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the workbook configured correctly. You will likely need to change the formulas to reference the correct attribute columns if they are not the same as on the example download.Wrapping Up the Saliency ModelThat covers the saliency model and its usage procedure for practice as a project manager. As mentioned above, saliency analysis should be a part of your overall stakeholder analysis and not the only tool you use. Getting your stakeholder management correct is critical to the success of your project. It is not just managed as part of the Stakeholder Management process group but incorporated into the Communications and Risk process groups. We'll cover these techniques in future posts.References: Stakeholder management is one of the central parts of project management. The stakeholders have vital role in the success of your projects, that's why you need to make them well engaged and happy with your project deliverables.The PMBOK Guide describes four models to classify stakeholders:Power/interest gridPower/influence gridInfluence/impact gridSaliency modelThe first three models are similar and use two attributes. The fourth model uses three attributes. The PMBOK Guide did not explain this model and therefore many other PMP exam reference books ignore the concept.Saliency ModelSaliency means the quality of being particularly noticeable, important or prominent. So stakeholder saliency means the quality of a stakeholder or their importance.Stakeholder saliency can be defined as the degree to which managers give priority to competing stakeholders claims in their decision-making process.The stakeholder saliency model was proposed by Ronald K. Mitchell, Bradley R. Agle and Donna J. Wood in 1997.Here, a stakeholder has three attributes:PowerPower is the authority or influence of the stakeholder on your project or its objectives.Focus on stakeholders with high power. These stakeholders are fewer in number.LegitimacyLegitimacy is how genuinely involved a stakeholder is with your project. You should not spend your time on a stakeholder who doesn't have a legitimate interest.Pay attention to stakeholders with legitimate claims.UrgencyUrgency is the degree to which stakeholder requirements call for immediate attention.Urgency depends on two factors: time-sensitivity and criticality. You will find out whether any requirement is time-specific or if mere fulfillment is important.You will identify your project stakeholders and assign them attributes. Afterward, you prioritize stakeholders according to their attributes. Based on this ranking you will develop the stakeholders management strategy.This will save time and help you win stakeholders support.Stakeholder saliency is not static; it is dynamic and can change during the project life cycle; update the stakeholder register to reflect the changes.Stakeholders in the Saliency ModelA stakeholder saliency model diagram is a Venn diagram comprising circles representing three attributes: power, legitimacy, and urgency. The intersection of circles shows stakeholders with multiple attributes.Based on these attributes, you can classify stakeholders into seven groups.DormantDiscretionaryDominantDangerousCoreDependentDemandingTo develop your strategy, you divide these groups into three categories:Latent stakeholdersExpectant stakeholdersDefinitive stakeholdersLatent StakeholdersThese stakeholders have one attribute. Besides power, the other attributes are not significant; therefore, they receive little attention.Examples of latent stakeholders are: dormant, discretionary, and demanding.Dormant StakeholdersThese stakeholders have high power, low legitimacy, and low urgency. Being high power, they can impact your project, so you will manage them carefully.A stakeholder from top management does not take part in meetings and has no interest in your project.However, you will still watch this stakeholder as they have power and you never know when they will change their mind.Discretionary StakeholdersThese stakeholders have high legitimacy, low power, and low urgency. Although they have low power and low urgency, you will fulfill their requirements because of their legitimacy.NGOs or charitable organizations are examples of discretionary stakeholders. They do not have power or urgency, but they are legitimate stakeholders.Demanding StakeholdersThese stakeholders have high urgency, low legitimacy, and low power. They are usually vocal and can influence other stakeholders if their requirements are not met. These stakeholders want attention. You will manage them carefully.For example, your project is in a public place, and residents from the neighborhood show interest in your project and ask for information.Expectant StakeholdersThese stakeholders have two attributes: they are active and have expectations of the project.Some examples of expectant stakeholders are dominant, dangerous, and dependent.Dominant StakeholdersThese stakeholders have high power and high legitimacy but low urgency. As these stakeholders have a legitimate interest in your project, you will manage them closely. Since the urgency is low, their rank is below the core group.For example, you are constructing a building where local authorities are stakeholders. Though they don't have urgent issues with your project, you will manage them closely as they have both power and legitimacy.Dangerous StakeholdersThese stakeholders have high power, and high urgency but low legitimacy, and this makes them vulnerable. They can be violent and can create trouble for your project. You will manage them cautiously.For example, suppose you are working in a remote area of a third world country, and in this case, a group of local terrorists can act as dangerous stakeholders.The security of your team members is paramount. You must identify these stakeholders and mitigate the threats they pose.Dependent StakeholdersThese stakeholders have high urgency, high legitimacy but low power. Since these stakeholders have little power, you will not pay as much attention.For example, if you are doing construction work in a public place, local residents can be an example of dependent stakeholders.You will monitor these stakeholders closely because of their legitimacy and high urgency. They may form a group or associate with powerful stakeholders and can create trouble for you if their requirements are not met.Definitive StakeholdersThese stakeholders have three attributes and require the most attention. You will manage these stakeholders closely.An example of definitive stakeholders is core.Core StakeholdersThese stakeholders have high power, high urgency, and high legitimacy. You will manage them closely.This category is also referred to as definitive.The top management of your organization can fall into this category.Non-StakeholdersThese are not stakeholders of your project, so you will not manage these people.Strategy to Manage StakeholdersYou will manage your stakeholders as follows:You will give the highest priority to the core group because this group has all the attributes.The next highest priority should be given to dominant, dangerous, and dependent stakeholders because they have a mix of any two attributes.The lowest priority group consists of discretionary, demanding, and latent because they have one attribute. You will give little importance to these stakeholders but observe them because you never know when they will change their saliency.Changes in Stakeholders AttributesThe project environment is dynamic, so you will continuously get new stakeholders and lose old ones.Stakeholders attributes can change as the project progresses. A powerless stakeholder may become powerful, and an illegitimate stakeholder may become a legitimate one.You should update your stakeholder management strategy to reflect the changes in stakeholders attributes.Benefits of the Saliency ModelThe benefits of the saliency model are:It provides you with better insight into your stakeholders.It helps you to save resources, time, and effort.It helps you complete projects with minimal obstruction.Limitations of the Saliency ModelThe saliency model has the following limitations:Compared to other models, this model requires more time and effort.This is a subjective procedure, and bias in opinion can influence its effectiveness.Monitoring three attributes continuously take resources and time.This model assumes attributes are present or absent, though, they may vary between these two.#pma #pma lc #project#project management #saliency model#stakeholder#stakeholder engagement#stakeholder engagement management

What is a salient stakeholder. What is stakeholder saliency theory. Stakeholder saliency model explained. What is stakeholder saliency model. What is a characteristic of the stakeholder saliency model. Wat zijn stakeholders. Stakeholder saliency model example. What is the reason for using the stakeholder saliency model.