



Written by: Jeff Nielsen, PgMP®, PMP®, PMI-ACP®, PMI-RMP®, MSCIS
Senior Instructor and PM Trainer

Project managers have many problems with the proactive aspect of stakeholder management. Let's look at some of the common problems that are experienced by project managers.

- Not knowing who all the stakeholders are
- Not knowing all of their needs and expectations
- Not managing their expectations
- Not getting buy-in from each of them

These problems, although daunting, can be solved. The steps that you need to follow are quite simple—making sure that you do them is the difficult part.

- Identify the stakeholders
- Realize they have conflicting expectations
- Determine their requirements and expectations
- Assess the impact, interest, and influence of each stakeholder
- Communicate early and often with each of them

Tricks of the Trade® that will help you avoid problems and make the process go smoothly:



Plan for how you will manage stakeholders

Think about how you will manage stakeholders before you need to do the managing. It will give you a head start. Identify each stakeholder for capabilities, potential contribution to the project, or how they affect/are affected by the project. Learn from others about how each stakeholder has impacted or assisted other projects.



Use brainstorming to identify stakeholders

Remember to look at everyone who will be impacted—in either good or bad ways. Brainstorming helps the team to think through the final product of the project and determine who may be impacted.



Analyze the impact, interest, and influence of stakeholders

Once you have identified the stakeholders, you need to know how they are impacted or how they may impact the project. In addition, it will be important to know how much influence they have toward the project so you can effectively plan to direct that influence to support the project. Tools such as Power/Influence or Power/Interest grids can quickly point to stakeholders requiring more analysis and monitoring of their project involvement.

continued...

Want to take a DEEPER DIVE into learning how to MANAGING your STAKEHOLDERS? Checkout these courses!

Tricks of the Trade® for Defining and Managing Requirements: A Six Step Process

This unique 1-day course combines the requirements-related processes from the PMBOK® (Project Management Book of Knowledge) and the BABOK® (Business Analysis Book of Knowledge) into an easy, six-step process. In addition to Tricks of the Trade® for eliciting requirements, this course also offers over a dozen templates designed for obtaining BETTER requirements—as well as techniques for gaining cooperation from managers, customers and all stakeholders throughout the requirements process.

Click [HERE](#) for more details about this course.

Facilitation Skills Workshop

This facilitation skills workshop is designed for professionals working in project management, business analysis, traditional and agile development environments who are looking to help stakeholders more effectively communicate with each other. Being an excellent facilitator requires an understanding of human communication styles, a toolbox of techniques for working with diverse groups, and lots of practice, and this workshop leads students through the five essentials of effective facilitation: Purpose, Planning, Performance, Professionalism, and Practice—in a safe and positive environment.

Click [HERE](#) for more details about this course.

Connect with RMC:



LEARN MORE about RMC outcomes-based training and professional development solutions
VISIT rmcproject.com/professionaldevelopment for information on additional courses available from RMC
INTERESTED in integrated training solutions for your organization, call **Student Support** at **(952) 846-4484**



Interview your stakeholders

This can help in two areas; to identify more stakeholders and find their hidden objectives. As you have discussions with stakeholders, ask who else might be impacted by the project. This can identify stakeholders who were missed in the previous identification efforts. Interviews can also help uncover hidden requirements. Ask pointed open-ended questions that will get stakeholders thinking about what they expect from the project. Some question to ask: What specific things would make this project a success for you? How can this project help you in other ways? How do you envision the product or service being used? Have your questions prepared beforehand. Finally, LISTEN to their answers and get clarification if necessary.



Define the functional requirements

Use low fidelity prototypes or visually depict what you plan to produce. This minimizes effort invested before you get feedback about the direction you are going. Use prototypes as a communications tool. It gives the stakeholders an idea of what they will get in the end. Any miscommunication caught early in the project is cheaper to fix, and helps you to avoid problems during project executing.



Communicate to manage stakeholder requirements and expectations

Communication is the most important part. Have all the stakeholders attend the kickoff meeting (live or virtual) so everyone hears the same information and can discuss any conflicts. Keep the stakeholders informed about what is going on with the project. Keep them updated on any changes to the deliverables. Make sure their involvement is at the level planned. Have them review and accept key deliverables during the project. The more time you spend on communication with your stakeholders, the less time you will spend managing changes and dealing with issues later.

Add these tricks to your tool kit, and your projects will be the ones that always look easy!

**Want to Transform
How Your People
Work?*



Consider RMC Fellow's Certificate™ Program. Our program provides a cross-disciplinary understanding of Project Management, Business Analysis and Agile. Our approach ignites personal and professional growth by helping individuals to better understand these converging disciplines and apply broadened skills and knowledge to all types of projects.

LEARN MORE

About RMC's outcomes-based training and professional development solutions

VISIT

rmcproject.com/rmcfellows for more information

INTERESTED

In RMC's Fellow's Certificate Program?
Call Student Support at (952) 846-4484
or email info@rmcproject.com

LEARN MORE about RMC outcomes-based training and professional development solutions
VISIT rmcproject.com/professionaldevelopment for information on additional courses available from RMC
INTERESTED in integrated training solutions for your organization, call **Student Support** at **(952) 846-4484**