



## Stakeholder management

The purpose of stakeholder analysis is to inform the project manager and sponsor who should contribute to the project, where barriers might be and the actions that need to be taken prior to detailed project planning.

It is all too easy to overlook people who have an interest in projects (stakeholders). Think about a project you are engaged in and complete a short stakeholder analysis on it. Below is a blank form to assist you in defining stakeholder needs.

Stakeholders①	Their interest requirements from the project②	What the project needs from them③	Perceived attitudes or risks④	Actions to take and person who is responsible⑤

Amend the above to fit your project or projects

## Key:

- ① List all of your of your stakeholders. If your list becomes overly long then look for groups e.g. staff at the northern office or identify whether there are representatives e.g. the Association of Project Managers. If there is dis-agreement as to whether a person or group should be included it is suggested you include them and closely monitor them. It is easier to include them in any consulting/informing activities at the start of the project and if you find they are not a stakeholder then quietly drop them
- ② You may not know their interests or requirements! This will mean once they are identified somehow consulting with them. The actual method is up to you and the circumstances you face however please be careful of raising expectation.
- ③ Do ensure that you are clear to the stakeholder what you want or what the project needs from them! Maybe you need some figures, or simply as Ok in principle to their support to your project. Explain the consequences of non-delivery by the date you need to information however, you will need to think of the sensitivities of your stakeholder(s)
- ④ Points 1-3 will provide you with data. This data will allow you to make some judgements about the level of risk and the general attitude of the individual or group. Use others in ALL the stages to either challenge you while supporting you at the same time
- ⑤ Identify what you need to do to bring the stakeholder closer to where you want them to be. Ensure you appoint a person to ensure the action is carried out

## General Notes:

- Stakeholder management is carried out all the way through the project – even project closure
- You may need to involve the project sponsor or project board – helping you identify stakeholders at the strategic level
- Yes, it is time consuming but imagine the time taken trying to get a stakeholder on board after the project has started. Some individuals or groups may/will hold the project back taking up valuable project time
- You will need to use a wide range of skills apart from project management skills. Negotiating, listening, questioning, influencing, managing expectations, consensus building..... to name a few!

If you want more help in this area then please do call us on the number below. Good luck with identifying and managing your stakeholders.

*Ron Rosenhead*