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Project Management Tools & Techniques

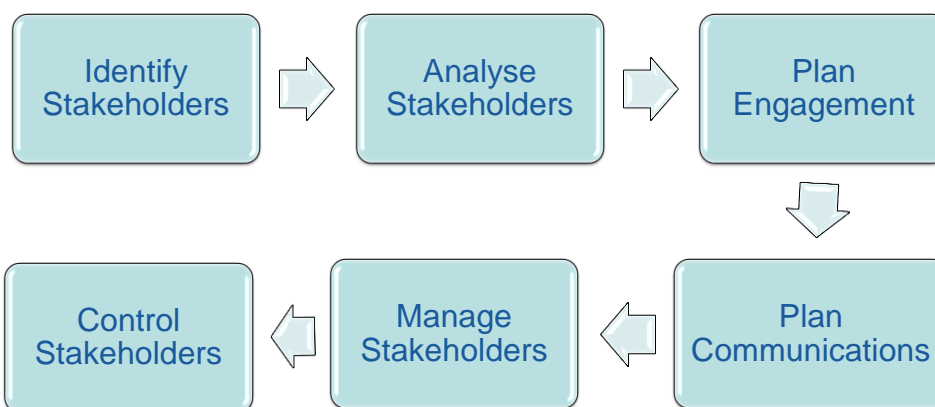


PMI Project
Registered Management
Education Institute
Provider

What is Stakeholder Management?

- What does it involve?
 - Direct and indirect communications
 - Negotiation of objectives
 - Agreement on sought benefits
 - Commitment to resources
 - Ongoing support throughout the program
- Stakeholders tend to resist change
 - When they have no part in instigating it
- Stakeholders are often managed like risks
 - Identified, Studied, Categorized, Tracked

The Stakeholder Management Process



3

Stakeholder Identification

- Identify as many stakeholders as possible
- Record their details in the Stakeholder Register
- Identify stakeholder groups
 - Break these down to determine differences in:
 - Needs
 - Expectations
 - Influence



4

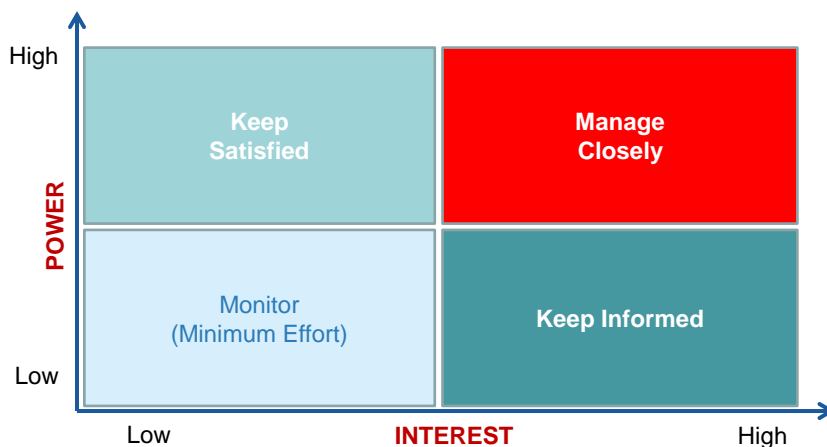
Stakeholder Analysis

- Distinguish committed stakeholders from those with only a passing interest. Some are:
 - Professionally committed
 - Professionally and emotionally committed
 - Only interested
- Every project is different and each stakeholder is different
 - Manage accordingly
- Some projects have public impact
 - E.g. roads, dams, bridges
 - Employ public relations



5

Stakeholder Analysis



Power/Interest Grid

6

Stakeholders' Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

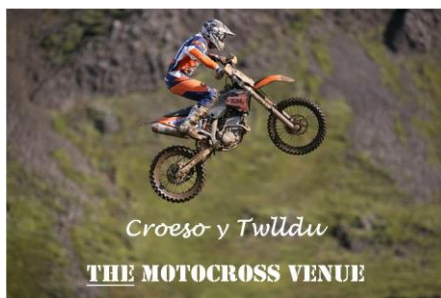
C = Current
Engagement Level

D = Desired
Engagement Level



7

Stakeholder Management Exercise



- Create a stakeholder engagement assessment matrix for the Motocross case study's stakeholders.



8

Resistant Stakeholders

- Very important where many organizations are involved
 - Each organization may have different objectives
- All stakeholders may not support the project
- Review the objectives of the vendors before signing any contracts
 - Ensure all parties agree to the common objectives of the venture

How do you get an opponent on-side?



9



Coping with Resistant Stakeholders

- Resistant stakeholders might object to the project because it affects their interests
 - Do not ignore them
 - Take the time to:
 - Communicate project goals
 - Manage expectations
 - Establish buy-in
- Maintain a broad view of the project's objectives
- Recognize the organization's culture and political climate
- Make sure the project's objectives stay aligned with the organizational objectives throughout the project



10



Examples of Change



Smoking Ban



Garth Brooks Concerts



GAA Rules Changes



11

Stakeholder Management Exercise

- How would you deal with these situations?

Situation	Solution
Customer complains that the end product does not meet requirements	
Customers that are constantly changing their minds	
"I could have told you that was going to happen"	
Two powerful stakeholders have conflicting requirements	



12

Stakeholder Management Exercise



- Prepare a Stakeholder Engagement Plan for the Motocross case study.




13

Any Questions?



14



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