

Stakeholder Involvement on Projects: Checklist

Use the following list to help evaluate your understanding of stakeholder involvement and identify gaps that may impact how you answer exam questions. It is not a complete list of everything you need to know about stakeholders — it covers the practices most likely to appear in exam scenarios. Keep track of items you currently do not understand or do not do in your project work, and pay extra attention to studying those topics.

Planning and Managing Stakeholder Involvement on Projects

IDENTIFY AND ANALYZE

- ☐ List all stakeholders by individual or group name.
- ☐ Identify environmental and community stakeholders who may be affected by the project's outcomes, and capture their requirements and concerns in the stakeholder register.
- ☐ Determine all the stakeholders' requirements.
- ☐ Determine stakeholders' interest in being involved in the project and in its outcomes.
- ☐ Determine stakeholders' level of influence on the project.
- ☐ Determine stakeholders' level of authority and whether project priorities align with their values.
- ☐ Determine stakeholders' expectations and turn them into requirements as appropriate.
- ☐ Determine when stakeholders will be involved in the project and to what extent.

ALIGN EXPECTATIONS AND AGREE

- ☐ Get stakeholders to sign off as requirements are finalized.
- ☐ Analyze the project to evaluate whether stakeholders' needs will be met.
- ☐ Communicate with stakeholders about how requirements and expectations will be met, which will not be met, and why.

ENGAGE AND MANAGE INVOLVEMENT

- ☐ Get and keep stakeholders involved in the project. Assign them project work or accountabilities as appropriate.
- ☐ Manage and influence the stakeholders' involvement, engagement, and expectations.
- ☐ Communicate to stakeholders what they need to know (when they need to know it).
- ☐ Make sure stakeholders know what they need to communicate to the project manager and other stakeholders.
- ☐ Involve stakeholders as necessary in change management and approval.
- ☐ Involve stakeholders in the creation of lessons learned.
- ☐ Negotiate project agreements with stakeholders.
- ☐ Get stakeholders' sign-off and formal acceptance of interim deliverables during the project and at project or phase closing.

MONITOR, CONFIRM, AND CLOSE

- ☐ Reassess stakeholders' involvement and make changes throughout the project as needed.
- ☐ Engage with stakeholders in demonstrations of increments of product or service built to date.
- ☐ Ensure a shared understanding of the project objectives, goals, deliverables, work, and acceptance criteria.
- ☐ Ask stakeholders to let you know about problems in project communications and relationships.
- ☐ Frequently discuss with stakeholders what "done" looks like.

Using This on the Exam

Stakeholder questions rarely ask you to define a term. They drop you into a situation — a stakeholder is surprised by a decision, resists a change, or surfaces a requirement late — and ask what you should do. The Prep book puts it directly: identify as many stakeholders as you can as early as you can, then plan how to manage their requirements, expectations, and influence, and revisit that periodically. Most wrong answers on these questions skip one of those steps.

Two habits carry a lot of weight. First, identification is never finished; a stakeholder discovered late is not just a new name on a list but a risk, a delay, and potentially a project failure. Second, engagement runs on continuous communication — the *PMBOK® Guide*, Eighth Edition ties stakeholder satisfaction, collaboration, and credibility directly to feeding stakeholder feedback back into the project. When a scenario offers a choice between informing stakeholders and involving them, involving them is usually the better answer.

This matters more than its page count suggests. People is 33% of the exam, and stakeholder work spans

three of its tasks — engaging stakeholders, aligning their expectations, and managing those expectations over time.