Stakeholder

Management

What is a stakeholder

"**An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project." (PMI, 2013, p. 563)**

Where did the name originate?

From gold mining!

In the great 'gold rush', one needed to have a formally assigned claim, a mining ground, before they could start digging – they then put a 'stake' in the ground to indicate their claim

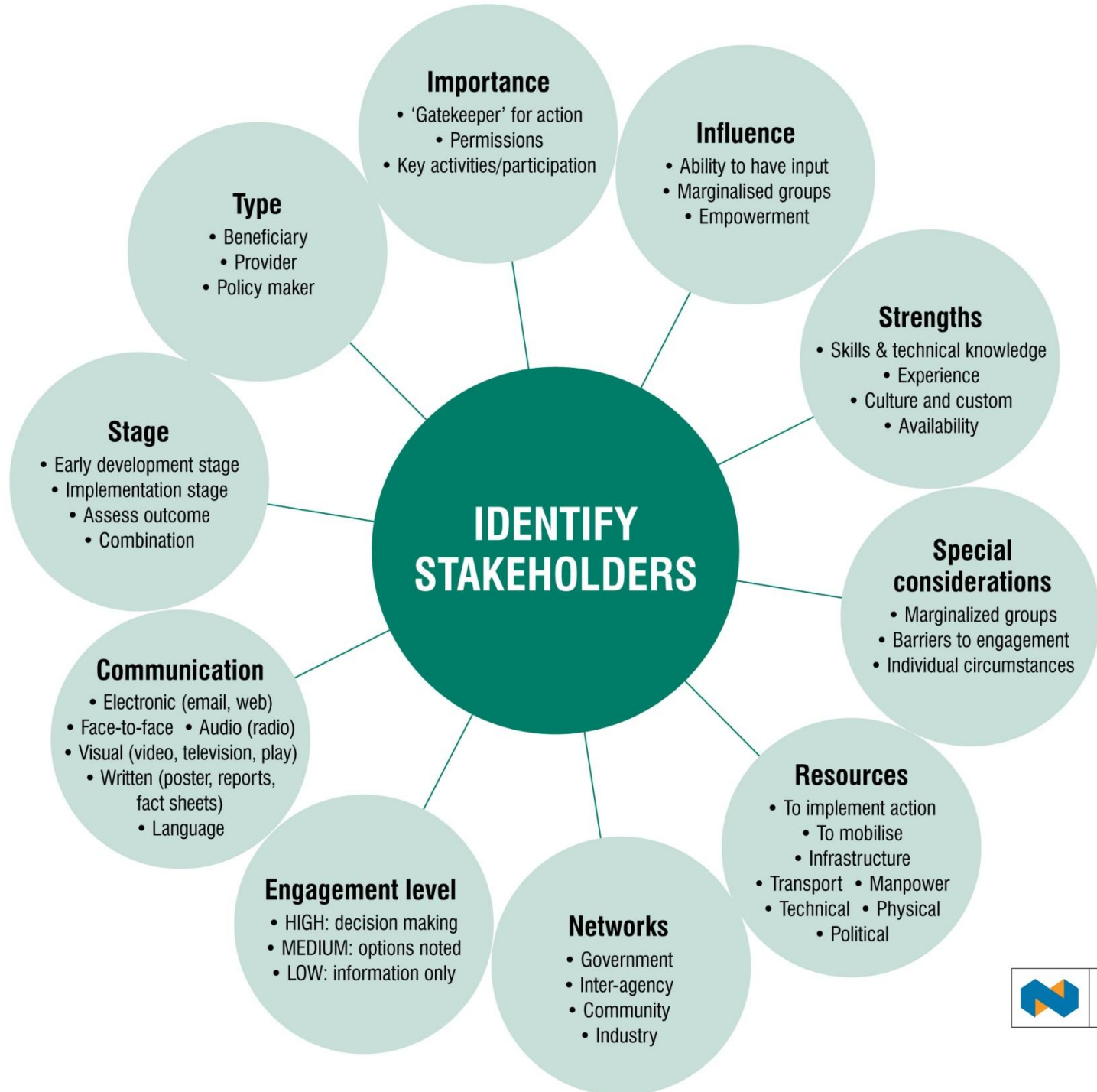Source Oliver Lehmann, "Situational Project Management", forthcoming
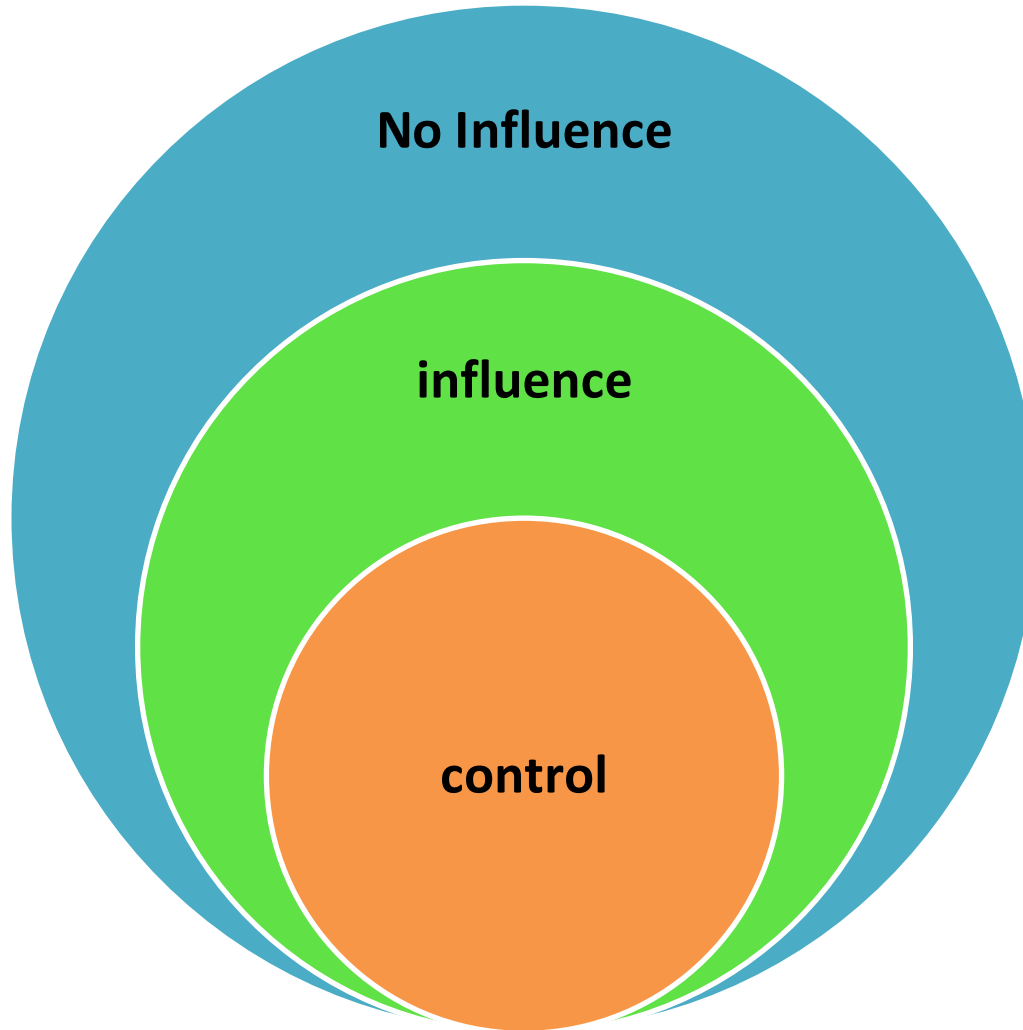
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Stakeholder Essentials

Identify

Analyze

Engage and Manage

IDENTIFY STAKEHOLDERS

Importance
- 'Gatekeeper' for action
- Permissions
- Key activities/participation

Influence
- Ability to have input
- Marginalised groups
- Empowerment

Type
- Beneficiary
- Provider
- Policy maker

Strengths
- Skills & technical knowledge
- Experience
- Culture and custom
- Availability

Stage
- Early development stage
- Implementation stage
- Assess outcome
- Combination

Special considerations
- Marginalized groups
- Barriers to engagement
- Individual circumstances

Communication
- Electronic (email, web)
- Face-to-face • Audio (radio)
- Visual (video, television, play)
- Written (poster, reports, fact sheets)
- Language

Resources
- To implement action
- To mobilise
- Infrastructure
- Transport • Manpower
- Technical • Physical
- Political

Engagement level
- HIGH: decision making
- MEDIUM: options noted
- LOW: information only

Networks
- Government
- Inter-agency
- Community
- Industry

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Scope of influence

No Influence

influence

control

Basic analyses

Attitude

- Supportive
- Indifferent
- Opposed

Interested or not interested?

- Approachability?
- Flexibility?
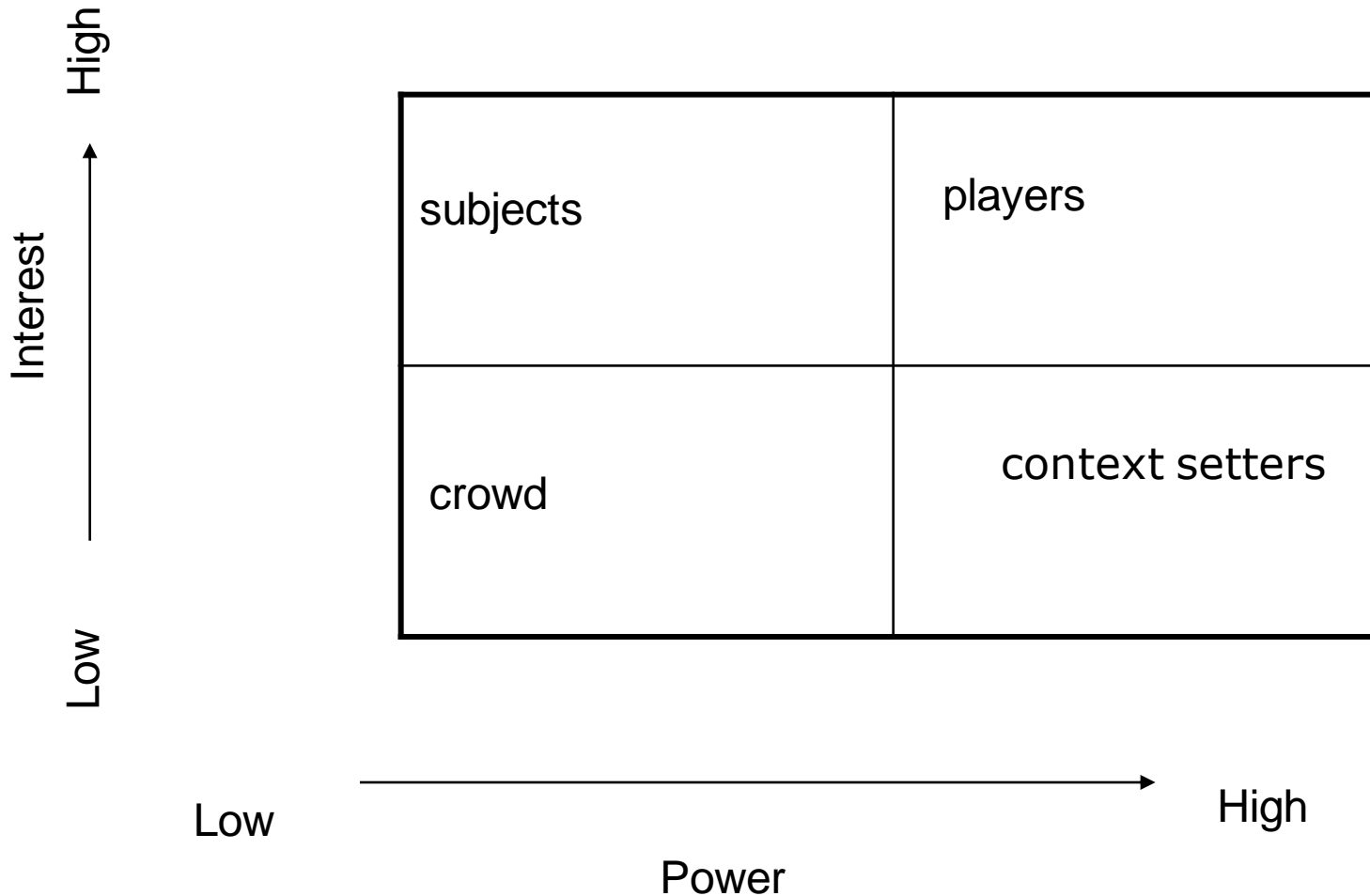- Ability to 'block" if remaining opposed?

Influence

- Decision-maker
- Policy – maker
- Access 'gate-keeper'

Supportive or opposed?

- Accesibility?
- Open-mindedness
- Willingness to use influence to change outcome (+ or -)

Stakeholders: power versus interest

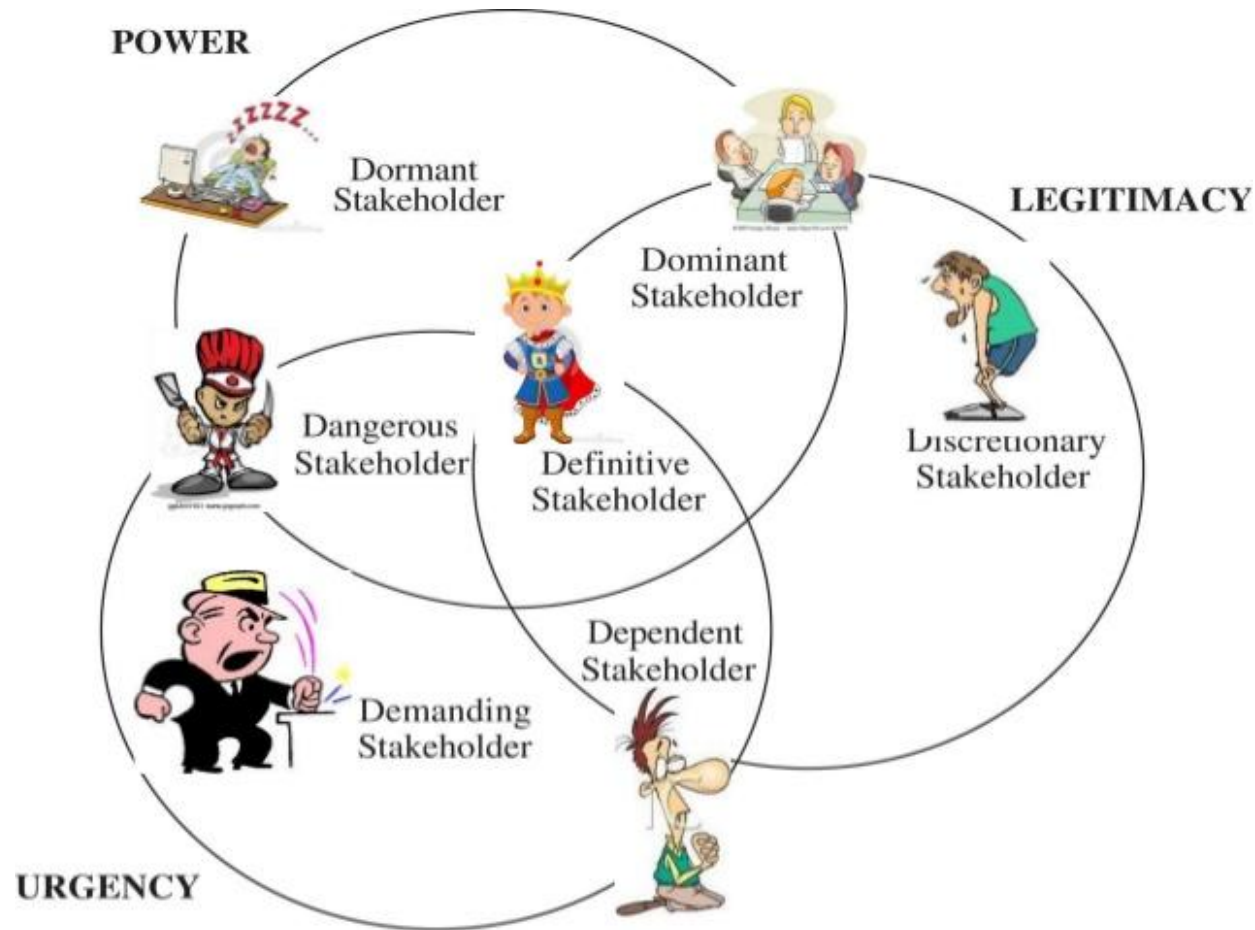# Engage and Manage

VIP stakeholders

- Who is most important?
    - The group with the money?
    - The group with the most influence?
    - The 'trouble-maker'
    - The group with the biggest network?
    - The group at the end of it all?

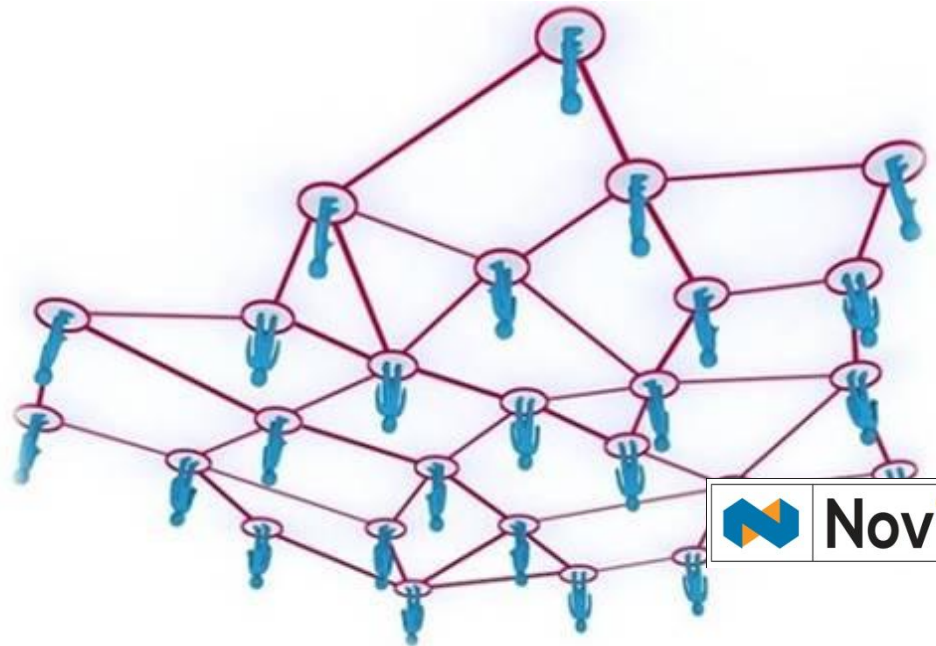- All are VIP stakeholders but…..

Salience Model

Blind spots in stakeholder management

- The people who are the true drivers (or roadblocks of progress) . . the less obvious habits and competencies. . with broad experience . . . key influence. . . and can help 'connect the dots'

The Stakeholder Register

Name	Position	Contact Information	Areas of Influence	Portfolio, Program, or Project Opinion	Portfolio, Program, or Project Impact
Management Strategy	**Information Requirements**	**Responsible Team Members**	**Issues Identified**	**Resolution and Date**	**Notes**

Adapted from Levin and Green, 2013

Engage

Inform → consult → involve → collaborate → empower

What it takes....

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