

Executing Process Group Artifacts

13.3 Manage Stakeholder Engagements

13.3.1 Organizational Process Assets (Input)

PMGT 690, ERAU, Prof. Sherman

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13.3.1 Organizational Process Assets (Input): This artifact was taken from a paper written in PMGT 502. The organizational process assets influence the Manage Stakeholder Engagement process. These can include communication requirements, procedures, change control, lessons learned. This essay describes these process assets, which is an input for the Manage Stakeholder Engagements.

This phase is the process of developing strategies to effectively engage stakeholders throughout the life cycle of the project. During the projects life cycle, stakeholders will come up with issues they expect project leaders to address. Some issues may be shared by several stakeholders. Many issues will seem worthy of attention, but project management's span of attention maybe limited and resources will generally be scarce. (Davis, 2016) addresses some strategies in managing stakeholders. One main area is incorporating or involving stakeholders into making decisions with the project throughout the life cycle. The first step to this strategy is to identify skills and knowledge area. Project managers can associate who they are working with and associate them clients and customers. They can then place these stakeholders into their proper areas of expertise. A power/interest grid is a table or matrix to assist project managers in classifying stakeholders. This is a process of determine what type of influence and impact they will make on the project (Dow and Taylor 2015). Next, is to have open channels of communication, via email, text, social media, tele-conference and or face to face meetings. Davis also stressed the importance of retrieving feedback from stakeholders. It is imperative to know how satisfied stakeholders needs being met. The stakeholder management plan is one of

the main outputs in planning stakeholder management. This documents show how you will identify, manage and monitor the project stakeholders.

The PMBOK states, in regards to planning stakeholder management, how the project will affect stakeholders, which then allows the project manager to develop various ways to effectively engage stakeholders in the project, to manage their expectations, and to ultimately achieve the project objectives (PMI, 2013).

Once the stakeholder register is developed, the next input is to develop the project management plan. The project management plan will provide:

- The processes that will be applied in each phase of the life cycle
- The description of how work will be executed to accomplish deliverables
- Roles and responsibilities, reporting and structuring of the project
- Document on how to monitor and control change
- Needs and techniques for the stakeholders.

These are just some of the major tiers the plan will provide. It can be broken down further into individual sections. Project Management Communication Tools breaks down the plan into 26 sections starting with the project description and ending with communication management. It is the overall master document that guides the execution and control of the project deliverables. It is used as a reference in developing the stakeholder management plan. The last two inputs for this knowledge area are the environmental factors and the organizational process. Being familiar with policy, standards and procedures and even local politics, will all be important to successfully manage stakeholders. An environmental challenge especially with large complex

projects is that lack of stakeholder relationships and boundaries with project managers (Mok, 2015). Getting lost in the jungle or wrapped up in details, project managers can lose sight of the big picture and lose sight of stakeholder's needs.

The tools used to plan stakeholder management are meetings and expert judgement. In order to create this plan, management, individuals with specialized training including subject matter experts must be utilized. Meetings with these group should be to prioritize the stakeholder's perceptions. Meetings should identify current objectives, agree or come to an accord on focus areas and seek feedback.

Reference List

Davis, K. (2016) "A method to measure success dimensions relating to individual stakeholder groups". *International Journal of Project Management*. Vol. 34, Apr. 2016, Issue 3, pgs. 480-493.

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