

November 2025

# Stakeholder Engagement

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Study Group Session Event Input

# STAKEHOLDER ENGAGEMENT

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## EVENT DESCRIPTION

- ◆ German: “Stakeholder” ist der wohl verwirrendste Begriff im Projektmanagement. In der Präsentation besprechen wir die verschiedenen Bedeutungen des Begriffs und wie man damit in der Prüfung umgeht. Außerdem sprechen wir darüber, wie man “Stakeholder Engagement” im Projekt macht.
- ◆ English: "Stakeholder" is probably the most confusing term in project management. In the presentation, we will discuss the different meanings of the term and how to deal with it in the exam. We also talk about how to do "stakeholder engagement" in the project.

# STAKEHOLDER ENGAGEMENT

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## AGENDA

### GERMAN:

- ◆ Einleitung und Begriffsklärung
- ◆ Analysiere deine Stakeholder wie ein Profi
- ◆ Kategorisiere deine Stakeholder für den strategischen Fokus
- ◆ Stakeholder-Engagement – basierend auf dem Stakeholder-Typ
- ◆ Fragen und Antworten

### ENGLISH:

- ◆ Introduction
- ◆ Analyze your stakeholders like a Pro
- ◆ Categorize your stakeholders for strategic focus
- ◆ Engage your stakeholders – based on stakeholder type
- ◆ Questions and answers

# STAKEHOLDER ENGAGEMENT

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## DIFFERENT PLACES IN THE PMP® EXAM CONTENT OUTLINE WITH FOCUS ON STAKEHOLDERS

- ◆ Domain II – Task 4 – Engage Stakeholders
  - Analyze stakeholders (e.g., power interest grid, influence, impact)
  - Categorize stakeholders
  - Engage stakeholders by category
  - Develop, execute, and validate a strategy for stakeholder engagement
- ◆ Domain I – Task 9 – Collaborate with Stakeholders
  - Evaluate engagement needs for stakeholders
  - Optimize alignment between stakeholder needs, expectations, and project objectives
  - Build trust and influence stakeholders to accomplish project objectives
- ◆ Basically, focusing on stakeholders is relevant for all aspects of project management



# Identify and Engage Stakeholders

TOPIC A



# Stakeholder and Communications Management

## Overview

- Stakeholder register
- Stakeholder engagement plan
- Communications management plan
- Stakeholder engagement assessment matrix (SEAM)
- Assessment grids / matrices / models



# DOMAIN II – PROCESS

## TASK 4 - ENGAGE STAKEHOLDERS

### ENABLERS

- ◆ Analyze stakeholders (e.g., power interest grid, influence, impact)
- ◆ Categorize stakeholders
- ◆ Engage stakeholders by category
- ◆ Develop, execute, and validate a strategy for stakeholder engagement



# TASK 4 – STAKEHOLDERS

## WHAT ARE STAKEHOLDERS?

*Stakeholder\* An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.*

- ◆ Stakeholder’s interests may be positively or negatively affected by a project.
- ◆ Stakeholders can be:
  - Active: Directly involved or participating in the project
  - Passive: Affected or influenced by the project.
- ◆ Stakeholders can be:
  - Internal: Part of the performing organization
  - External: Outside the performing organization.

The stakeholders’ role on a project is determined by the Project Manager and the project stakeholders. Stakeholders should be involved in planning the project and engaging them should be more extensive than many Project Managers do on their projects.





# Typical Project Stakeholders\*



*Can you categorize these stakeholders?*

- *Which are typically project team members?  
Which are not?*
- *Which are typically active in project work?*

- 
- End users
  - Customers
  - Employees
  - Organization
  - Managers
  - Sponsors
  - Business partners
  - Suppliers and contractors
  - Government
  - Community



# TASK 4 – STAKEHOLDERS

## WHO ARE STAKEHOLDERS?

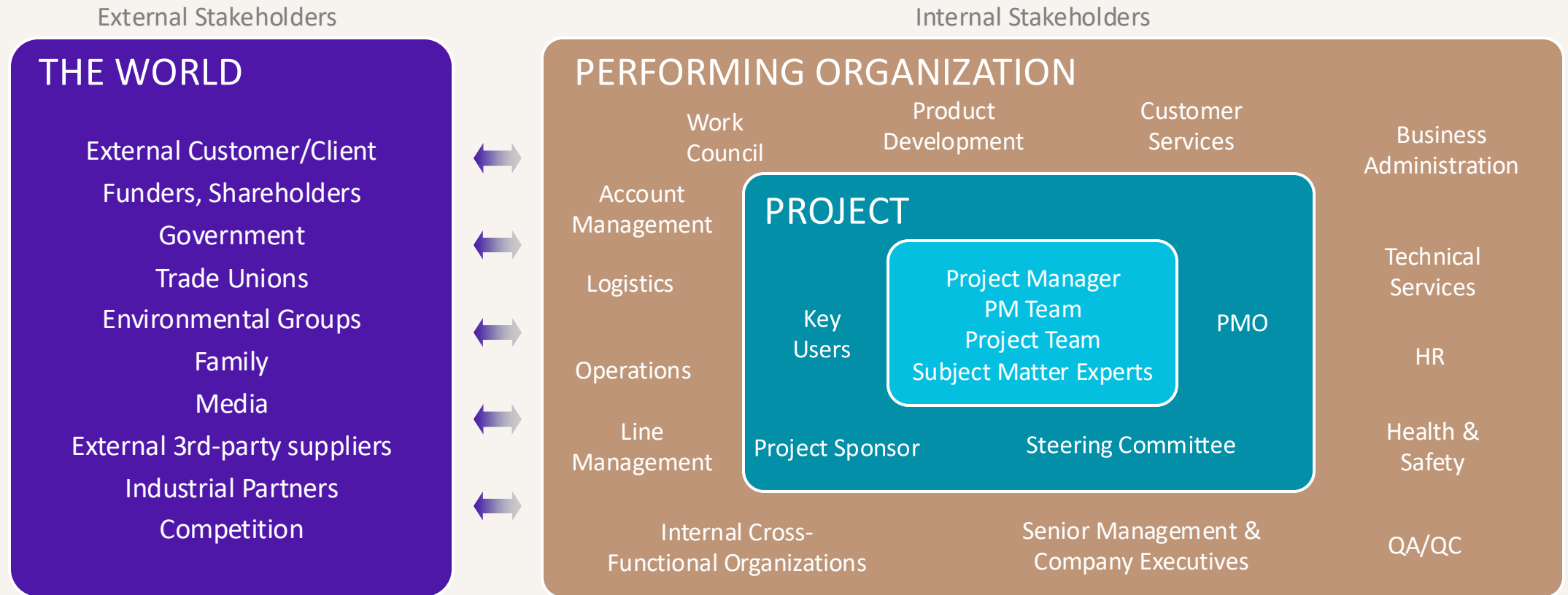


Figure 13-5: Internal and external Stakeholders

# Stakeholder Identification

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## Who are they?

- Check the **business case** and **benefits management plan** for names
- Later, check the **issue/impediments log**, **change log** or **requirements documents** to see who else is needed or named

## What's their relationship to the project?

- Interest
- Involvement
- Interdependencies
- Influence
- Potential impact on project success



*Identify and engage stakeholders early to avoid surprises later in the project!*

# Assess Stakeholders

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## Data Gathering

- Questionnaires and surveys
- Brainstorming

## Data Analysis

- **Stakeholder analysis** — What are their “stakes” in the project? — i.e., interest, rights, ownership, knowledge, contribution
- Document analysis

## Data Representation

- Two-dimensional (2D) grids
  - Power/interest
  - Power/influence
  - Impact/influence
- 3D grid — Stakeholder “cube”
- Salience model
- Directions of influence

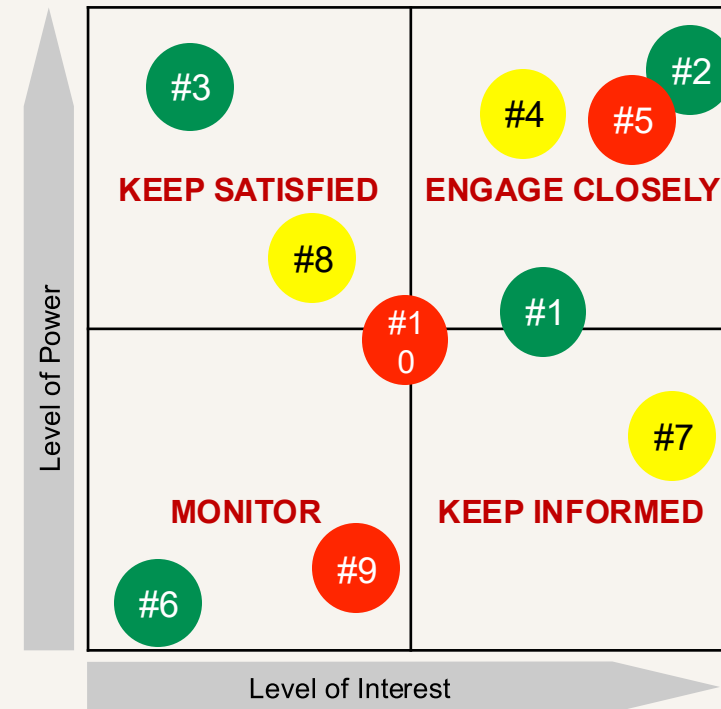


# TASK 4 – STAKEHOLDERS

## IDENTIFY STAKEHOLDERS

INCLUDES STAKEHOLDER ANALYSES BY POWER GRIDS:

- ◆ **Power/Interest Grid,**
- ◆ **Power/Influence Grid,** or
- ◆ **Impact/Influence Grid**
  - Authority (power)
  - Interest of the stakeholder in the project (can be positive or negative!)
  - Ability to influence the outcomes (if they use their power).



- Expected attitude to project positive
- Expected attitude to project neutral
- Expected attitude to project negative

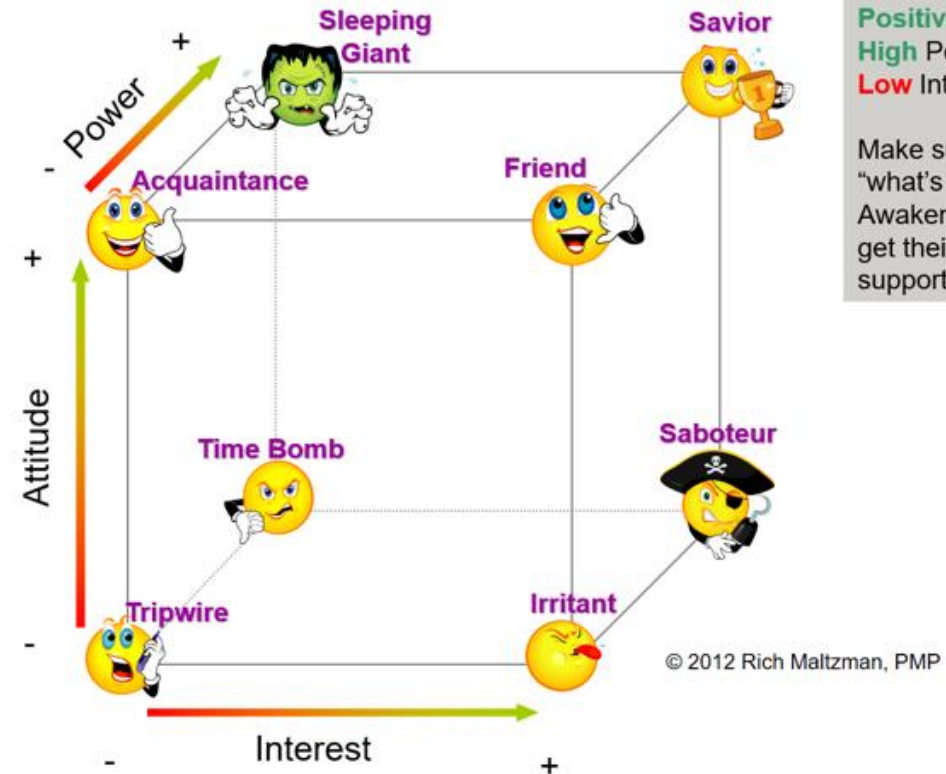
# TASK 4 – STAKEHOLDERS

## IDENTIFY STAKEHOLDERS

### STAKEHOLDER CUBE

- ◆ A three-dimensional model mapping of stakeholders as to:
  - Interest (active or passive)
  - Power (influential or insignificant)
  - Attitude (backer or blocker).

Stakeholder identification – “spheres” of influence



Example: **Sleeping Giant**

Positive Attitude  
High Power  
Low Interest

Make sure they know  
“what’s in it for them”.  
Awaken their interest and  
get their input and  
support.

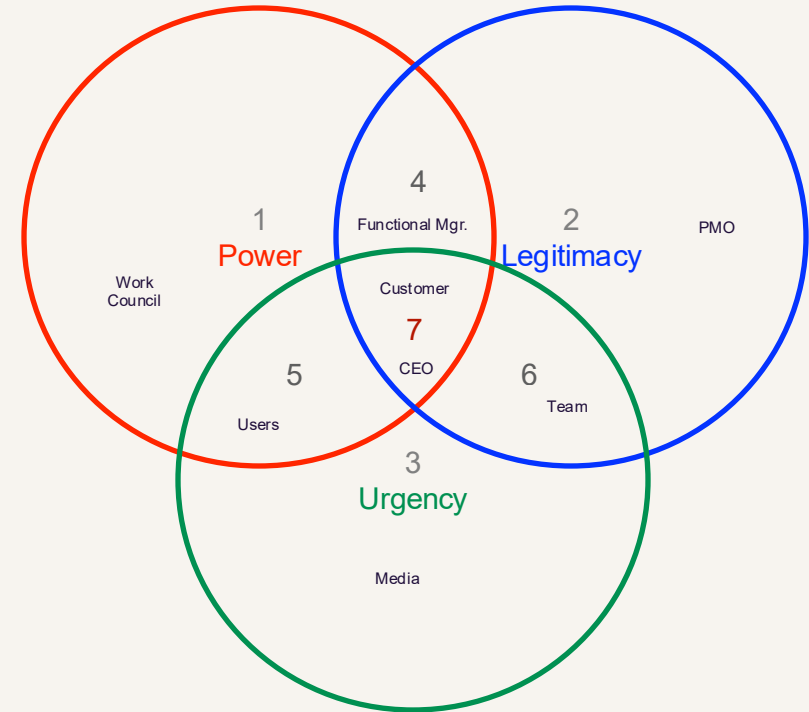


# TASK 4 – STAKEHOLDERS

## IDENTIFY STAKEHOLDERS

### SALIENCE MODEL

- ◆ **Classes of stakeholders based on:**
  - **Power** (level of authority or ability to influence the outcomes)
  - **Urgency** (need for immediate attention)
  - **Legitimacy** (their involvement is appropriate).
- ◆ 3-field Venn diagram
- ◆ **Salience model is useful for**
  - large complex communities of stakeholders
  - or where there are complex networks of relationships within the community
  - in determining the relative importance of the identified stakeholders.



|                                      |                                                      |                                         |                                              |
|--------------------------------------|------------------------------------------------------|-----------------------------------------|----------------------------------------------|
| <b>Level 3<br/>(High Priority)</b>   | <b>7 - Definitive</b><br>Power, Legitimacy & Urgency |                                         |                                              |
| <b>Level 2<br/>(Medium Priority)</b> | <b>4 – Dominant</b><br>Power & Legitimacy            | <b>5 - Dangerous</b><br>Power & Urgency | <b>6 – Dependent</b><br>Legitimacy & Urgency |
| <b>Level 1<br/>(Low Priority)</b>    | <b>1 – Dormant</b><br>Power                          | <b>2 – Discretionary</b><br>Legitimacy  | <b>3 – Demanding</b><br>Urgency              |

# TASK 4 – STAKEHOLDERS

## FORCE FIELD ANALYSIS

### STEP 1: DESCRIBE YOUR PLAN OR PROPOSAL FOR CHANGE

- ◆ Define goal or vision for change, write it down in the middle of the page.

### STEP 2: IDENTIFY FORCES FOR CHANGE

- ◆ Forces that are driving change. Can be internal and external.

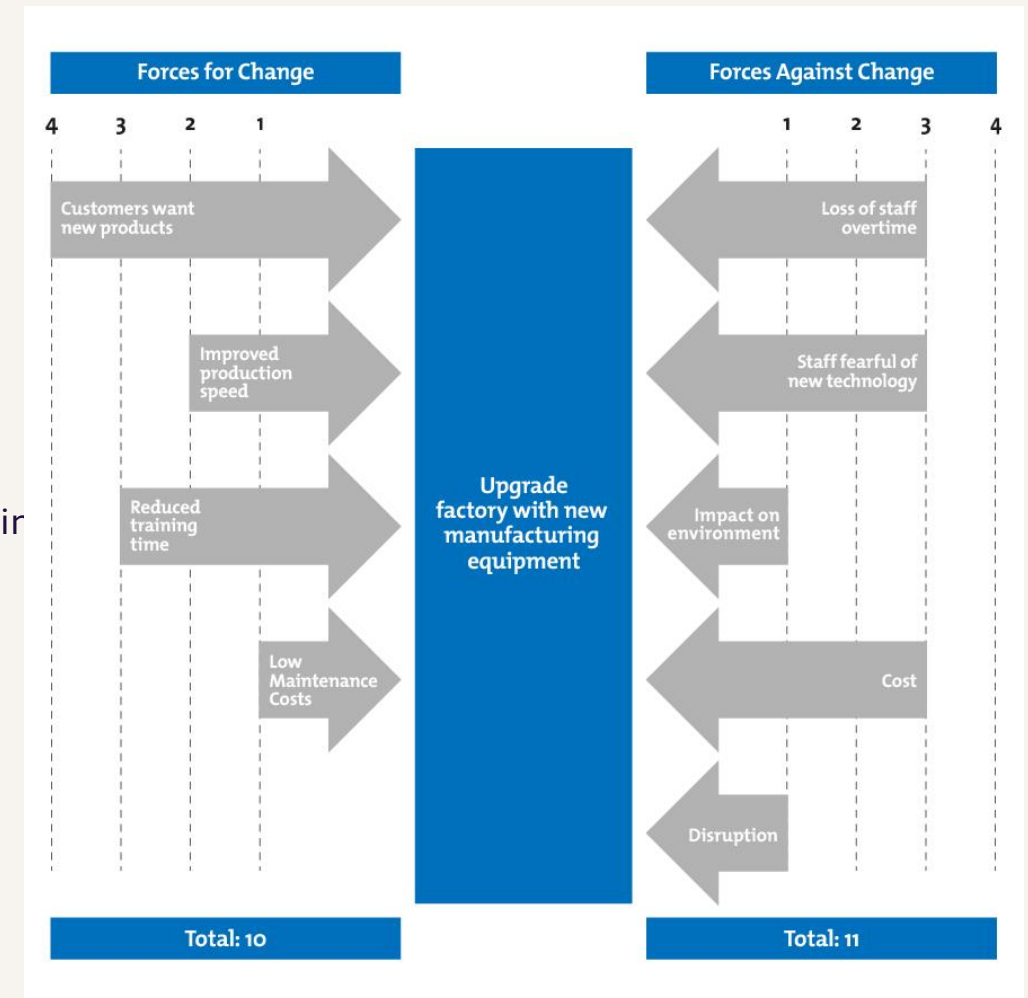
### STEP 3: IDENTIFY FORCES AGAINST CHANGE

- ◆ Brainstorm forces that resist or are unfavorable to change.

### STEP 4: ASSIGN SCORES

- ◆ Score each force from one (weak) to four (strong), according to the degree of its influence.
- ◆ Add up the scores for each side (for and against).

### STEP 5: ANALYZE AND DECIDE



# Directions of Influence



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You should understand the social network of project stakeholders, specifically the direction of their influence on the project.

|                 |                                                                                                          |
|-----------------|----------------------------------------------------------------------------------------------------------|
| <b>Upward</b>   | <i>Parent organization</i> — senior management (business, financial interests)                           |
| <b>Downward</b> | <i>In the project hierarchy</i> — team or specialists                                                    |
| <b>Outward</b>  | <i>Have a “stake” in the project</i> — client, end-user, external                                        |
| <b>Sideward</b> | <i>Friendly or competitive for resources</i> — project manager's peers, other organizational departments |

# Create the Stakeholder Register

- 
- Capture and record important stakeholder information
  - Factor in OPAs
  - Update it! Describe the evolving relationship with stakeholders throughout the project



*Contains the information necessary to execute the stakeholder engagement plan*



- Refer to **stakeholder registers** from previous, similar projects for help
- Remember this is a public document, so ensure the information presented is appropriate



# Stakeholder Register



|    | Name                            | Title                       | Internal / External | Project Role                                                         | Major Requirements                                                     | Expectations                                             | Influence / Attitude |
|----|---------------------------------|-----------------------------|---------------------|----------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------|----------------------|
| 1  | Eugene Lowe                     | CEO                         | Internal            | Sponsor                                                              | Successful completion                                                  | On-time completion, successful partnerships              | Champion             |
| 2  | Oasestown Municipality          |                             | External            | Government partner (liaison); funding contributor; owner of SLC site | Successful completion of facility and partnership;                     | Accountability                                           | Supporter            |
| 3  | Kara Black                      | Principal, Oases Architects | External            | Partner, designer, specialist knowledge (conservation building)      | Clear design brief, successful partnership                             | Fluid funding and communication, design autonomy         | Champion             |
| 4  | Josie Bynoe                     | Chair, BOD                  | Internal            | Direct strategic local partnerships for Shawpe                       | Environmental sustainability of project work; "moral rights"           | No damage to Oasestown conservation district or environs | Resistor             |
| 5  | Helen Grey                      | Lead, business development  | Internal            | Product owner                                                        | High profile tenants, excellent community and conservation credentials | Organizational learning; leadership opportunity          | Neutral              |
| 6  | Hasan Persaud                   | VP of Business Development  | Internal            | Portfolio owner                                                      | Capacity for ongoing revenue                                           | End-user in Phase 3                                      | Neutral              |
| 7  | Mandeep Chahal                  | VP of Finance               | Internal            | Budget controller                                                    | direct contact with funding partners                                   | clear data                                               | Neutral              |
| 8  | Kei Leung                       | VP of Marketing             | Internal            | Marketing expert                                                     | elevation of brand                                                     | high quality tenants                                     | Supporter            |
| 9  | Tenants                         |                             | External            | Income source                                                        | bespoke spaces                                                         | high quality                                             | Neutral              |
| 10 | Contractors                     |                             | External            | Vendors - building                                                   | clear instructions, contract                                           |                                                          | Neutral              |
| 11 | Oasestown local residents       |                             | External            | Neighbors to project                                                 | Traffic and noise pollution management                                 | no inconveniences                                        | Resistor             |
| 12 | Oasestown Community Partnership |                             | External            | Community group operating in Oasestown                               | none                                                                   | a free space in the SLC                                  | Champion             |

# Stakeholder Perceptions

- Must be holistically understood in customer-centric project management approaches
- Can be damaging to a project, whether they are negative or positive



*Why do you think it's important to understand both positive and negative stakeholder perceptions of your project?*





# Capture Stakeholder Feedback and Perceptions



- *Interpersonal skills*
- *Active listening*
- *Emotional intelligence*
- *Effective communication methods*



## Key stakeholders

- Interview to understand **project requirements and vision** and **communication preferences**



## All stakeholders

- Appropriate, regular project communications



## Large and public groups

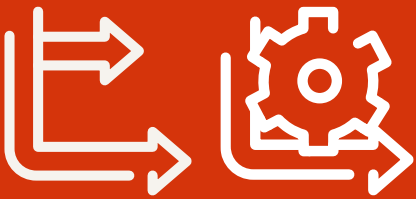
- Questionnaires/surveys
- Facilitated conversations/sessions — online or in person
- Digital media – email campaigns, websites, group chats
- Posters and advertising

# Plan to Communicate with Stakeholders

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**Stakeholder engagement plan** identifies required management strategies to effectively engage stakeholders.

Team fulfills strategies via communications described in the **communications management plan**.



# TASK 4 – STAKEHOLDERS

## STAKEHOLDER ENGAGEMENT PLAN

*Stakeholder engagement plan\* A component of the project management plan that identifies the strategies and actions required to promote productive involvement of stakeholders in project or program decision making and execution.*

- ◆ Definition of Stakeholder Register
- ◆ Assumptions and constraints (sensitivities)
- ◆ Impact project on stakeholders
- ◆ Key stakeholders + current & desired engagement levels
- ◆ Relationships between stakeholders
- ◆ Communications requirements
- ◆ Reasons for the communication + expected impact
- ◆ Time/date of sending + how often
- ◆ How to update/refine this plan.



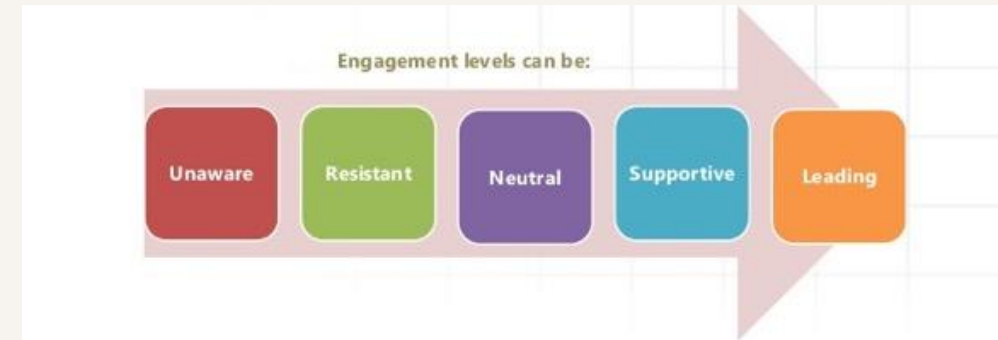
*\*These definitions are taken from the Glossary of Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition, Project Management Institute Inc., 2021*

# TASK 4 – STAKEHOLDERS

## STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX

### STAKEHOLDER ENGAGEMENT ASSESSMENT MATRIX WITH ENGAGEMENT LEVELS:

- ◆ **Leading**: actively engaged in ensuring that the project is a success → **Strategic support**
- ◆ **Supportive** of the work and its outcomes → **Operational support**
- ◆ **Neutral**
- ◆ **Resistant** to change
- ◆ **Unaware**



| Stakeholder | Unaware | Resistant | Neutral | Supportive | Leading |
|-------------|---------|-----------|---------|------------|---------|
| John        | C       |           |         | D          |         |
| Paul        |         | C         | D       |            |         |
| George      |         |           |         | C/D        |         |
| Ringo       |         |           |         | C          | D       |

C = Current  
D = Desired

# Communication Requirements Analysis



- 
- Leads to a clear articulation of the stakeholders' communications needs
  - Enables effective choices about communication topics, frequency, models and technologies
  - Output is a grid, questionnaire or survey that documents the communication and technology requirements for each stakeholder

# Communication: Methods and Technologies



*Do you use any other communication methods or techniques on your projects?*

*Are there types your organization does not allow? Why?*

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## Meetings/verbal

- Physical (face to face)
- Virtual (videoconferencing)
- Phone call

## Digital/electronic media

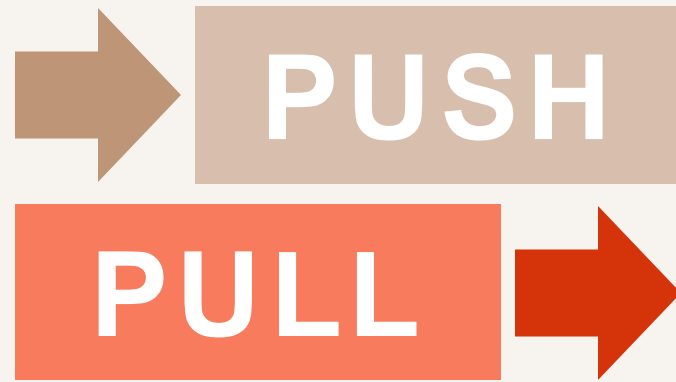
- Websites and social media
- Instant/text messaging via phone or platform
- Email or fax

## Physical

- Body language and gestures
- White boards



# Communication Methods



**Push** — sender determines:

- Send an email
- Make a phone call

**Pull** — receiver determines:

- Post information on team board
- Store reference documents in electronic repository — e.g., SharePoint



- Conversation (speaking on the phone, virtual, in-person)
- Messaging
- Workshops/collaboration
- Whiteboarding



Agile teams are colocated whenever possible so that they can be highly collaborative.

# Communication Challenges / Considerations



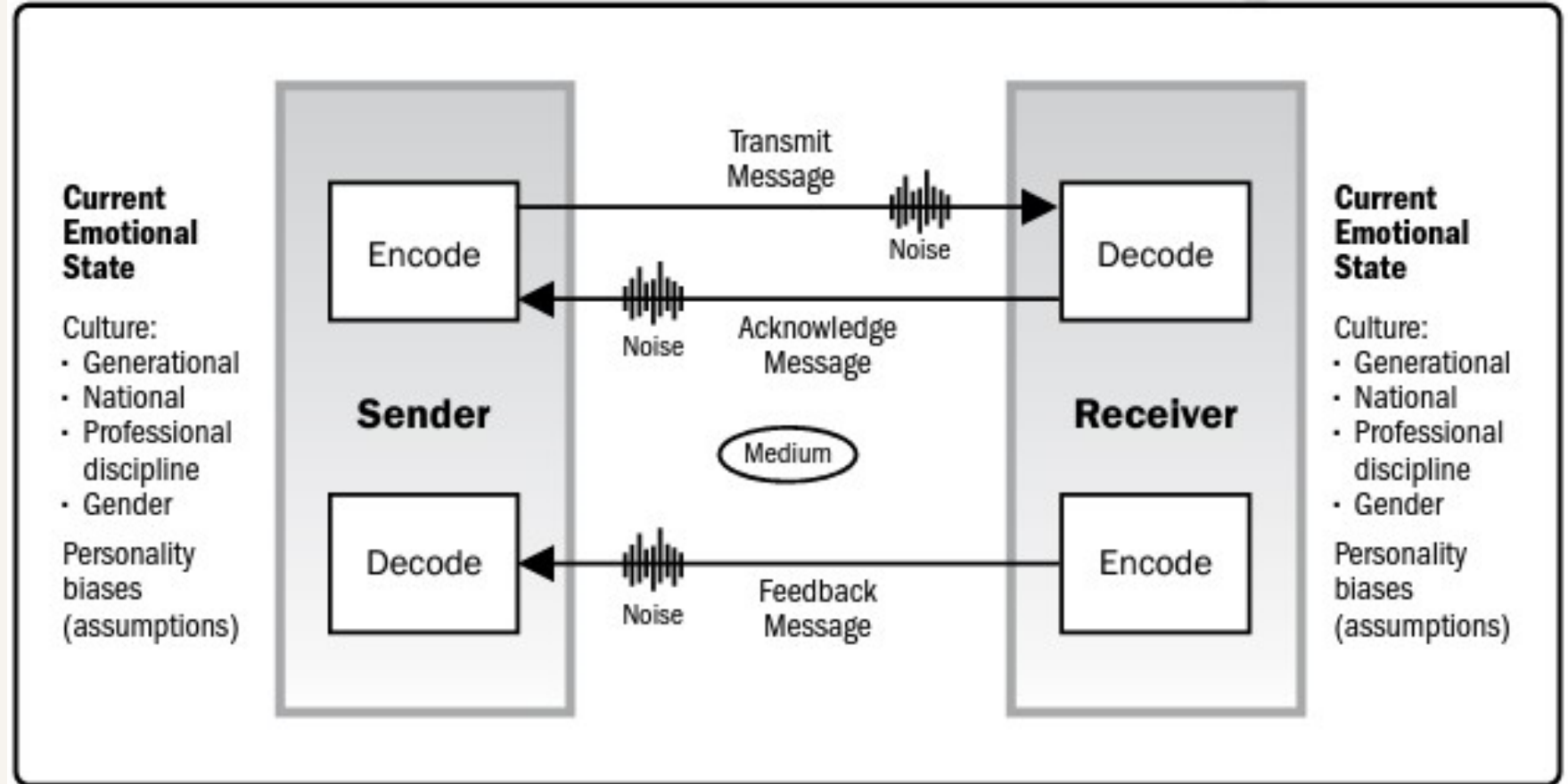
- 
- Urgency of need for information
  - Availability and reliability of technology
  - Ease of use
  - Project environment – e.g., language and formality
  - Sensitivity and confidentiality of information
  - Communications OPAs — e.g., social media protocols
  - Data protection laws/regulations
  - Accessibility requirements

# Communication Model\*



*Think of an example of a transmission. Depending on the method, what kinds of noise can play a part?*

## Cross-Cultural Communication Model

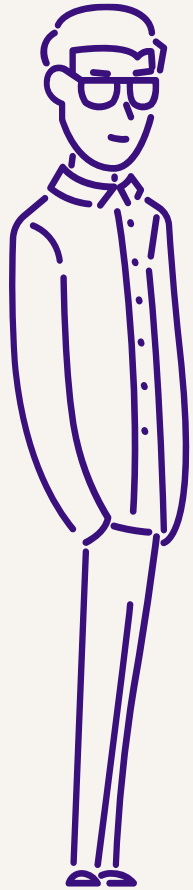


# Stakeholder Engagement Strategy

- 
- **Involve** stakeholders
  - **Enable** appropriate management strategies
  - **Create and maintain** relationships



# Example Stakeholder Engagement Assessment Matrix (SEAM)



*Tailor labels for stakeholder levels of engagement to your context, team or organization.*

*Don't use names on the matrix – refer to stakeholders by number.*

| Stakeholder | Unaware | Resistant | Neutral | Supportive | Leading |
|-------------|---------|-----------|---------|------------|---------|
| 1           |         |           |         | D          | C       |
| 2           |         |           |         | C          | D       |
| 3           |         |           | C       | D          |         |
| 4           |         |           | C       | D          |         |
| 5           |         | C         | D       |            |         |
| 6           |         |           |         | C          | D       |

**C** – Current engagement level | **D** – Desired engagement level

# TASK 9 – STAKEHOLDER COLLABORATION

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## TAKING CARE OF STAKEHOLDERS

### PRINCIPLES OF STAKEHOLDER ENGAGEMENT

- ◆ Get the right stakeholders – **Identify stakeholders**
- ◆ Stakeholder mapping – **Analyze stakeholders**
- ◆ Understand stakeholder’s needs, expectations, and concerns, they may change during the project!
- ◆ Emphasize stakeholder involvement – Define an appropriate **stakeholder engagement strategy**
- ◆ Actively manage stakeholder interest – **Keep stakeholders engaged**
- ◆ Frequently discuss what “done” looks like
- ◆ Show progress and capabilities
- ◆ Candidly discuss estimates and projections
- ◆ Change is challenging for all affected
- ◆ **Communication and education are vital**
- ◆ Stakeholders are the key to spotting change early
- ◆ Most agile events like e.g. Sprint Planning and Sprint Review are stakeholder interaction events

# TASK 9 – STAKEHOLDER COLLABORATION

## TAKING CARE OF STAKEHOLDERS

### STAKEHOLDER STEWARDSHIP VS. STAKEHOLDER MANAGEMENT

- ◆ Managing people means telling them “what to do”
- ◆ Stewardship means safeguarding and looking after everyone on the project to make sure they have everything they need to succeed

### EDUCATING STAKEHOLDERS ABOUT AGILE

- ◆ Executives and project sponsors feel concerned about the risk of project failure. Agile approaches provide short feedback loops for preventing failure
- ◆ Managers may feel loss of control when projects assume agile approaches
- ◆ Development team may resist against agile approaches as they feel enforced for that by management
- ◆ User community is worried about not getting all the features they want or that early iterations result in poor quality deliverables
- ◆ Supporting groups may be concerned about lack of control, continual requests for involvement and unclear end points

### KEEPING STAKEHOLDERS ENGAGED

- ◆ Continuous stakeholder engagement prevents stakeholders from losing interest
- ◆ Ongoing dialogue helps identify changes, potential risks, defects and issues as soon as possible
- ◆ Scrum Master, agile project manager or others need to use interpersonal skills (**e.g. emotional intelligence**) to understand stakeholders’ concerns
- ◆ Establish a process for escalating issues with a need for high level authority to resolve and communicate this with stakeholders

### INCORPORATE STAKEHOLDER VALUES

- ◆ Do not plan or initiate work that does not support value currently
- ◆ **How:**
  - Product Owner to prioritize the backlog and Team to execute the work according customer’s priorities
  - Invite stakeholders to planning meetings, reviews and – sometimes – to retrospectives

# TASK 9 – STAKEHOLDER COLLABORATION

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## COLLABORATION ACTIVITIES

- ◆ Stakeholders collaborate **daily** in a project.
- ◆ Frequency of engagement is based on mutual needs and expectation.
- ◆ Constant engagement is often important.
- ◆ Activities that encourage regular collaboration include:
  - Daily **stand-up** meetings
  - **Co-locating** teams for face-to-face communication
  - **Scheduled sessions**, such as iteration reviews, backlog refinement sessions, and project update meetings
- ◆ Determining and optimizing collaboration activities is an ongoing team effort spearheaded by the project manager.



# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

1. During an agile project, key stakeholders are expressing concerns about their lack of involvement. They feel disconnected from the project. The product owner agrees with these concerns and wishes to do something quickly. The iteration is coming to an end.

What would be a good way to engage the key stakeholders at this stage?

- A) Arrange the daily stand-up on video, so all stakeholders can join the meeting.
- B) Arrange a meeting with the key stakeholders to discuss the iteration backlog.
- C) Invite the key stakeholders to join the next iteration planning meeting and the retrospective.
- D) Invite the key stakeholders to participate in the iteration review.

# STAKEHOLDER ENGAGEMENT

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- C) Invite the key stakeholders to join the next iteration planning meeting and the retrospective.
- D) Invite the key stakeholders to participate in the iteration review.**

The best approach is to invite the stakeholders to take part in the review, as the iteration is almost completed. This is the most direct and appropriate option to involve the stakeholders.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

2. A critical project to improve a customer service process has failed. Even though all the end users were trained on the new service, they rejected the change and continued using their original process.

Which of the following actions should the team take?

- A) Escalate the lack of cooperation to the end users' functional manager.
- B) Take note of the risks associated with the new implementation.
- C) Engage the end user community and try to understand their concerns.
- D) Repackage and execute the original plan.

# STAKEHOLDER ENGAGEMENT

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This team needs to understand customer needs and desires better. Their cooperation and buy-in to this critical project are the most important success factors. The risk of stakeholder rejection should already have been noted! It is too late for that risk to be managed now. Escalation is an over-reaction, and repackaging the original plan will cause the same problems to reoccur.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

3. A project manager shifts to an agile approach for a project with an aggressive go-to-market timeline. The project manager needs to revise the stakeholder engagement plan so that it follows agile principles.

Which action should the project manager take?

- A) Increase the number of formal training workshops to cover all relevant issues for all stakeholders, including the project sponsor and client.
- B) Increase the number of stakeholder communication channels.
- C) Make standup meetings mandatory for all key stakeholders
- D) Update the stakeholder engagement matrix.

# STAKEHOLDER ENGAGEMENT

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- D) **Update the stakeholder engagement matrix.**

The stakeholder engagement matrix needs updating in this case, specifically how the stakeholders are engaged. All of the other answers create complexity. Agile includes the ability of stakeholders and team members to have direct access to each other to improve communication, values transparency, and strips away unnecessary layers or formalities.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

4. A project has the following characteristics:

- A functional manager is also a project stakeholder.
- The functional manager has time constraints and delegates project responsibilities to someone else on the functional team. This person becomes a new stakeholder.
- The new stakeholder is NOT attending meetings.

How should the project manager engage this new stakeholder?

- A) Examine the stakeholder engagement plan with the new stakeholder and assess their level of engagement.
- B) Present the project schedule and the specific, assigned tasks to the new stakeholder.
- C) Request that the functional manager brief this new stakeholder and ask that they send them to all relevant meetings.
- D) Ask the new stakeholder to pair with a more experienced stakeholder to learn responsibilities.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

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The first version of the stakeholder engagement plan is developed after the initial stakeholder community has been identified by the Identify Stakeholder process. The stakeholder engagement plan is updated regularly to reflect changes to the stakeholder community.



# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

5. A project manager is working with three (3) key stakeholders. Each has a different vision regarding the project and its goal. They each feel strongly about their opinion.

How should the project manager obtain approval of the project charter?

- A) Conduct a stakeholder analysis.
- B) Use facilitation and conflict management techniques to help the three (3) stakeholders find consensus.
- C) Request that the project sponsor resolve the conflict.
- D) Use the project kick-off meeting to settle the project goals.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

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- C) Request that the project sponsor resolve the conflict.
- D) Use the project kick-off meeting to settle the project goals.

To facilitate timely, productive discussion and decision making, the project manager should use their facilitation skills as well as conflict management to help the stakeholders agree on a shared vision of the project goals.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

6. Project manager A identifies three critical risks with probability of a high impact on the schedule and budget of projectA—this project is producing critical deliverables for the company.

The team meets to devise a solution for the risks and decides that three specific resources will be required to address the risks. However, these resources are already committed to a separate project, which is managed by project manager B.

Which party should the project manager work with first to find a solution?

- A) The project team members – to assist in training the new team members quickly so they can complete work on time.
- B) The project sponsor – to request more funding for the budget in order to hire contractors
- C) The three resources – to convince them to join the team or, at least, agree to coach the existing team.
- D) Project manager B – to negotiate reallocation or sharing of the three required resources.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

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- D) Project manager B – to negotiate reallocation or sharing of the three required resources.**

Project manager B has the authority to reschedule or reallocate the resources, once it will NOT jeopardize project B. Going directly to the resources themselves undermines the functional manager, so this is unethical. The resources have been identified as the solution to the problem, so it is best to attempt to make this solution work first. The other options of the project sponsor and working with project team members would be secondary and tertiary options which would probably NOT work as well.

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

7. The project sponsor is NOT convinced that an agile track should be used in a new R&D project because the company needs to be certain that specific features will be ready for mass production by a specific date.

Which three agile methods can ensure that the sponsor's needs can be fulfilled in a hybrid project approach? (Choose THREE.)

- A) A product roadmap can provide a detailed breakdown.
- B) Requirement priorities are confirmed at each iteration.
- C) Incremental development reduces risk of quality delays
- D) Impact mapping can be used to group related stories.
- E) Stories can be broken down into granular epics

# STAKEHOLDER ENGAGEMENT

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## SAMPLE QUESTIONS

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Valid agile methods to secure on-time delivery include backlog reprioritization at every sprint, impact mapping for feature-level view, and incremental development to secure progressive development. Roadmaps and epics are high-level, NOT detailed views—so these will NOT work.

# ECO Coverage



## 1.9 Collaborate with stakeholders

Evaluate engagement needs for stakeholders (1.9.1)

## 2.4 Engage stakeholders

Analyze stakeholders (power interest grid, influence, impact)  
(2.4.1)

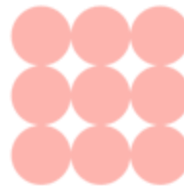
Categorize stakeholders (2.4.2)

Develop, execute and validate a strategy for stakeholder  
engagement (2.4.4)

## 2.2 Manage communications

Analyze communication needs of all stakeholders (2.2.1)

Determine communication methods, channels, frequency and  
level of detail for all stakeholders (2.2.2)



# Tutor



**Helmut Schneider**, PMP, PMI-ACP, PSM, PSPO ist seit mehr als 20 Jahren freiberuflicher Senior Project Manager, Berater und Trainer für alle Fragen rund ums Projektmanagement. Seit Ende 2020 ist er zusätzlich PMI-akkreditierter PMI-ATP PMP® und CAPM® Trainer. Er verfügt über die Erfahrung aus über 300 Trainings, darunter mehr als 130 PMP® Exam Prep Trainings, die er für internationale Kunden und Partner seit 2009 abgehalten hat.

Sein Focus und seine Leidenschaft liegen neben dem klassischen und hybriden Projektmanagement in der Agilität, v.a. dem agilen Mindset. Als zertifizierter Scrum Master, Product Owner und PMI-Agile Certified Practitioner verfügt er über die entsprechenden Kenntnisse und Erfahrungen. Er ist Mitglied im PMI Germany Chapter seit 2008. Helmut ist begeisterter Musiker mit Band und Mountainbiker. Er lebt mit seiner Familie in der Nähe von Augsburg“

**Helmut Schneider**, PMP, PMI-ACP, PSM, PSPO has been a freelance senior project manager, consultant and trainer for all project management issues for more than 20 years. Since the end of 2020, he has also been a PMI- accredited PMI-ATP PMP® and CAPM® trainer. He has experience from over 300 trainings, including more than 130 PMP® Exam Prep trainings, which he has held for international clients and partners since 2009.

In addition to classic and hybrid project management, his focus and passion lies in agility, especially the agile mindset. As a certified Scrum Master, Product Owner and PMI Agile Certified Practitioner, he has the relevant knowledge and experience. He has been a member of the PMI Germany Chapter since 2008. Helmut is an enthusiastic musician with a band and mountain biker. He lives with his family near Augsburg“.