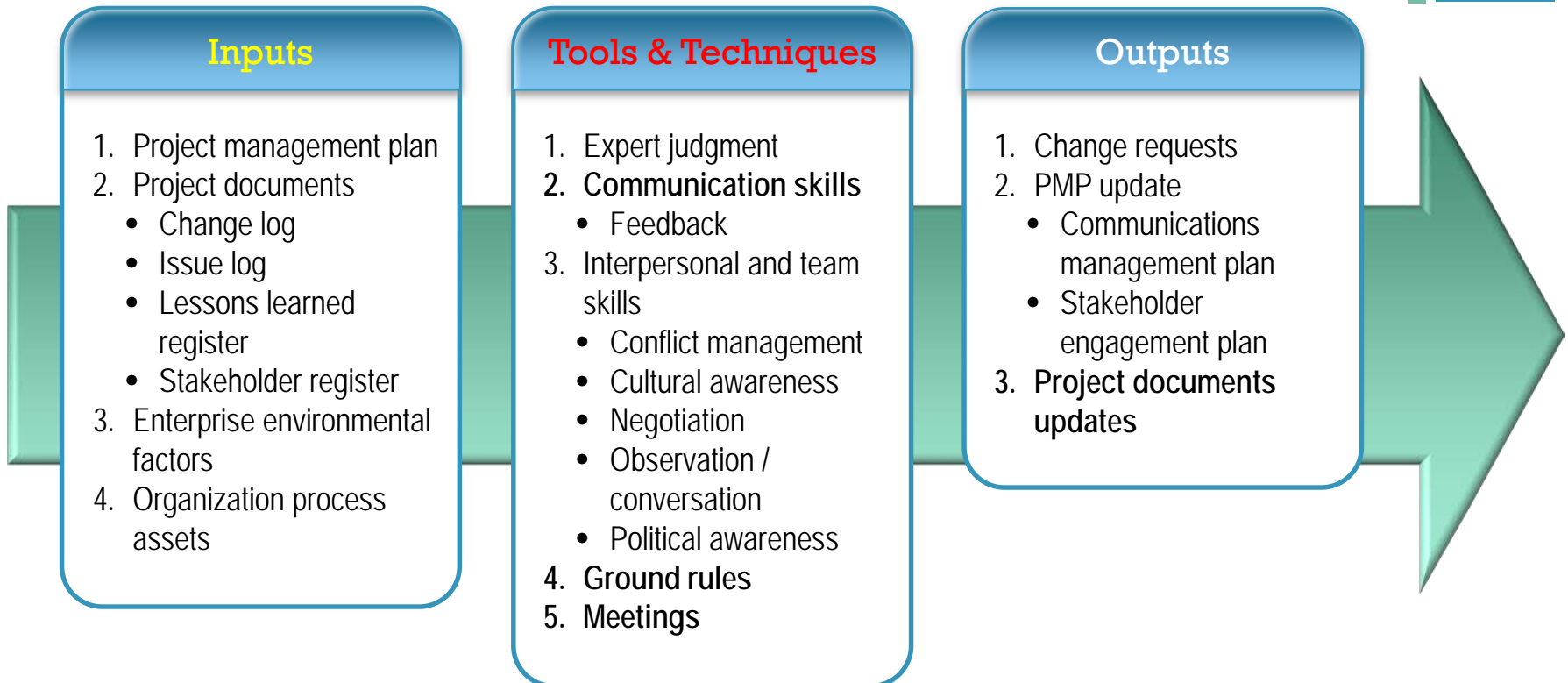
Key objective:
- Increase support
- Decrease resistance

By helping the stakeholders:
- Understanding the goals, objectives and risks
- Show their reactions to future situations
- Clearly identify and express their expectations

13.3 Manage Stakeholder Engagement

Inputs	Tools & Techniques	Outputs

1. Project management plan
2. Project documents
   • Change log
   • Issue log
   • Lessons learned register
   • Stakeholder register
3. Enterprise environmental factors
4. Organization process assets
	1. Expert judgment
	2. **Communication skills**
	   • Feedback
	3. Interpersonal and team skills
	   • Conflict management
	   • Cultural awareness
	   • Negotiation
	   • Observation / conversation
	   • Political awareness
	4. **Ground rules**
	5. **Meetings**
		1. Change requests
		2. PMP update
		   • Communications management plan
		   • Stakeholder engagement plan
		3. **Project documents updates**

13.3 Manage Stakeholder Engagement

Engaging Stakeholders

At the desired level as planned for …

Managing their expectations

Know what they want to incorporate into the project results … Communicate and negotiate to streamline expectations with results …

Addressing their concerns

Do not ignore any identified concern; it may become an issue that jeopardize your project success

Resolving their issues

Do not ignore or delay the resolution of identified issue;

13.3 Manage Stakeholder Engagement

Input → **Tools & Techniques** → Output

2. Communication skills

The methods of communication identified for each stakeholder in the communications management plan are applied during stakeholder engagement management. The PMT uses **feedback** to assist in understanding stakeholder reaction to the various project management activities and key decisions. Feedback may be collected in the following ways, but not limited to:

- ❖ Conversations; both formal and informal,
- ❖ Issue identification and discussion,
- ❖ Meetings,
- ❖ Progress reporting,
- ❖ Surveys.

Input → Tools & Techniques → Output

4. Ground rules

Ground rules, defined in the team charter set the expected behavior for project team members, as well as other stakeholders, with regard to stakeholder engagement.

5. Meetings

Meetings are used to discuss and address any issue or concern regarding stakeholder engagement. Types of meetings that are beneficial as part of this process include:

- ❖ Decision making,
- ❖ Issue resolution,
- ❖ Lessons learned and retrospectives,
- ❖ Project kick-off,
- ❖ Sprint planning, and
- ❖ Status updates.

Input → Tools & Techniques → Output

3. Project Documents Updates

Include but are not limited to:

- ❖ **Change log**. it may be updated based on any change requests.
- ❖ **Issue log**. it may be updated to reflect an update to, or the development of, an issue log entry.
- ❖ **Lessons learned register**. It is updated with effective or ineffective approaches to managing stakeholder engagement so that information can be used in the current project or future projects.
- ❖ **Stakeholder register**. It may be updated based on new information provided to stakeholders about resolved issues, approved changes, and general project status.

13.3 Manage Stakeholder Engagement

Input → Tools & Techniques → Output

3. Project Documents Updates
❖ **Issue Log - Example**

Issue Log								
Project:							Date:	
Issue	**Description**	**Priority (H,M,L)**	**Category**	**Reported By**	**Assigned To**	**Status**	**Date Resolved**	**Resolution/ Comments**
This should be a standard numbering system.	Detailed description of the issue.	High, Medium or Low priority.	Assign to a category.	Who reported the issue?	Who is the issue assigned to?	What is the status of the issue?	What date was the issue resolved?	What was the resolution or what is being done to resolve the issue?

13.4 Monitor Stakeholder Engagement

Monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through modification of engagement strategies and plans.
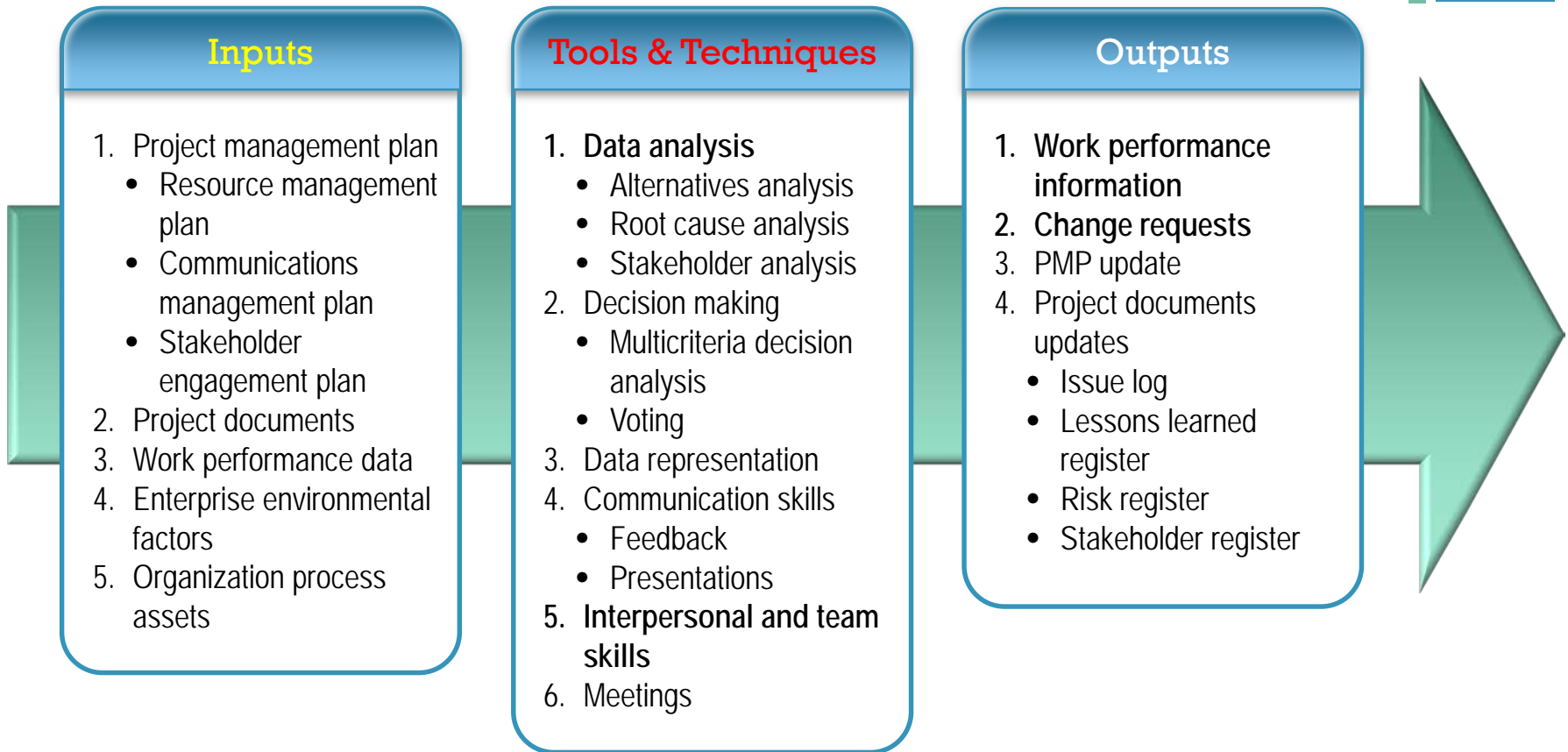
➢ The key benefit of this process is to maintain or increase the effectiveness or efficiency level of the stakeholders throughout the project life cycle.

Key objective:
- Maintain the efficiency of the planned stakeholder engagement activities

13.4 Monitor Stakeholder Engagement

Inputs

1. Project management plan
   - Resource management plan
   - Communications management plan
   - Stakeholder engagement plan
2. Project documents
3. Work performance data
4. Enterprise environmental factors
5. Organization process assets

Tools & Techniques

1. **Data analysis**
   - Alternatives analysis
   - Root cause analysis
   - Stakeholder analysis
2. Decision making
   - Multicriteria decision analysis
   - Voting
3. Data representation
4. Communication skills
   - Feedback
   - Presentations
5. **Interpersonal and team skills**
6. Meetings

Outputs

1. **Work performance information**
2. **Change requests**
3. PMP update
4. Project documents updates
   - Issue log
   - Lessons learned register
   - Risk register
   - Stakeholder register

13.4 Monitor Stakeholder Engagement

Input → Tools & Techniques → Output

1. Data analysis

Data analysis techniques that can be used for this process include:

❖ **Alternatives analysis**. It can be used to evaluate options to respond to variances in the desired results of stakeholder engagement.

❖ **Root cause analysis**. It can be used to determine the basic underlying reason that stakeholder engagement is not having the planned effect.

❖ **Stakeholder analysis**. it helps to determine the position of stakeholder groups and individuals at any particular time in the project.

13.4 Monitor Stakeholder Engagement

Input → Tools & Techniques → Output

5. Interpersonal and team skills

Include but are not limited to:

❖ **Active listening**. It is used to reduce misunderstandings and other miscommunication.

❖ **Cultural awareness**. Cultural awareness and cultural sensitivity help the PM to plan communications based on the cultural differences and requirements of stakeholders and PT members.

❖ **Leadership**. Successful stakeholder engagement requires strong leadership skills to communicate the vision and inspire stakeholders to support the work and outcomes of the project.

❖ **Networking**. It ensures access to information about levels of engagement of stakeholders.

❖ **Political awareness**. It is used to understand the strategies of the organization, understand who wields power and influence in this arena, and to develop an ability to communicate with these stakeholders.

13.4 Monitor Stakeholder Engagement

Input ▶ Tools & Techniques ▶ **Output** ▶

1. Work Performance Information

WPI includes information about the status of stakeholder engagement, such as the level of current project support and compared to the desired levels of engagement as defined in the stakeholder engagement assessment matrix, stakeholder cube, or other tool.

2. Change Requests

A change request may include corrective and preventive actions to improve the current level of stakeholder engagement. Change requests are processed for review and disposition through the *Perform Integrated Change Control* process

+ Thank you

Knowledge area

- You can find the whole Project Management Professional course on **Z:\eLibraries\eBooks\Management\PMP 6 Course**

- You can also visit **www.pmi.org** for more information

Please call us for any support