

## Step 2 – Understand needs

# Quick Reference Guide – Stakeholder Management and Engagement

## What is stakeholder management?

A **stakeholder** is “an individual, group or organisation that may affect, be affected by, or perceives itself to be affected by a decision, activity, or outcome of a project, programme, or portfolio.” – PMBOK Guide 6th Edition

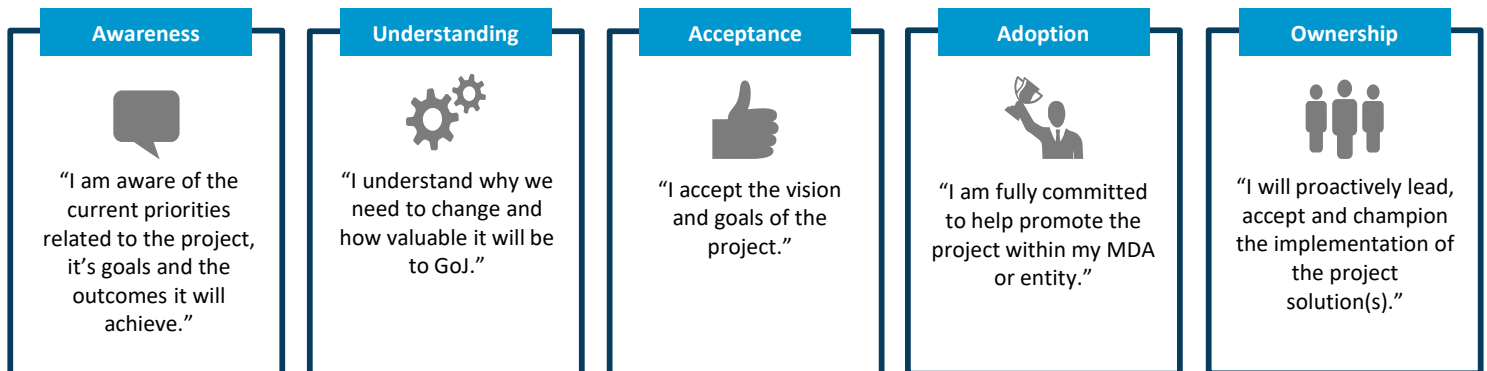
Stakeholders can be grouped as internal (for example: project sponsors, managers, project team members, employees) or external (for example: unions, contractors and third parties).

Stakeholder management is the systematic identification, analysis and planning of actions to engage, communicate with, negotiate with and influence stakeholders.

Stakeholder management begins with a stakeholder analysis to identify all impacted stakeholders and their level of impact, influence and commitment. Through this process the project team is able to gauge the current position of the stakeholder with regard to the change and estimate the required change effort to move them to the desired position.

## Why is stakeholder management important?

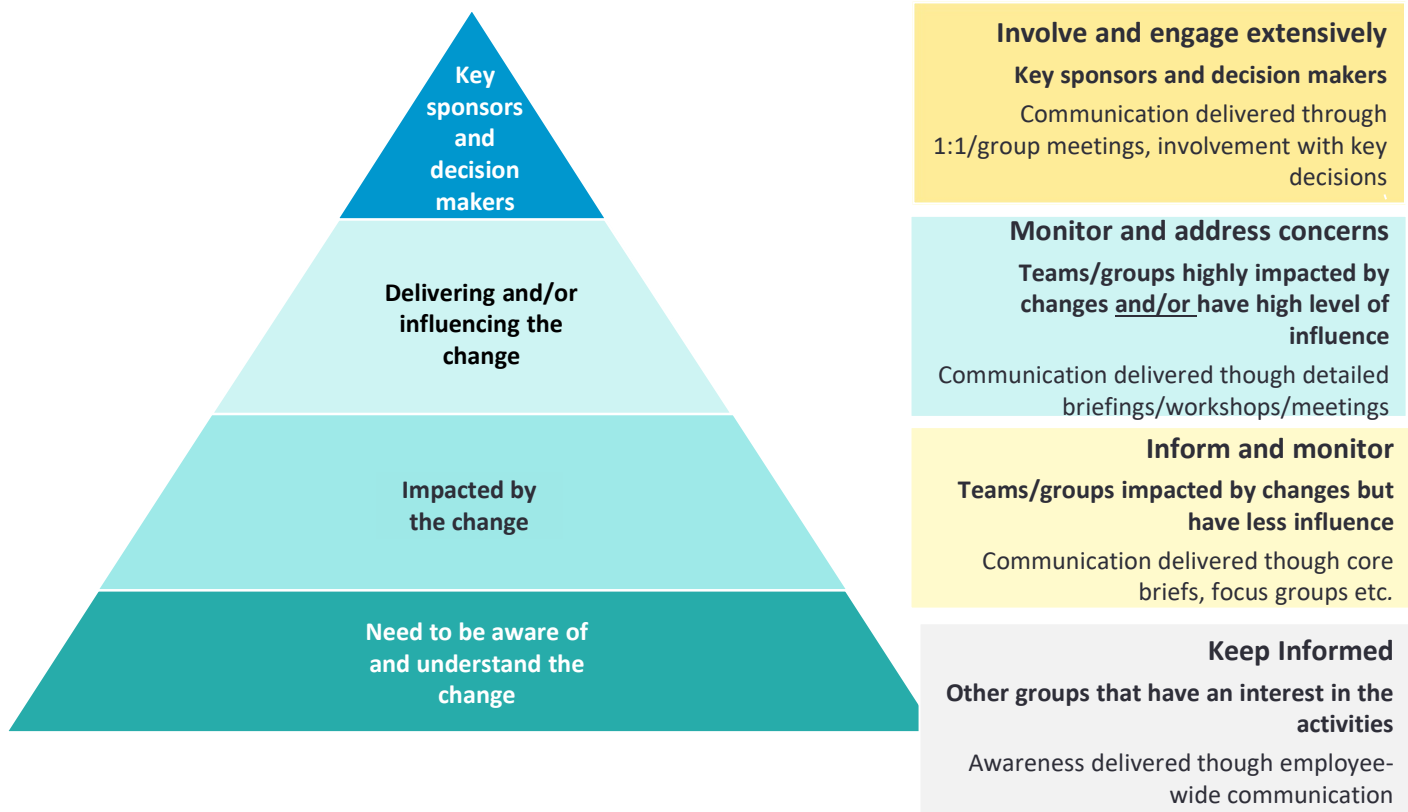
The goal of ongoing stakeholder management is to understand the current and target levels of commitment for key individuals and groups to inform engagement and communication activity.



## Stakeholder management process



## Targeted levels of engagement for each stakeholder group



## Detailed steps: 3 Cs of stakeholder management, engagement and communication

**Communicate:** This means developing both overarching key messages and targeted messages based on the stakeholder assessment. These should capture “What’s in it for me” so that they are relevant and meaningful. Leverage diverse communication methods (i.e., videos, one-on-ones, town halls, social media) to engage and share information.

**Consult:** Seeking information and listening to stakeholder concerns are valuable ways of improving the project design and outcomes and, identifying and controlling risks. Stakeholders have great insights into the workplace, making it critical to consult them as the project develops. Be sure to include diverse perspectives to ensure you are hearing from all angles.

**Collaborate:** Effective collaboration with stakeholders is a great way to make them feel involved and build ownership. A collaboration could range from brainstorming ideas, to seeking stakeholder feedback on critical aspects of the project. The key is to fully engage stakeholders, build positive relationships and keep them interested in your project.

## Tools and templates



Visit our [Toolkit Essentials](#) to access supporting tools.

[Stakeholder Analysis Tool](#) [Stakeholder Engagement and Communication Plan](#)

## Contact details



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