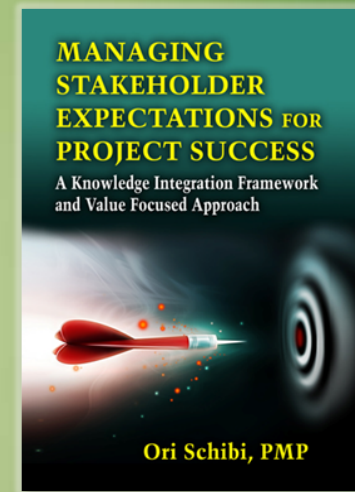


MANAGING STAKEHOLDER EXPECTATIONS FOR PROJECT SUCCESS

**A Knowledge Integration
Framework and Value
Focused Approach**

By Ori Schibi, PMP



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Areas of Focus for Questions



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VA#4-1 Underlying Interests, P14

Underlying Interests	#	Questions to Ask
The nature of stakeholders' stakes and interest	1	What are their drivers and motivators? •Financial? •Emotional? •Career related? •Hard work? •Less work? •Achievements? •Taking credit? •Other? Figuring this out will allow us to channel our efforts to each in the "language" and "currency" that appeal to these stakeholders.
	2	How passionate are they about those needs?
	3	What are the boundaries of their needs - the lines the stakeholders will not allow to be crossed?

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VA#4-2 Success Criteria

Underlying Interests	#	Questions to Ask
Check how stakeholders view project success	1	Which of the competing demands is more important to them?
	2	What are their priorities?

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VA#4-3 Roles and Responsibilities

Roles and Responsibilities	#	Questions to Ask
Project managers need to ask whether they understand each stakeholder's role in the project, whether the stakeholders understand their own roles, and if these two perceptions are aligned with each other.	1	Do the stakeholders have the skills, experience and availability to make their contribution to the project?
	2	When are they going to be involved?
	3	What do they depend on and who/what depends on their deliverables and inputs?
	4	Are the stakeholders here by choice? "Prisoners" are not keen to get involved and are often not very reliable.
	5	Do we know who makes decisions and who is critical to delivery?

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VA#4-4 Influence

Influence	#	Questions to Ask
There may be varying functional areas that can influence the project to different degrees	1	Who influences their opinion and views?
	2	Who do they have influence on?
	3	Do we know who has the ability to slow or stop the project?
	4	Do we know who influences the decisions and the decision makers?

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VA#4-5 Information Gap

Information	#	Questions to Ask
Close the gap between what stakeholders know, share and feel that they need to know	1	What information do stakeholders have that we need?
	2	What information do they need from us?
	3	What is the timing and the ability to communicate it?
	4	Who provides information to me about other stakeholders?
	5	How credible is the information we have about the stakeholders?

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VA#4-6 Organizational Impact

Organizational Impact	#	Questions to Ask
The organization has major impact on the project manager's ability to lead	1	Are stakeholders co-located?
	2	Are they involved in other project or organizational initiatives?
	3	If they are part of other initiatives, what is the priority of the other initiative compared to ours?
	4	How many initiatives are they part of?
	5	Do we know who is impacted by the project outcome and to what extent?

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VA#4-7 Conflict and Personalities

Conflict and Personalities	#	Questions to Ask
Conflict is inevitable. Distinguish between necessary conflict (e.g., about the objectives) and unnecessary conflict (e.g., petty arguments, personalities). Manage both types effectively	1	Do stakeholders have hidden agendas? Do not ask it as a direct question.
	2	Are any of the stakeholders involved in an active feud? If so, with whom? It will cause a distraction and may required to rearrange tasks and teams.
	3	What is the source of power each stakeholders has?
	4	How credible are they? With estimates, performance, delivering on commitments, general reliability
	5	What kind of reputation do they have? Personal style?
	6	How do they deal with stress/bad news?
	7	Are there allies and enemies the stakeholders might have? Who are they? What kind of damage can they inflict?
	8	How do they deal with authority?