

<Project Name>

Stakeholder Register

Version 7.0

This document is intended for use with the General Project Management Standard (set of documents "GPMS.Kit"). This document is a template. Template is a blank form with prompts to the author about filling. If you would like to create a new document, double click on a template icon. If you would like to change the template, click the mouse right button and then select "Open".

Some of the columns in this document have a predefined data list. You can change it on a hidden sheet with the appropriate name. Click the mouse right button on any tab of the sheets and select "Unhide" to view hidden data lists.

Print the sheet "Title page" apart during printing the document. Sheet with the title of this document is printed with the headers that can be changed in the tab View > Page Layout.

See MS Excel Help for more information.

This document belongs to the artifact "Logs and Registers" and is described in the Section 4.6.2 of the Guide to the Project Management Body of Knowledge (PMBOK® Guide, 7th Edition). This is reflected in the Document Code (the first three digits).

Stakeholder Register records information about project stakeholders, which includes an assessment and classification of project stakeholder

Stakeholder is 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.

The stakeholder register contains all details information about stakeholders, including:

- 1) Identification information. Name, organizational position, location and contact details, and role on the project.
- 2) Assessment information. Major requirements, expectations, potential for influencing project outcomes, and the phase of the project life cycle where the stakeholder has the most influence or impact.
- 3) Stakeholder classification. Internal/external, impact/influence/power/interest, upward/downward/outward/sideward, or any other classification model chosen by the project manager.

The following ways of displaying data can be used in the Stakeholder Register:

1. **Power/interest grid** is a grouping of stakeholders according to their level of authority (power) and level of concern about the project's outcomes (interest).
2. **Power/influence grid** is a grouping of stakeholders according to their level of authority (power) and ability to influence the outcomes of the project (influence).
3. **Impact/influence grid** is a grouping of stakeholders according to their ability to cause changes to the project's planning or execution.
4. **Saliency model** describes classes of stakeholders based on assessments of their power (level of authority or ability to influence the outcomes of the project), urgency (need for immediate attention, either time-constrained or relating to the stakeholders' high stake in the outcome), and legitimacy (their involvement is appropriate). There is an adaptation of the saliency model that substitutes proximity for legitimacy (applying to the team and measuring their level of involvement with the work of the project).

First three classification models are useful for small projects or for projects with simple relationships between stakeholders and the project, or within the stakeholder community itself. The saliency model (4th model) is useful for large complex communities of stakeholders or where there are complex networks of relationships within the community. It is also useful in determining the relative importance of the identified stakeholders.

The sheet "Power-Interest Grid" provides an example of a power-interest grid model.

The Stakeholder Registry is updated as project stakeholder information changes, or when new project stakeholders are identified, or when registered stakeholders no longer take part in or are no longer affected by the project, or when other updates related to certain project stakeholders are required.

The development of Stakeholder Register based on Stakeholder Engagement Plan (see the template PMBOK 4.6.3.14).

The Stakeholder Register is the starting point for many planning processes.

Attention! The columns in this template can be changed or removed depending on the requirements of your project. You can also add a grid that groups stakeholders according to a different principle (power/influence or impact/influence).

Attention! Delete the sheet "Template's Manual" before publishing the document

No	Stakeholder information					Assessment information				Engagement strategy			Engagement actions					
	Stakeholder Name	Location	Role	Contacts	Priority	Major requirements / expectations	Direction of influence	Life cycle phase	Stakes	Classification	Power	Interest	Strategy	Current level	Desired level	Non-compliance	Action	Date
1										1 Highest	1 Extremely interested in success	1 Manage Closely	1 Resistant	5 Leading	4			
2										2 High	6 Extremely interested in failing	2 Manage Closely	2 Unaware	4 Supportive	2			
3										3 Normal	3 Minor interest	3 Keep Satisfied	3 Neutral	3 Neutral	0			
4										4 Minor	2 Interested in success	4 Keep Informed	4 Supportive	2 Unaware	2			
5										5 Low	5 Interested in failing	5 Hide Information	5 Leading	1 Resistant	4			
6										6 Lowest	4 No interest	6 Monitor			0			
7															0			
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		Power					
		1 Highest	2 High	3 Normal	4 Minor	5 Low	6 Lowest
Interest	1 Extremely interested in success	1 Manage Closely	1 Manage Closely	1 Manage Closely	4 Keep Informed	4 Keep Informed	4 Keep Informed
	2 Interested in success	1 Manage Closely	1 Manage Closely	1 Manage Closely	4 Keep Informed	4 Keep Informed	4 Keep Informed
	3 Minor interest	3 Keep Satisfied	3 Keep Satisfied	3 Keep Satisfied	6 Monitor	6 Monitor	6 Monitor
	4 No interest	3 Keep Satisfied	3 Keep Satisfied	3 Keep Satisfied	6 Monitor	6 Monitor	6 Monitor
	5 Interested in failing	2 Manage Closely	2 Manage Closely	2 Manage Closely	5 Hide Information	5 Hide Information	5 Hide Information
	6 Extremely interested in failing	2 Manage Closely	2 Manage Closely	2 Manage Closely	5 Hide Information	5 Hide Information	5 Hide Information

Upward	Senior management of the performing organization or customer organization, sponsor, and steering committee.
Downward	The team or specialists contributing knowledge or skills in a temporary capacity.
Outward	Stakeholder groups and their representatives outside the project team, such as suppliers, government departments, the public, end-users, and regulators
Sideward	The peers of the project manager, such as other project managers or middle managers who are in competition for scarce project resources or who collaborate with the project manager in sharing resources or information.

Interest A person or group can be affected by a decision related to the project or its outcomes.

Legal rights Such as occupational health and safety, may be defined in the legislation framework of a country.

Moral rights May involve concepts of protection of historical sites or environmental sustainability

Ownership A person or group has a legal title to an asset or a property.

Knowledge Specialist knowledge, which can benefit the project through more effective delivery of project objectives, organizational outcomes, or knowledge of the power structures of the organization

Contribution Provision of funds or other resources, including human resources, or providing support for the project in more intangible ways, such as advocacy in the form of promoting the objectives of the project or acting as a buffer between the project and the power structures of the organization and its politics

- 1 **1 Resistant** A stakeholder who is aware of the project and potential impacts but resistant to any changes that may occur as a result of the work or outcomes of the project. These stakeholders will be unsupportive of the work or outcomes of the project.
- 2 **2 Unaware** A stakeholder who is unaware of the project and potential impacts.
- 3 **3 Neutral** A stakeholder who is aware of the project, but neither supportive nor unsupportive.
- 4 **4 Supportive** A stakeholder who is aware of the project and potential impacts and supportive of the work and its outcomes.
- 5 **5 Leading** A stakeholder who is aware of the project and potential impacts and actively engaged in ensuring that the project is a success.

External	Business Partner	
External	Competitor	
External	Customer	
External	End User	
Internal	Functional Manager	Focuses on providing management oversight for a functional or business unit
Internal	Operational Manager	Are responsible for ensuring that business operations are efficient.
Internal	Other Project Team Member	A set of individuals performing the work of the project to achieve its objectives.
Internal	Portfolio Manager	The person or group assigned by the performing organization to establish, balance, monitor, and control portfolio components in order to achieve strategic business objectives
Internal	Steering committee	An advisory body of senior stakeholders who provide direction and support for the project team and make decisions outside the project team's authority
Internal	Program Manager	The person authorized by the performing organization to lead the team or teams responsible for achieving program objectives
Internal	PMO	A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques
Internal	Project Management Team	The members of the project team who are directly involved in project management activities.
Internal	Business Partner	The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives
External	Competitor	
Internal	Customer	
External	End User	
Internal	Functional Manager	A person or group who provides resources and support for the project, program, or portfolio and is accountable for enabling success
External	Operational Manager	

Internal proponent
Internal neutral
Internal opponent
External proponent
External neutral
External opponent