

Stakeholder Engagement Project Resources

Pattern Ref. No. P007

Understanding & Proactively Managing Stakeholder Patterns

<i>Our Patterns are observed, repeated behaviours that affect stakeholder engagement</i>	
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Key Words:	Stakeholders, Identify, Communicate
Subject Terms:	
Cross references with Tools:	
Context	
<p>Stakeholders on projects vary in their importance, their influence and perspectives. Not only this but the stakeholders themselves may change during the project and the relative importance and views of the stakeholders can also change over time. This results in project risk that is often not spotted until it is too late.</p> <p>We should consider for stakeholders key characteristics including:</p> <ul style="list-style-type: none">• Influence• Who they are• Their perspective/how they think• What's in it for them• What they view as success for the project• Are they positive/negative	
Problem	
<ol style="list-style-type: none">1. Early focus by project team dissipates impacting stakeholder communications2. Stakeholders change in importance/ position during impacting project team's grasp on risk3. Vocal and politically powerful stakeholders crave attention impacting bandwidth of team to focus on others4. Quieter stakeholders feel unimportant and reach by "digging their heels in" resulting in unexpected roadblocks for project teams late in the process5. The need to be aligned with crucial stakeholders such as regulators can sometimes make us myopic and miss other less obvious candidates for attention6. Focus on key stakeholders may be held at very senior level impacting visibility and transparency across team	

V1.0

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Intervention(s)

1. Extend the use of user profiles/personas as used in (agile) IT projects to this arena. For each key stakeholder group with a one-pager description for each. Create this with team participation.
2. Use structured account management approaches to ensure a formal approach to the stakeholder groups and use different team members to lead with different stakeholders.
3. Review the status based on 1 & 2 above as a standard part of project management process. Ensure visibility across team and ramp frequency of review during critical periods/following major environment change.

Outcome(s)

- Improved understanding of stakeholder communities
- Improved communication (2-way) with them
- Involvement of the team to help
- Opportunity to spot potential problems earlier
- Reduce project risk