



# Ten Steps to Effective Stakeholder Management

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# The Ten Steps...

- Identify the categorical approach(es) to be used in the evaluation (e.g., phase, facility, WBS component, location, community, etc.)
- Identify the stakeholders
- Identify the stakeholders' related parties (as appropriate)
- Document on index cards or Post-Its®
- Define evaluation criteria to be applied (e.g., influence, interest, proximity, participation, representation, impact, etc.)
- Define gradients on the evaluation criteria (e.g., “high influence is anyone who can directly shut down the project or overrule others who might act to subvert the project.”)
- Sort stakeholders into their appropriate quadrant(s)/zone(s) in the matrix
- Apply the appropriate interview/contact type based on their quadrant location
- Document the outcomes
- Import the information into a communications management plan

# Categorical Approach

- Define categories that make sense for the project
  - Social/Cultural
  - Phase
  - Natural Connections
  - WBS
  - Areas of impact/influence

# Stakeholder Identification

- Internal
- External
- Brainstormed
- Crawford Slipped
- Nominal Group Techniqued
- Related (identified by those identified)
  - (CAPTURED ON INDEX CARDS OR POST-ITS®)

# Evaluation Criteria

- Influence
- Impact
- Proximity
- Participation
- Representation
- Interest

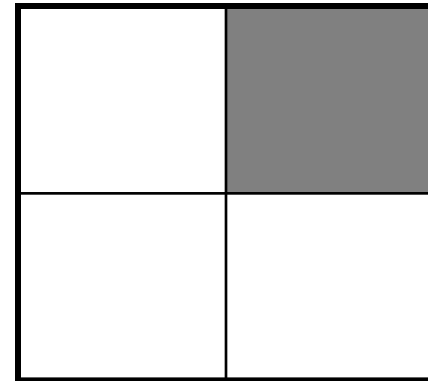
**What's "HIGH"?**  
**What's "LOW"?**

# Sort The Group!

High Influence- Low Interest	High Influence - High Interest	High Proximity- Low Participa- tion	High Proximity- High Participation	High Impact- Low Representa- tion	High Impact- High Representa- tion
Low Influence- Low Interest	Low Influence - High Interest	Low Proximity- Low Participa- tion	Low Proximity- High Participation	Low Impact- Low Representa- tion	Low Impact- High Representa- tion

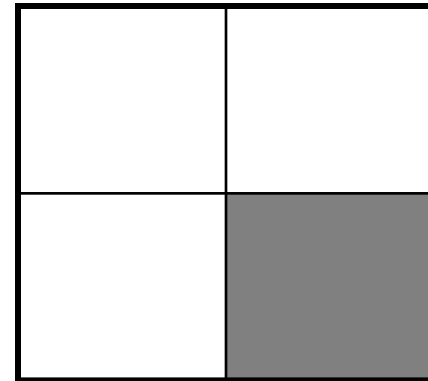
# How Do We Treat Them?

- Upper Right – They need to be interviewed, in-depth, to ensure that their needs are clearly delineated and objective criteria for satisfying those needs are established.



# How Do We Treat Them?

- Lower Right – They need to be interviewed to ascertain where they would *like* to assert themselves in the process to ensure they have clarity on the depth (and limits) of their roles.





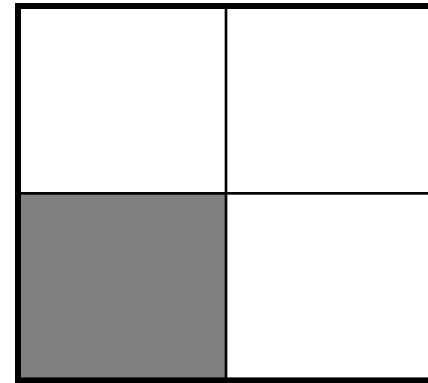
# How Do We Treat Them?

- Upper Left – They need to be contacted to apprise them of the efforts underway and to clarify the potential impact(s) of the effort on their role in the culture or organization. They should also be invited to assert themselves early to ensure shared understanding of the impact they may have on the effort.



# How Do We Treat Them?

- Lower Left – They need to be contacted to ensure they perceive their role in the effort as congruent with our perception of their role.



# Now What?

- On to the Communications Management Plan...

(Again, this will be available on the “Resources” at  
[www.carlpritchard.com](http://www.carlpritchard.com) as  
“Project Communications-Stakeholder  
Management.pdf)



# Related Article from Cutter.com

# Related Article from Cutter.com

A Stake on the Grill?

A look at drawing information out of the *right* stakeholders in the risk process  
By Carl Pritchard, PMP, EVP

Stakeholder management is a critical component of risk management. If we know the things that our stakeholders value, we have a much clearer sense of what's at risk. But for many of us, the challenge is identifying the right players and then identifying their true passions associated with our project(s).

The term "stakeholder" is a derivative of "stake"; a term that traces its roots all the way back to the 1300's as a reference to the wooden pegs driven in the ground to mark ownership. As the years went on, "stakes" went on to take meaning in gambling circles (as the amount one had available to risk), and then in business parlance as the areas of greatest concern (or ownership) associated with any attitude, asset or perspective. If we are willing to step back to medieval times, we can gather a true sense of what constitutes a stake. Think of the privileged few who actually owned land in the 1300's. It wasn't nearly as commonplace as it is today. And when they had it, they would do anything and everything to ensure that it was clear what they owned. As they pounded those small wooden pegs in the ground, each blow must have seemed marginally more reassuring as their stake would not be inappropriately disturbed. The implications if they *didn't* succeed? Their ownership could be usurped, or they could find themselves in some feudal conflict driven by their failure to ensure their stakes were protected.

Fast forward 700 years. In 2007, people can have some pretty weird stakes. Your network administrator probably has a huge stake in ensuring e-mail storage limits are not exceeded. The individual responsible for corporate reporting (under Sarbanes-Oxley or CMMI or ISO) has a serious and vested interest in the consistency of forms, formats and documentation. Human Resources has stakes associated with sexual harassment, performance reporting, and ethical behavior. Now think about how these people "pound their stakes into the ground." The network admin may limit access to your e-mail account. The corporate reporter may escalate with memoranda to your boss or threaten legal action. HR may issue employment action notices. For each of these stakeholder groups, there are implications if they do not succeed. Their very careers (and corporations) could be threatened, or they may find themselves in some feudal conflict driven by their failure to ensure their stakes were protected. (HmMMM...sound familiar?)

As risk managers, we have an interesting role, in that we are the protectors of the stakes. But to protect them, we must understand what they are and what the implications are if they are not protected. To accomplish that goal, we need to clarify the nature of their stakes, be they ownership stakes, participation stakes or peripheral stakes. Each of these types of stakeholder participation represent a potentially significant role that may positively or negatively influence our efforts (or may be positively or negatively influenced by our efforts). The more methodical we can be in identifying the body of stakeholder participants, the more effective we may ultimately become. Identification can be accomplished by categories, by natural connections, by organization chart, by