Crosswind Learning

Crosswind Success Series:
PMP® Exam Bootcamp Manual

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Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

Identify Stakeholders

Inputs

Project Charter
Business Documents
- **Business Case**
- **Benefits Management Plan**
Project Management Plan
- **Communications Management Plan**
- **Stakeholder Engagement Plan**
Project Documents
- Change Log
- Issue Log
- Requirements Documentation
Agreements
Enterprise Environmental Factors
Organizational Process Assets

Outputs

Stakeholder Register
Change Requests
Project Management Plan Updates
- Requirements Management Plan
- **Communications Management Plan**
- Risk Management Plan
- Stakeholder Engagement Plan
Project Documents Updates
- Assumption Log
- Issue Log
- Risk Register

Tools and Techniques

Expert Judgment
Data Gathering
- Questionnaires and Surveys
- Brainstorming

Data Analysis
- **Stakeholder Analysis**
- Document Analysis
Data Representation
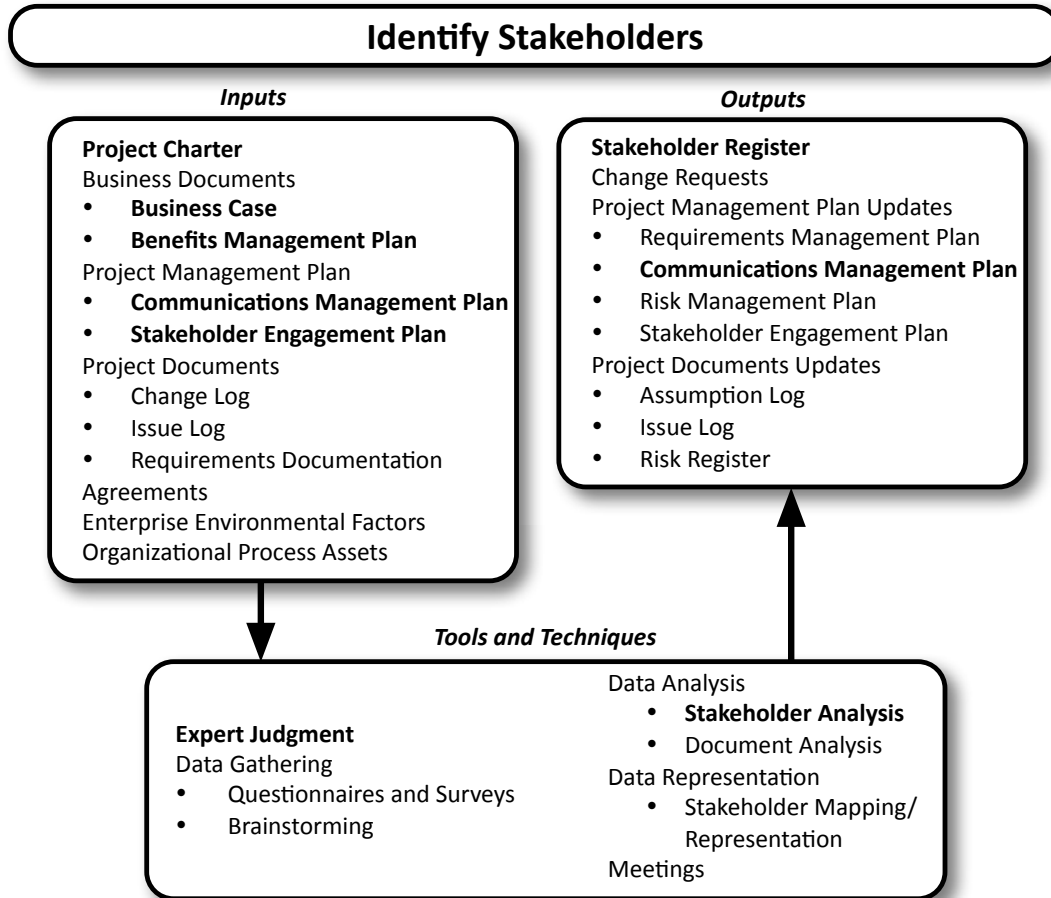- Stakeholder Mapping/ Representation
Meetings

Figure 6-3: Identify Stakeholders Data Flow Diagram
The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 13-2, Page 507

Identify Stakeholders (Initiating)		
Key Inputs	Project Charter	The project charter is the document that provides authorization for the existence of the project and gives the project manager the power to use organizational resources to execute the project. The project charter typically lists the key deliverables, the milestones, and the preliminary roles and responsibilities of the project.
	Business Case	A business case, which usually describes the business need and contains a cost-benefit analysis, is used to justify the creation of the project and is the basis for the project charter. In addition to distinguishing the objectives of the project, it provides an initial catalog of stakeholders.

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Identify Stakeholders (Continued)		
Key Inputs (Cont.)	Benefits Management Plan	The benefits management plan describes the alignment of the project with organizational business goals, the targeted benefits, and the manner in which the benefits are transitioned and measured. Note that the project manager is not responsible for updating or modifying the benefits management plan since it is a business document.
	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications. It contains: stakeholder communication requirements; the information to be communicated, including language, format, content, and degree of detail; the case for conveyance of the information; the timeframe for and frequency of the distribution, including the manner in which any acknowledgment or response will be effected; the person responsible for communication of the information; the person responsible for authoring release of confidential information; the recipients of the information and their needs, requirements, and expectations; the resources allocated for communication related activities, along with a calendar and budget; the technological methods used for conveyance of the information, including memos, email, press releases, and social media; the methods for updating the communications management plan; a glossary of common terms; flow charts regarding the project's information flow, workflows, meeting plans, and a list of reports; constraints imposed by legislation, regulation, and/or technology; guidelines and templates for project status meetings, project team meetings, and email.
	Stakeholder Engagement Plan	The stakeholder engagement plan is a component of the project management plan that documents the management approach and activities utilized to competently engage stakeholders.

Identify Stakeholders (Continued)		
Key Tools & Techniques	Expert Judgment	Expert judgment is judgment based on expertise acquired in a specific area. It is often more significant and accurate than the best modeling tools available and can be provided by stakeholders, company personnel external to the project, professional organizations or groups, and consultants. It is important to consider expertise related to the organizational politics and power structures, organizational culture, the relevant industry, and a knowledge of the expertise and contributions of individual team members.
	Stakeholder Analysis	Stakeholder analysis is performed to determine the positions and roles of stakeholders, as well as their expectations, interest in the project, level of support for the project, and "stake." Stakes can include one or more of the following: interest (the effect of the project on the stakeholder); legal rights (such as occupational health and safety); moral rights (such as environmental impact); ownership; knowledge; contribution; results of the power/influence grid or power/interest grid or stakeholder cube (three-dimensional model depicting the stakeholder community); results of the salience model (model describing stakeholders in terms of power, urgency, and legitimacy); and results of the directions of influence model, which classifies stakeholders as upward (senior management, sponsor, and steering committee), downward (team members or specialists), outward (stakeholder groups outside the project), or sideward (project manager peers such as middle managers or other project managers).
Key Outputs	Stakeholder Register	The stakeholder register contains information related to identified stakeholders. It includes identification information (name, position, location, project role, and contact information), assessment information (key requirements, potential impact on project results, phase in which the stakeholder wields the greatest influence, and expectations), and stakeholder classification (impact/influence/power/interest, internal/external, or other classification model). It is used to determine which stakeholders could best identify risks and/or have the availability to act as risk owners.

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Identify Stakeholders (Continued)		
Key Outputs (Cont.)	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications. It contains: stakeholder communication requirements; the information to be communicated, including language, format, content, and degree of detail; the case for conveyance of the information; the timeframe for and frequency of the distribution, including the manner in which any acknowledgment or response will be effected; the person responsible for communication of the information; the person responsible for authoring release of confidential information; the recipients of the information and their needs, requirements, and expectations; the resources allocated for communication related activities, along with a calendar and budget; the technological methods used for conveyance of the information, including memos, email, press releases, and social media; the methods for updating the communications management plan; a glossary of common terms; flow charts regarding the project's information flow, workflows, meeting plans, and a list of reports; constraints imposed by legislation, regulation, and/or technology; guidelines and templates for project status meetings, project team meetings, and email.

Situational Question and Real World Application
Failure to effectively perform the Identify Stakeholder process can result in a deficient stakeholder register and a project outcome that doesn't align with the needs of the stakeholders.

6.2.1. Stakeholder Analysis Methods

There are a number of analysis methods that can be used to determine whose interests it is most important to consider during the project. The methods include power/interest grid, power/influence grid, influence impact grid, and salient models.

The power/interest grid graphically illustrates which stakeholders need to be kept satisfied, managed closely, monitored, or kept informed based on the level of their power and their interest in the outcome of the project.
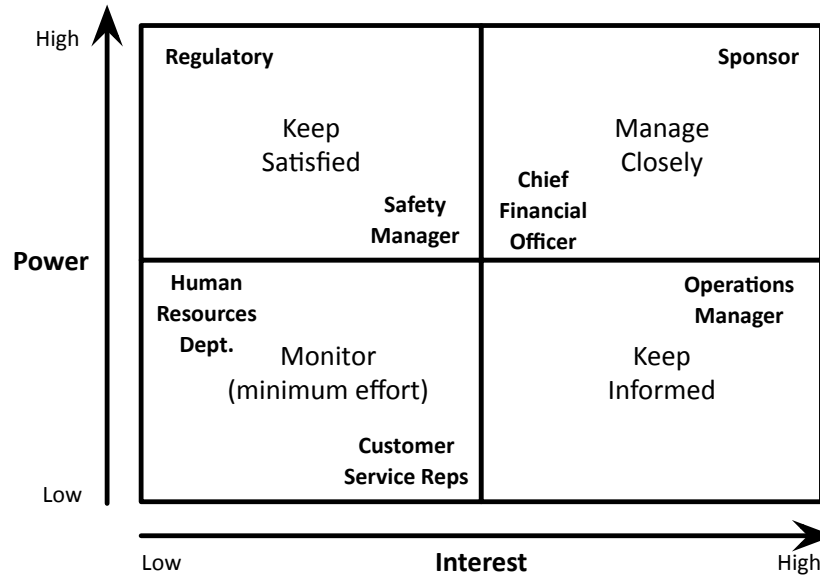
Figure 6-4: Power/Interest Grid

6.2.2. Stakeholder Register

The stakeholder register is used to manage an increase in the positive impact, and a decrease in the negative impact, of stakeholders.

Project managers typically create a stakeholder register, which may or may not be shared based on the sensitivity of the information contained.

A typical register includes the stakeholder name, level of interest in the project, level of impact on the project, and strategies to gain support or minimize negative impact.

Stakeholder	Level of Interest	Impact Assessment	Strategies

Figure 6-5: Stakeholder Register

6.3. Plan Stakeholder Engagement (Planning Process Group)

The purpose of the Plan Stakeholder Engagement process is to create a stakeholder engagement plan that details the strategies that will be used to engage stakeholders with the project in alignment with their desires, stake, and potential influence on the success of the project.

Know the Key Inputs, Tools & Techniques, and Outputs for Plan Stakeholder Engagement.