

# #13 Project Stakeholder

PMBOK 5 Ed. – DEI-



**GEBETAN**



**BOKAPNYA**



**COWOK  
YG DIA SUKA**



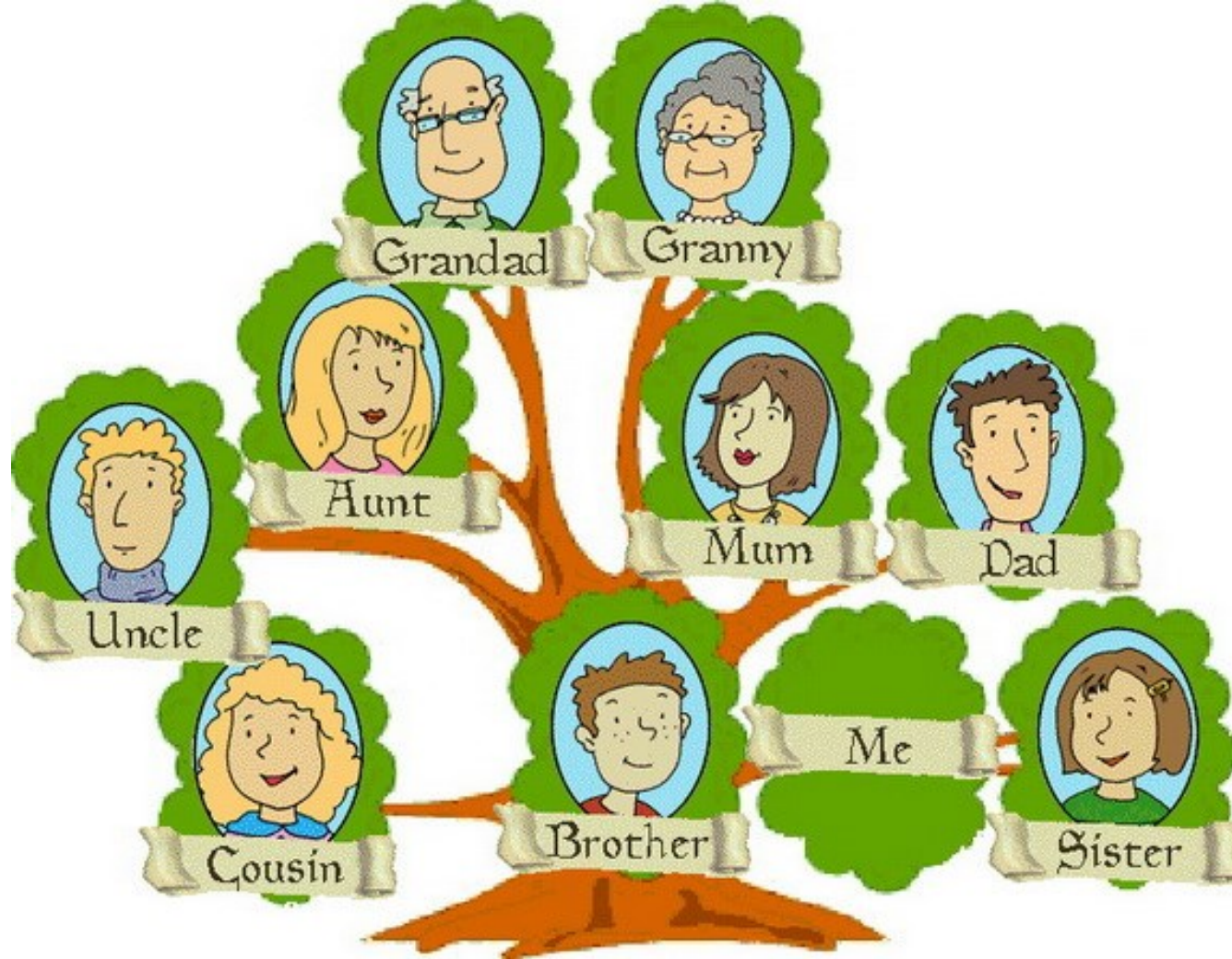
**KAKAKNYA**



**MANTANNYA**



**GUE**



“Project stakeholders are individuals, groups, or organizations who **may affect, be affected** by, or **perceive themselves to be affected** by a decision, activity, or outcome of a project.”



Stakeholders  
request projects,  
approve them,  
reject them,  
support them, and  
oppose them



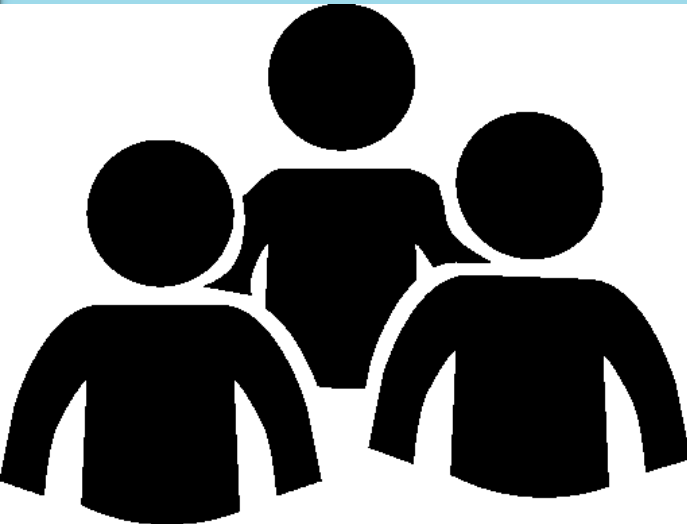
Most stakeholders **are not aware** of and don't care about other stakeholders

Project managers and their teams must have **a good dialogue** with them



## Internal

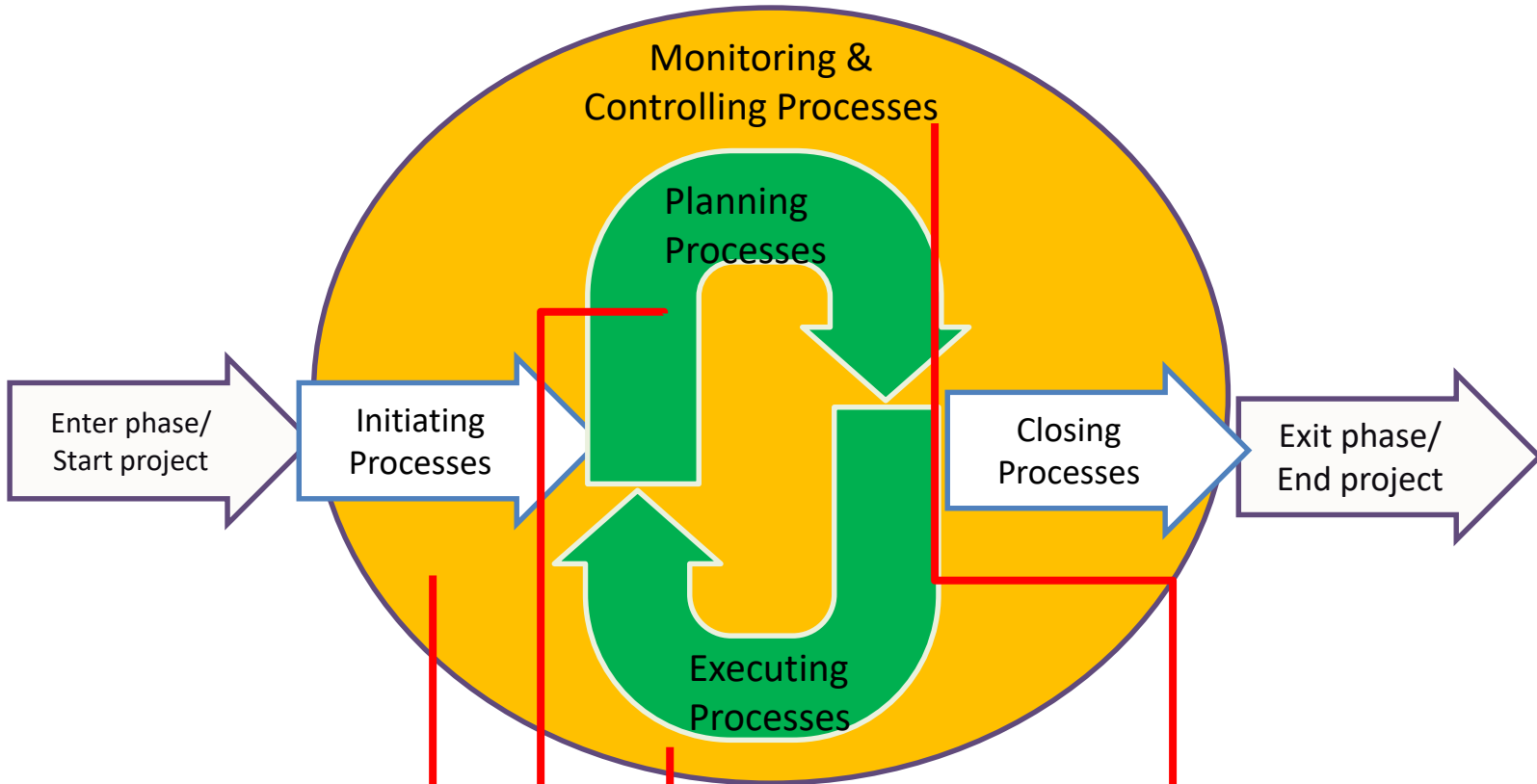
- project sponsor, project team, support staff, and internal customers for the project.
- top management, other functional managers,



## External

- competitors, suppliers,
- Groups government officials and concerned citizens.





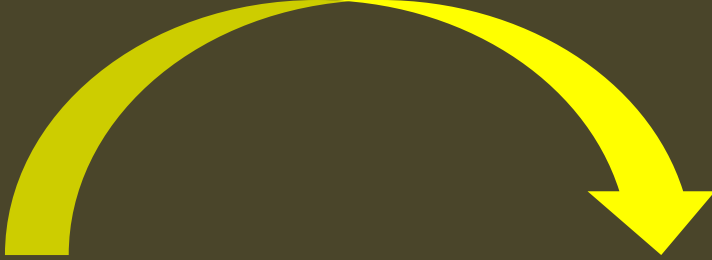
| Knowledge Area | Process               |                             |                   |                                   |         |
|----------------|-----------------------|-----------------------------|-------------------|-----------------------------------|---------|
|                | Initiating            | Planning                    | Executing         | Monitoring & Contol               | Closing |
| Stakeholder    | Indentify Stakeholder | Plan stakehodler management | Manage engagement | Monitoring stakeholder engagement |         |

# Identify Stakeholder

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







**Inputs**

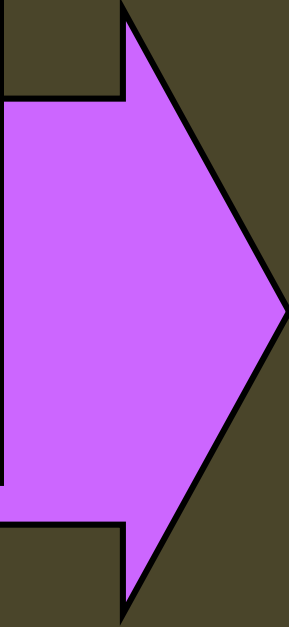
1. Project charter
2. Procurement documents
3. EEF
4. OPA

**Tools & Techniques**

1. Stakeholder analysis
2. Expert judgment
3. meetings

**Outputs**

1. Stakeholder register



# Stakeholder Analysis



- **Gathering and analyzing** quantitative & qualitative information to determine **whose interests should be taken into account throughout the project.**



First

• **Step 1: Identify all potential project stakeholders and relevant information**



# Second

# Step:

- **Identify the potential impact or support each stakeholder could generate and classify them so as to define an approach strategy.**

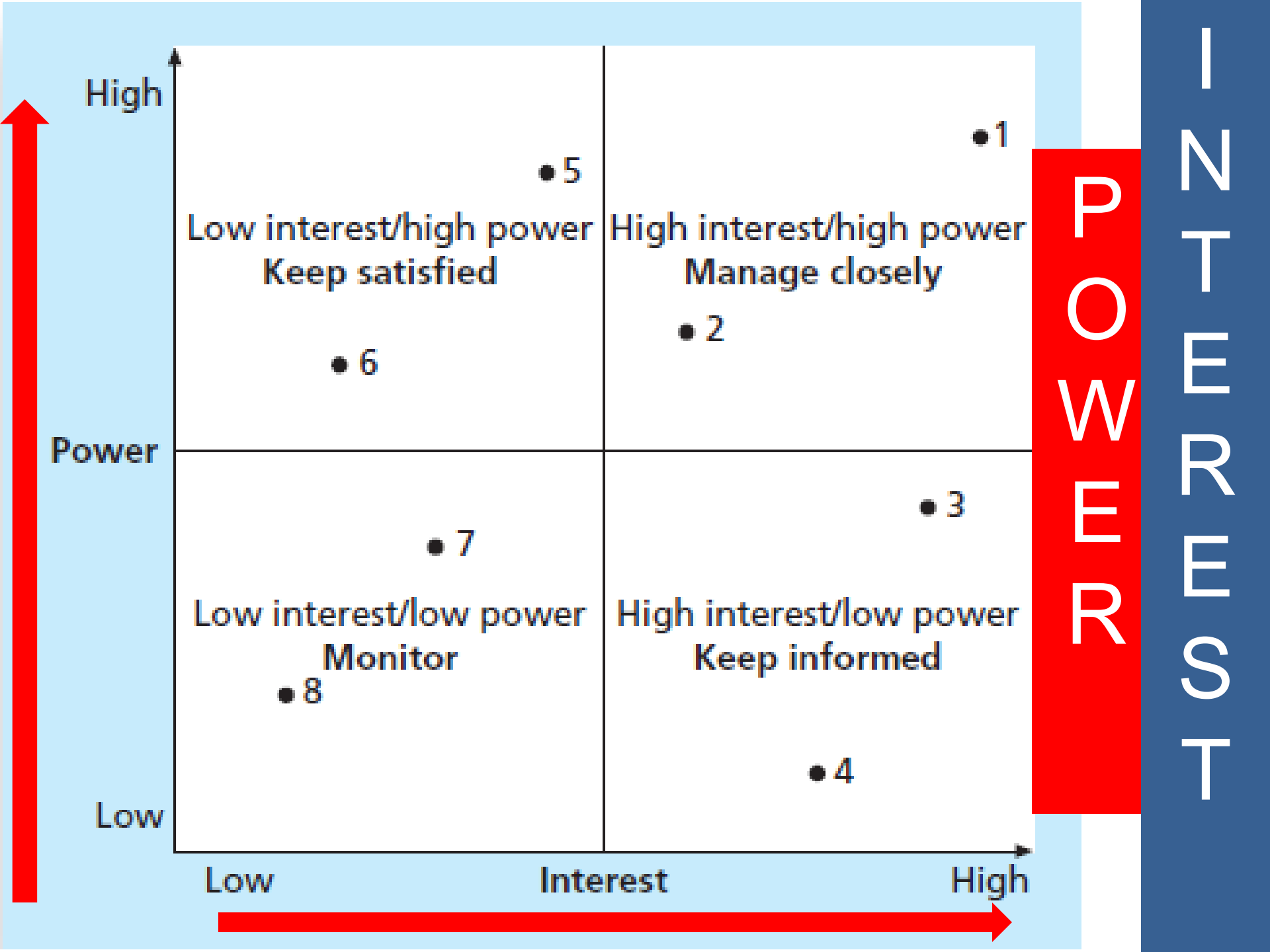




## Third Step:

- **Assess how key stakeholder are likely to react or respond in various situation**





High

Power

Low

Low

Interest

High

Low interest/high power  
Keep satisfied

High interest/high power  
Manage closely

Low interest/low power  
Monitor

High interest/low power  
Keep informed

POWER

INTEREST

# Stakeholder Register e.g.

| Name  | Contact Information | Role in Project | Department/ Supervisor | Company | Impact         |
|-------|---------------------|-----------------|------------------------|---------|----------------|
| Mr. K | Jl. ABC             | sponsor         | IT Division            | PT. X   | High (Funding) |
| ..... | .....               | .....           | .....                  | .....   | .....          |

| Influence       | Main expectations | Attitude about the project | Major requirement                               |
|-----------------|-------------------|----------------------------|---|
| Deliverable SOW | ERP HR (apps)     | aggressive, extrovert      | Active oral communication<br>And good budgeting |
| .....           | .....             | .....                      | .....   |

# Stakeholder Register e.g

| Name      | Position             | Internal/<br>External | Project Role                       | Contact Information   |
|-----------|----------------------|-----------------------|------------------------------------|-----------------------|
| Stephen   | VP of Operations     | Internal              | Project sponsor                    | stephen@globaloil.com |
| Betsy     | CFO                  | Internal              | Senior manager, approves funds     | betsy@globaloil.com   |
| Chien     | CIO                  | Internal              | Senior manager, PM's boss          | chien@globaloil.com   |
| Ryan      | IT analyst           | Internal              | Team member                        | ryan@globaloil.com    |
| Lori      | Director, Accounting | Internal              | Senior manager                     | lori@globaloil.com    |
| Sanjay    | Director, Refineries | Internal              | Senior manager of largest refinery | sanjay@globaloil.com  |
| Debra     | Consultant           | External              | Project manager                    | debra@gmail.com       |
| Suppliers | Suppliers            | External              | Supply software                    | suppliers@gmail.com   |

# Just Say No



**Bring a facts**

**Do a research**

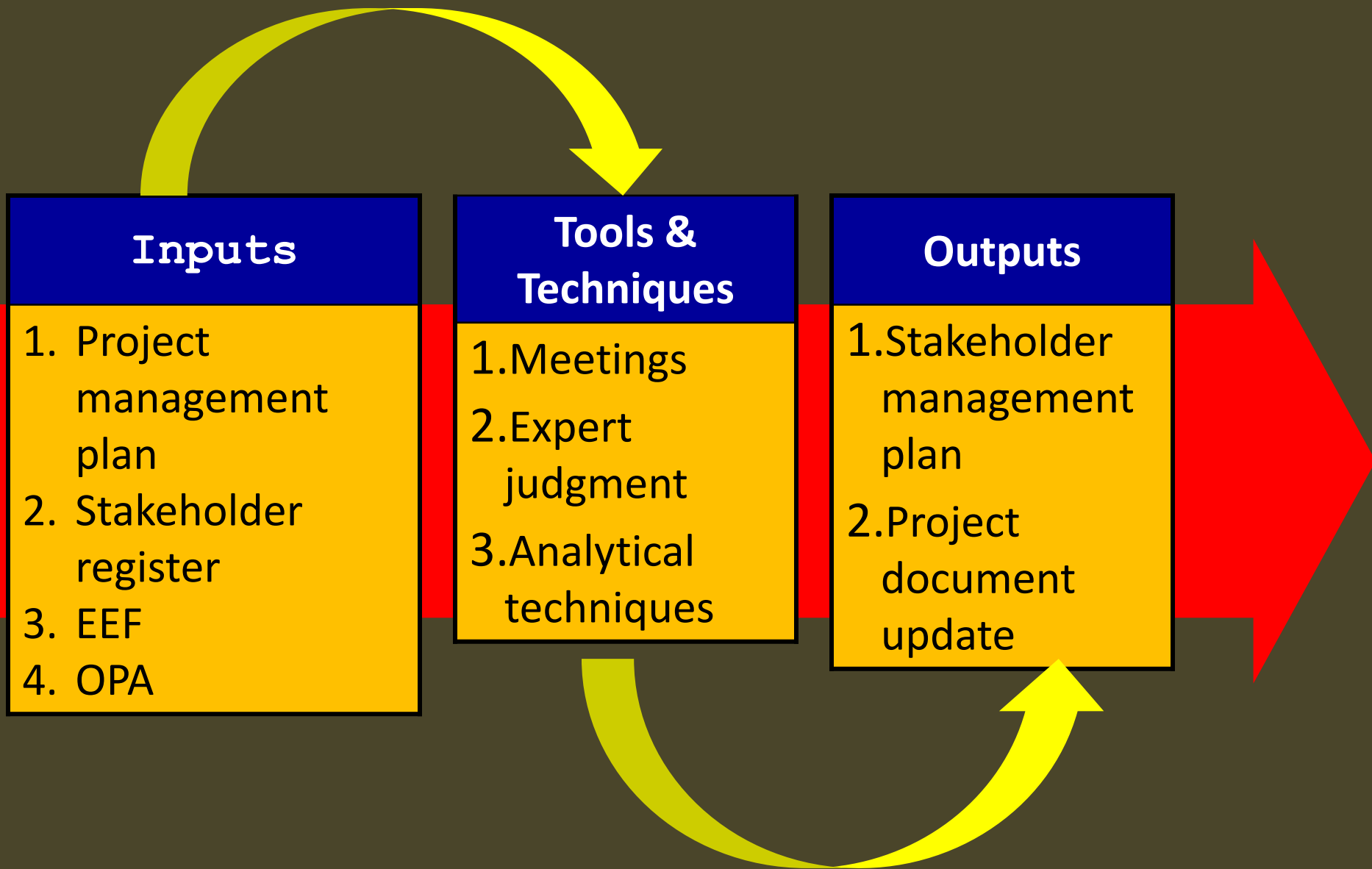
**Give a proper  
explanation**

# Plan Stakeholder Mgt



- Determining strategies to effectively **engage stakeholders in project decisions and activities** based on their needs, interests, and potential impact.





# Plan Stakeholder Mgt



“Current and desired engagement levels”



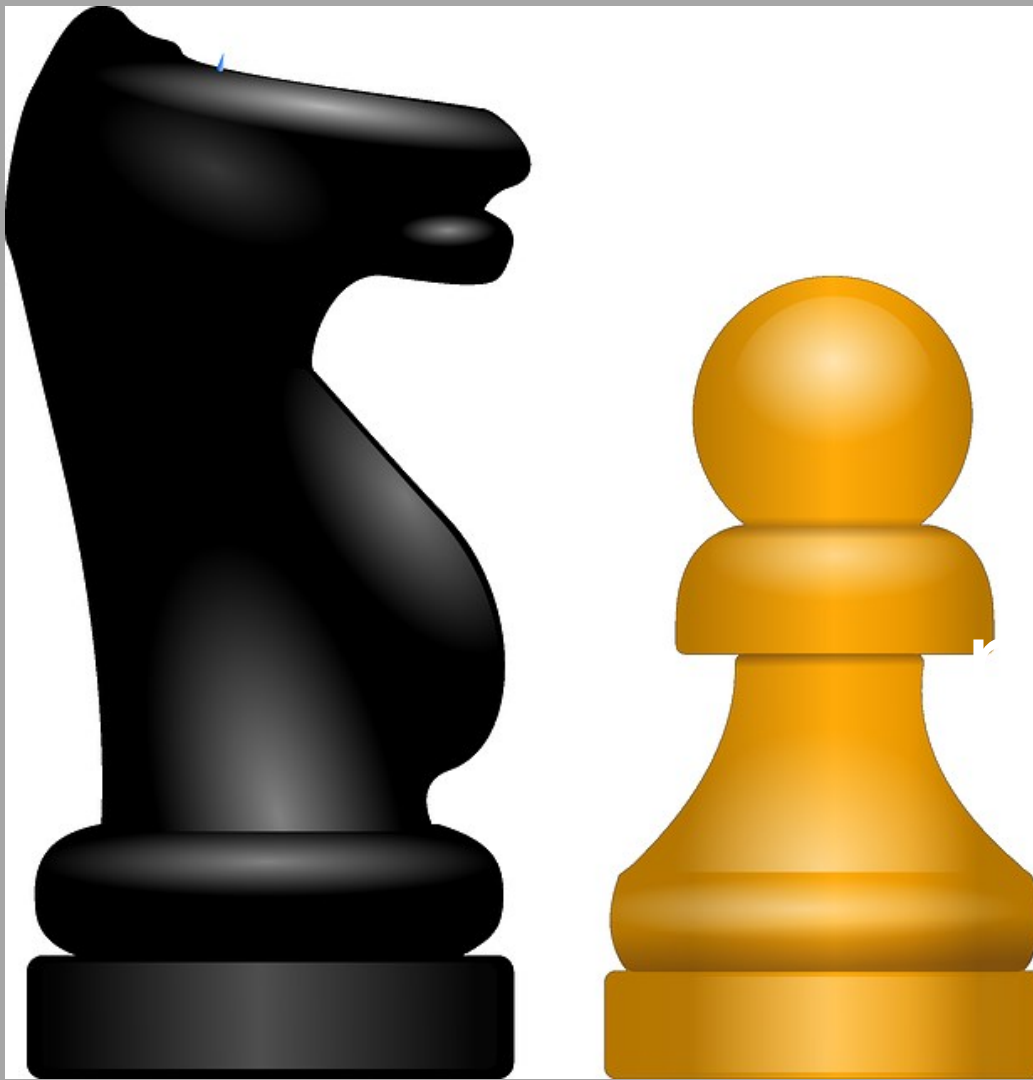
Interrelationships  
between  
stakeholders

Plan  
Stakeholder  
Mgt



“communication requirement”


Plan Stakeholder Mgt



“Potential  
management  
strategies”

Plan Stakeholder Mgt

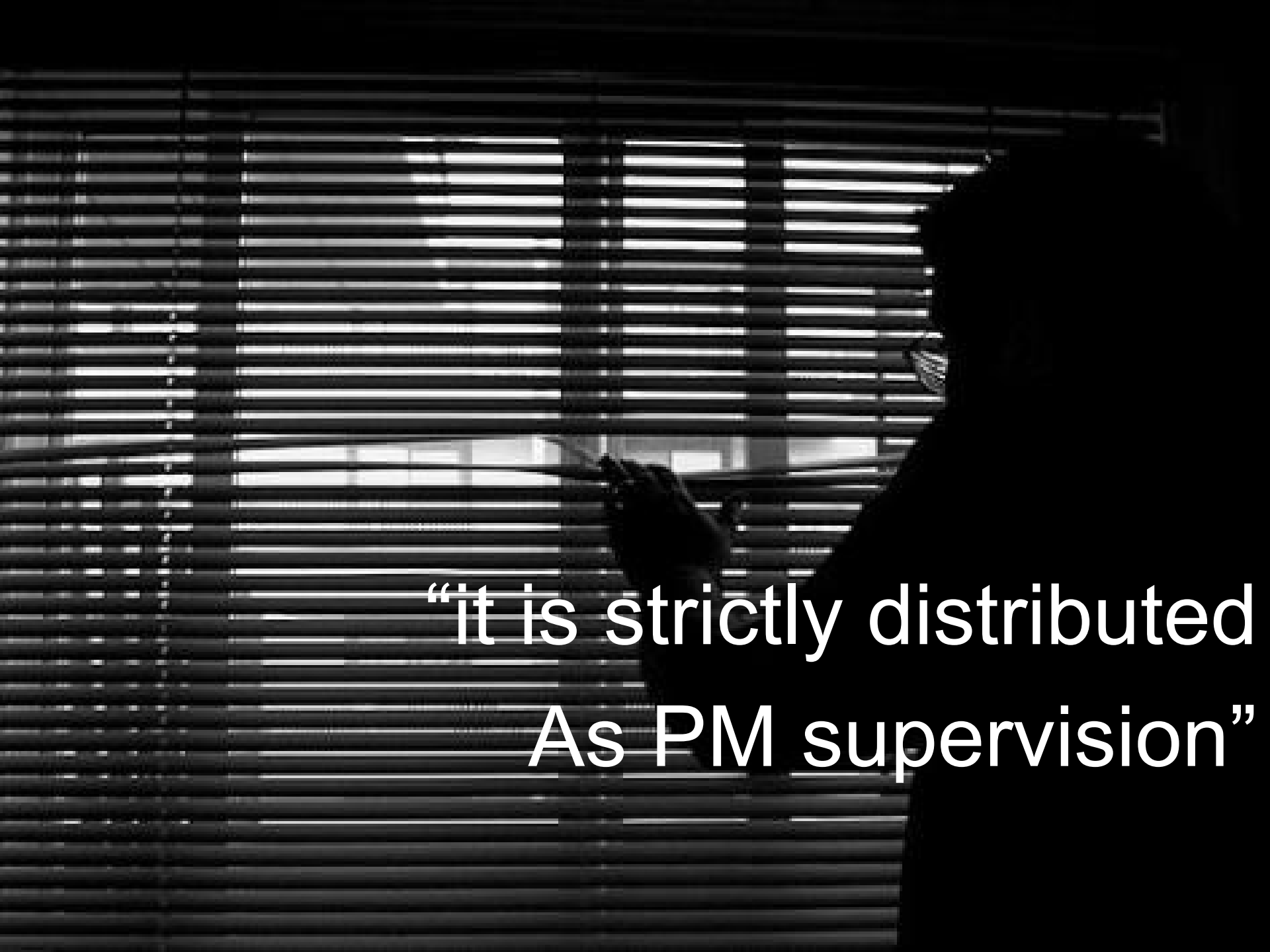




**YES IT'S ME**

**Stakeholder  
management plan is  
a secret plan!!**

**NOW SHUT UP**

A black and white photograph showing a person in silhouette looking out a window with horizontal blinds. The person's hand is visible, holding a thin rod or pencil, pointing towards the blinds. The scene is dimly lit, with light coming from the window, creating a strong contrast between the dark interior and the bright light outside.

“it is strictly distributed  
As PM supervision”

# Analytical Technique



**Analyze stakeholder desired engagement dan current engagement to see the gap in between**

# Analytical Technique



## Unaware

Unaware of the project and its potential impacts on them

# Analytical Technique



## **Resistant**

Aware of the project yet resistant to change



# Analytical Technique

## Neutral

Aware of the project yet  
neither supportive nor  
resistant



# Analytical Technique

## **Supportive**

**Aware of the project and  
supportive of change**



# Analytical Technique

## Leading

**Aware of the project and its potential impacts and actively engaged in helping it succeed**



# Analytical Technique

## Stakeholders Engagement Assessment Matrix

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

**C→**indicates the current engagement,

**D→**indicates the desired engagement

# Manage stakeholder expectation

**Communicating and working with project stakeholders**

**Satisfy their needs and expectations, resolving issues**

**Fostering engagement in project decisions and activities**

## Inputs

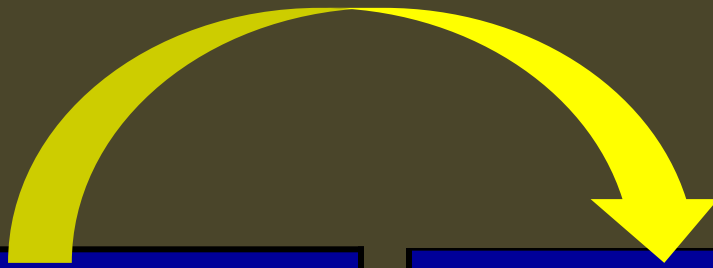
1. Stakeholder management plan
2. Communication management plan
3. Change log
4. OPA

## Tools & Techniques

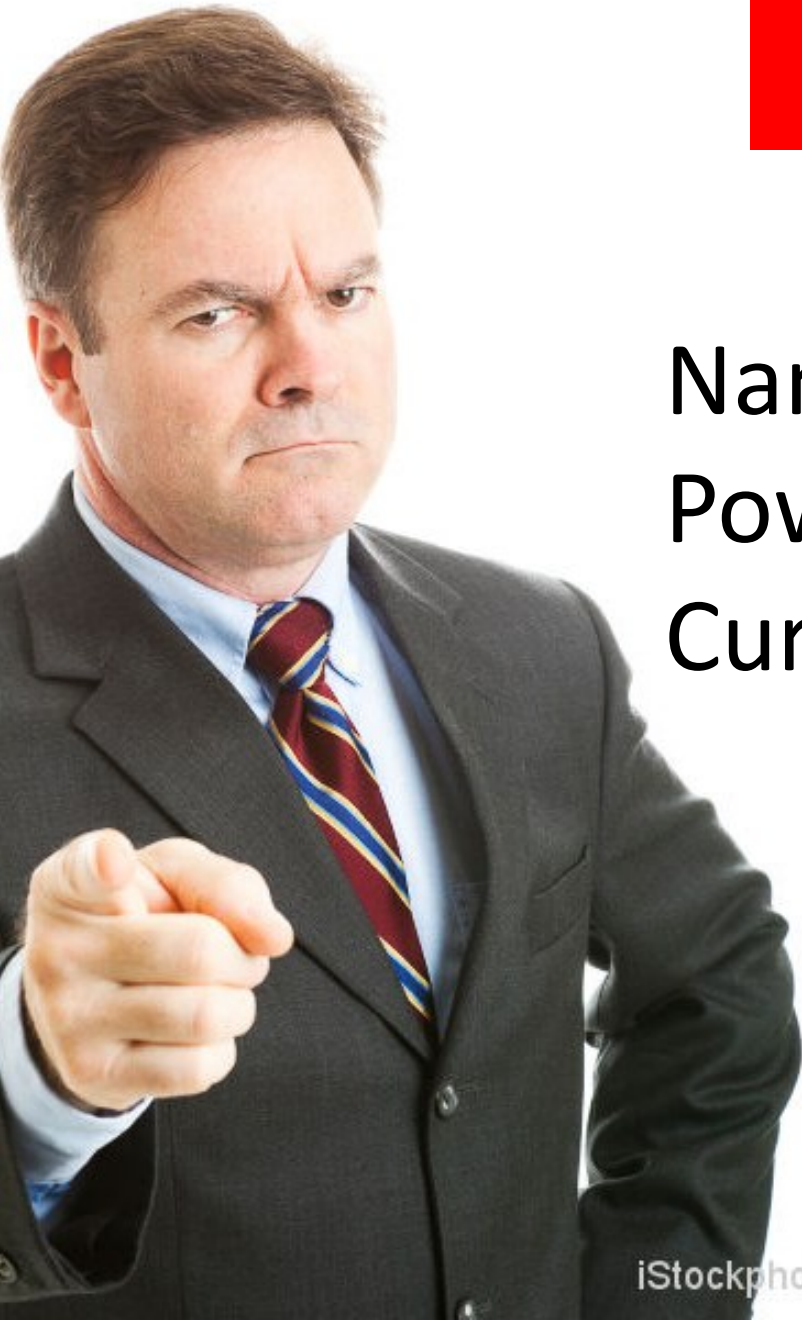
1. Communication method
2. Interpersonal skills
3. Management skills

## Outputs

1. Issue log
2. Change request
3. Project management plan update
4. Project document update
5. OPA update



# Stakeholder Analysis



Name: Stephen

Power/interest: High/high

Current engagement: leading



# Stakeholder Analysis



Strategy:

He can **seem intimidating** due to physical stature and deep voice but **he has great personality** and sometimes **he make a joke** to his co worker

# Stakeholder Analysis

## What we do?

Manage him closely  
ask him advice as  
needed

He likes **short news** and  
**frequent updates**



# Issue Log

| Issue # | Description   | Impact                    | Date Reported | Reported By |
|---------|---|---------------------------|---------------|-------------|
| 1       | Need requirements categorized as mandatory and optional | Cannot do much without it | Feb. 4        | Ryan        |

| Assigned To | Priority (H/M/L) | Due Date | Status | Comments                     |
|-------------|------------------|----------|--------|------------------------------|
| Stephen     | H                | Feb. 8   | Closed | Requirements clearly labeled |

# Control Stakeholder Mgt

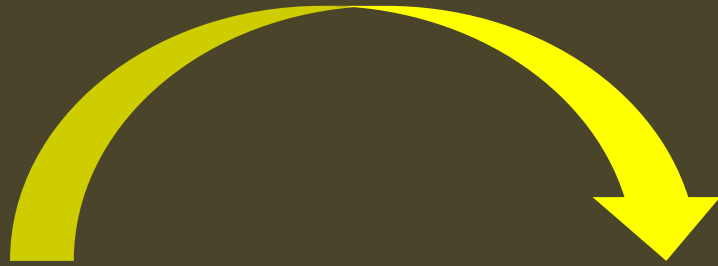


- Monitoring stakeholder relationships and adjusting plans and strategies for engaging stakeholders as needed.

You cannot control stakeholders,  
but you can control their level of  
engagement







## Inputs

1. Project management plan
2. Work performance data
3. Issue log
4. Project documents

## Tools & Techniques

1. Information management system
2. Expert judgement
3. Meetings

## Outputs

1. Work performance information
2. Change request
3. Project management plan update
4. Project document update
5. OPA update






What we do in  
controlling  
stakeholder  
management?





Key stakeholders should be invited to actively participate in a kick-off meeting rather than merely attending it



Communication Software can also assist in project stakeholder management