

Training Agenda

Topic
PgMP® Certification overview 2025 / 2026
Application process overview
Strategic Alignment
Benefits Management
Stakeholder Engagement
Governance
Life Cycle Management
Program Management Activities

The Five Pillars of Stakeholder Engagement

01

Program Stakeholder Identification

Systematically identify all individuals and groups who can impact or are impacted by the program

02

Program Stakeholder Analysis

Analyze stakeholder influence, interests, and attitudes toward the program

03

Program Stakeholder Engagement Planning

Develop comprehensive strategies for engaging each stakeholder group effectively

04

Program Stakeholder Engagement

Execute engagement activities and maintain ongoing stakeholder relationships

05

Program Stakeholder Communications

Establish clear, consistent communication channels and feedback mechanisms

EVEREST
FINANCIAL.

BUILDING FUTURES TOGETHER.



The Primary Objective

Gain and Maintain Maintain Stakeholder Acceptance

The primary objective is to gain and maintain stakeholder acceptance for the program's objectives, program's objectives, benefits, and outcomes. Success depends on building lasting relationships relationships that support program delivery from initiation through closure.

Components of Stakeholder Engagement

Communication

Clear, consistent messaging that keeps stakeholders informed and aligned with program objectives

Negotiation of Objectives

Collaborative discussions to align stakeholder expectations with program goals

Agreement on Benefits

Mutual understanding and commitment to the value the program will deliver

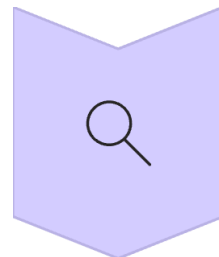
Resource Commitment

Securing necessary resources and support from key stakeholders

Ongoing Support

Maintaining stakeholder engagement throughout the entire program lifecycle

How Program Managers Interact with Stakeholders



Assess Stakeholder Characteristics

Evaluate influence, attitudes, availability, and interests toward the program to understand each stakeholder's position



Include in Program Activities

Use targeted communications based on needs, interests, requirements, expectations, and change readiness



Monitor Stakeholder Feedback

Continuously assess feedback within the context of the stakeholder's relationship to the program



Support Training Initiatives

Provide necessary training within the program context and organizational structure

Two-Way Communication

This two-way communication enables the program manager to deliver benefits for the organization in accordance with the program charter. Effective stakeholder engagement creates a feedback loop that ensures program alignment with organizational objectives.

The bidirectional flow of information allows for continuous refinement of program approach and stakeholder expectations, leading to better outcomes and stronger stakeholder relationships.





The Challenge of Change

⚠️ Key Challenge: Stakeholder engagement at the program level can be challenging because some stakeholders view the program benefits as change. benefits as change.

Change often creates resistance, uncertainty, and fear among stakeholders. Program managers must recognize that what they see as beneficial outcomes, stakeholders may perceive as disruption to their current state.

Understanding this perspective is crucial for developing effective engagement strategies that address concerns while maintaining momentum toward program toward program objectives.



The Program Manager as Change Change Champion



Organizational Change Management Expertise

Program managers should be familiar with organizational change management principles and practices



Champion for Change

Program managers should serve as the primary champion for change, leading by example by example and inspiring others

Leadership Skills for Stakeholder Stakeholder Engagement

Strong Leadership Skills Skills

Program managers utilize strong leadership skills to set clear stakeholder engagement goals. Effective leadership in stakeholder engagement requires the ability to inspire, influence, and guide diverse groups toward common objectives.

These leadership skills enable program managers to navigate complex stakeholder stakeholder relationships, resolve conflicts, and maintain alignment throughout the program the program lifecycle.





Connect

Program Stakeholder Identification

Building the Foundation

The first step in effective stakeholder engagement is systematic identification of all individuals, groups, and organizations that can impact or are impacted by the program. This comprehensive approach ensures no critical stakeholder is overlooked.

Proper identification sets the foundation for all subsequent stakeholder engagement activities and directly impacts program success.

The Stakeholder Register

Stakeholder Lists

Comprehensive listing of all identified stakeholders

Relationship Categories

Classification of stakeholder relationships to relationships to the program

Influence Assessment

Analysis of stakeholders' abilities to influence program outcomes

Support Levels

Documentation of degrees of support for the program

Key Attributes

Other characteristics or attributes relevant to engagement

Dashboard Reports Settings Help Search stakeholders

Overview Stakeholder profiles Activity Log Logout

Corporate statistics

Stakeholder profile: Dinegrs seot zati

Engagement Level

Name	Address	Department
Stakeholder Profiles	Name	Department
Stakeholders	Address	Department
Stakeholders	Address	Department
Stakeholders	Address	Department
Stakeholder Profiles	Address	Department
Stakeholder Profiles	Address	Department
Stakeholder Levot	Address	Department

Stakeholder Register Accessibility

The stakeholder register should be established and maintained in such a way that members of the program team can reference it easily for use in reporting, distributing program deliverables, and providing formal and informal communications.

Easy accessibility ensures that all team members can leverage stakeholder information information effectively, leading to more targeted and successful engagement efforts across the efforts across the program.

Stakeholder Register Security

- ❌ **Security Consideration:** The stakeholder register may contain politically and legally sensitive information and may have access and review restrictions review restrictions placed on it by the program manager.

As a result, it may be appropriate to ensure that the stakeholder register is properly secured. The program manager should comply with data privacy regulations in countries or localities where the program operates.

Balancing accessibility with security is crucial for maintaining stakeholder trust while enabling effective program management.

Stakeholder Identification Techniques



Brainstorming

Collaborative sessions to generate comprehensive stakeholder lists through team knowledge and experience



Delphi Technique

Structured communication technique using expert expert panels to identify stakeholders through through iterative rounds



Other Group Techniques

Various collaborative methods including focus groups, interviews, and stakeholder mapping exercises



Program Stakeholder Analysis

Understanding Your Stakeholders

Once stakeholders are identified, the next critical step is comprehensive analysis. This process goes beyond simple identification to understand the complex dynamics, motivations, and characteristics that will influence stakeholder engagement strategies.

Step One: Categorize Stakeholders

The categorization will highlight differences in their needs, expectations, or influence. This systematic approach enables program managers to develop targeted engagement strategies for different stakeholder groups.

Key information should be obtained from stakeholders to better understand the organizational culture, politics, and concerns related to the program, as well as its overall impact.

Historical Information

Past interactions and program experiences

Individual Interviews

One-on-one discussions for detailed insights

Focus Groups

Group discussions for collective perspectives

Questionnaires and Surveys

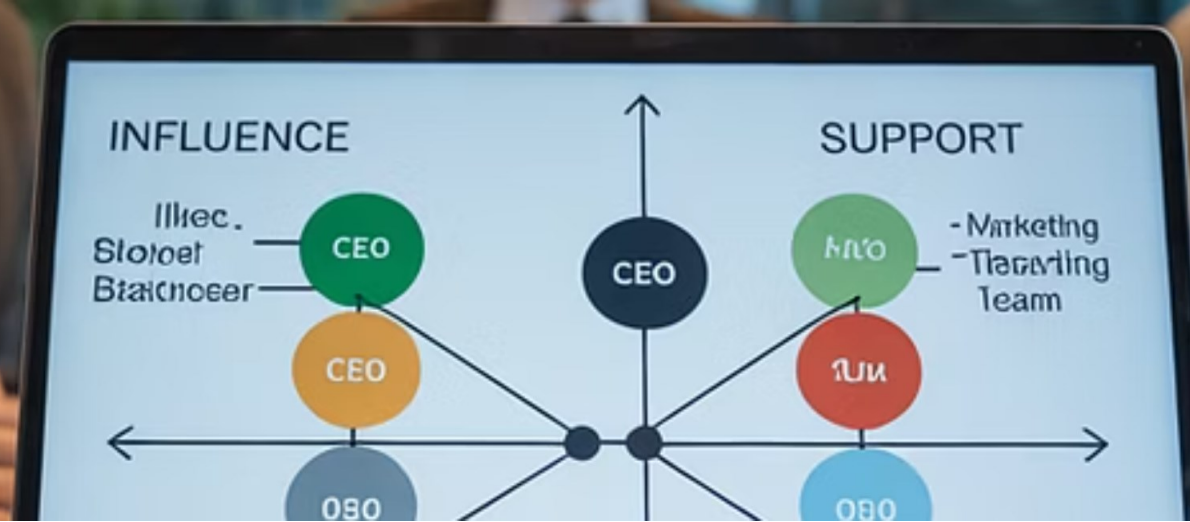
Structured data collection methods

Gathering Key Information

Regardless of the technique used, key information should be gathered through open-ended questions to elicit stakeholder feedback

Open-ended questions provide richer insights than closed questions, allowing stakeholders to express their true concerns, expectations, and perspectives. This approach uncovers nuanced information that might otherwise be missed.





Step Two: Prioritize Stakeholders

For complex programs, the program manager may develop a stakeholder map to visually represent the interactions of stakeholders' current and desired levels of and desired levels of support and influence.

The map serves as a tool to assess the impact of a change on the program community, enabling strategic decision-making about engagement priorities and resource allocation.

Power/Interest Grid Model

An alternative classification model used for stakeholder analysis is the power/interest grid. This model groups stakeholders based on their level of authority ("power") and their level of concern ("interest") regarding the program outcomes.

<p>High Power, High Interest</p> <p>Manage closely - key players</p>
<p>High Power, Low Interest</p> <p>Keep satisfied - important influencers</p>
<p>Low Power, High Interest</p> <p>Keep informed - active supporters</p>
<p>Low Power, Low Interest</p> <p>Monitor - minimal effort required</p>



Balancing Stakeholder Perspectives

The program manager should establish and maintain a balance between mitigating the effect of stakeholders who view the program negatively and encouraging and exploiting the active support of the stakeholders who see the overall program as a positive contribution.

This delicate balance requires ongoing attention and adjustment throughout the program program lifecycle, as stakeholder positions may shift based on program progress and external and external factors.





Program Stakeholder Engagement Engagement Planning

Strategic Planning for Success

Effective stakeholder engagement doesn't happen by accident—it requires careful planning and strategic thinking. The engagement planning process transforms stakeholder analysis into actionable strategies that drive program success.

Key Planning Considerations

As part of the stakeholder analysis and engagement planning, the following aspects for each stakeholder are taken into consideration:

1 Organizational Culture and Change Acceptance

Understanding how stakeholders typically respond to organizational changes

2 Attitudes About the Program

Current perceptions of the program and its sponsors

3 Relevant Program Phases

Specific phases where stakeholder engagement is most critical

4 Benefit Delivery Expectations

What stakeholders expect to gain from the program

5 Support or Opposition Levels

Degree of support or resistance to program benefits

6 Influence Capability

Ability to influence the outcome of the program



The Stakeholder Engagement Plan

This effort results in the stakeholder engagement plan, which contains a detailed strategy for stakeholder engagement, based on the current situation. The plan serves as the roadmap for all stakeholder interactions throughout the program lifecycle.

A well-crafted engagement plan anticipates stakeholder needs, addresses potential challenges, and provides clear guidance for the program team on how to team on how to interact with different stakeholder groups effectively.

Engagement Plan Components

Stakeholder Engagement Guidelines

Clear protocols and best practices for stakeholder interactions

Component Integration Insights

Guidance on how stakeholders are engaged in various program components

Performance Metrics

Defined metrics to measure the effectiveness of stakeholder engagement activities

Engagement Performance Metrics

The metrics may include measures that provide quantitative and qualitative insights into stakeholder engagement effectiveness:

85%

Meeting Participation

Measures of participation in meetings and other other collaboration channels

3.2

Support Rating

The degree of active or passive support or resistance on a scale

92%

Goal Achievement

Measure the effectiveness of engagement in meeting its intended goal

Guidelines Distribution

The guidelines for stakeholder engagement should be provided to the component projects, subsidiary programs, and other program activities. This ensures consistency in stakeholder interactions across all program elements.

Standardized guidelines help maintain quality and coherence in stakeholder relationships while allowing for flexibility in implementation based on specific component needs.



Program Stakeholder Engagement

Putting Plans into Action

Interacting and engaging with stakeholders allows the program team to communicate program benefits effectively. This is where strategic planning transforms into meaningful relationships and tangible outcomes.

Successful engagement requires consistent execution of planned activities while remaining flexible enough to adapt to changing stakeholder needs and program circumstances.



Managing Stakeholder Conflicts

Large programs with diverse stakeholders may also require facilitated negotiation sessions among stakeholders or stakeholder groups when their expectations conflict.

Conflict resolution becomes a critical skill for program managers, as competing interests and expectations are natural in complex programs with multiple stakeholder groups.



Best Practice: Address conflicts early through structured facilitation rather than allowing them to escalate and potentially derail program progress.

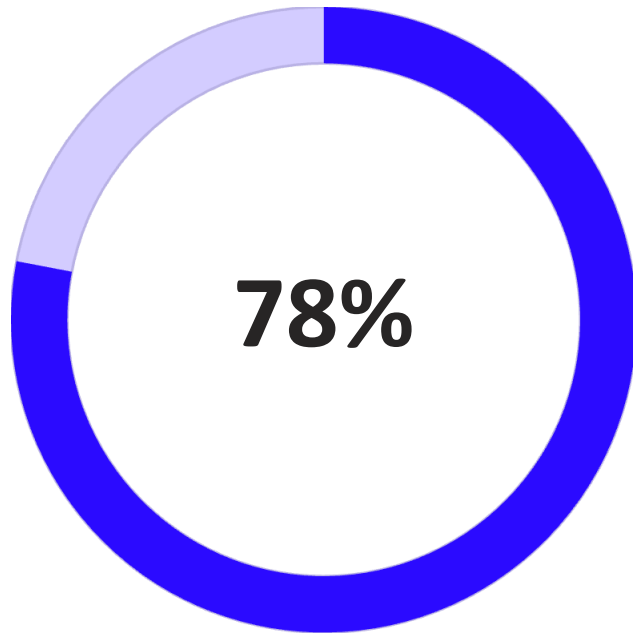
Establishing Common Expectations

To help stakeholders establish common, high-level expectations for the delivery of the program's benefits, the program manager provides stakeholders with stakeholders with appropriate information contained in:

Program Charter Foundational document outlining program purpose and authority	Program Business Case Justification and expected value proposition	Executive Brief Summary of risks, dependencies, and benefits
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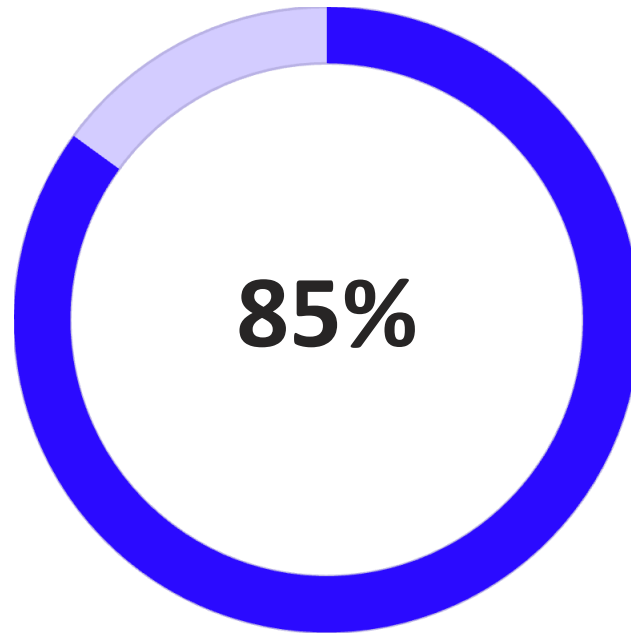
Primary Engagement Metrics

The primary metrics for stakeholder engagement focus on measuring the quality and impact of stakeholder relationships:



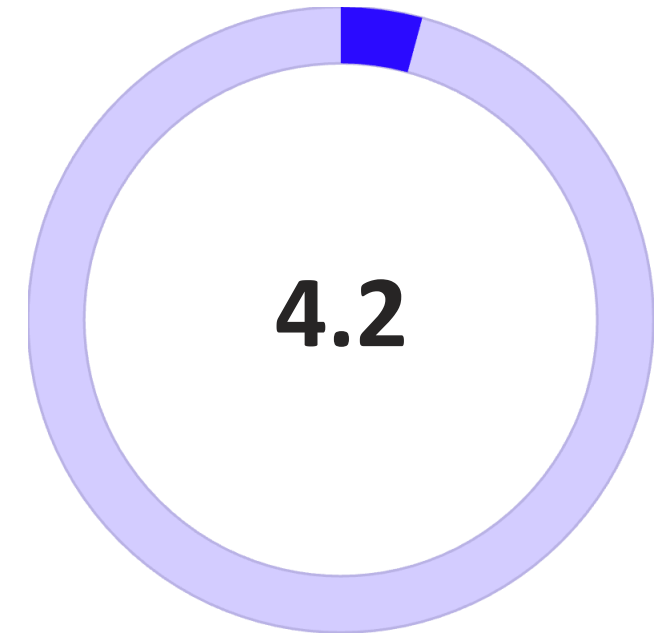
Positive Contributions

Contributions to realization of program objectives
objectives and benefits



Stakeholder Participation

Active involvement in program activities and
decision-making



Communication Frequency

Rate of communication with the program team
team (weekly average)

Addressing Non-Participation

Root cause analysis is performed to identify and address the causes of nonparticipation. The history of stakeholder participation provides important background information that could influence stakeholder perceptions and expectations.

For example, when a stakeholder has not been actively participating, it may be that the stakeholder is confident in the program's direction, possibly has inaccurate expectations, or has lost interest in the program.



Identify Root Causes

Systematic analysis of participation barriers



Review Participation History

Analyze patterns and trends in stakeholder engagement



Develop Solutions

Create targeted interventions to re-engage stakeholders

Managing Stakeholder Issues

As the program team works with the stakeholders, it collects and logs stakeholder issues and concerns, managing them to closure. This systematic approach ensures that stakeholder concerns don't become program obstacles.

Stakeholder issues and concerns are likely to affect multiple aspects of the program, requiring careful tracking and resolution to maintain program momentum and stakeholder support.

Scope Impact

Changes to program boundaries and deliverables

Benefits Realization

Potential effects on expected program outcomes

Risk Profile

New risks or changes to existing risk levels

Cost Implications

Budget impacts and resource requirements

Schedule Effects

Timeline adjustments and milestone impacts

Priority Shifts

Changes in program priorities and focus areas



Program Stakeholder Communications

Building Bridges Through Communication

Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests.

Communication serves as the foundation that enables all other stakeholder engagement activities to succeed.

Communication at the Heart

Communication is at the heart heart of stakeholder engagement

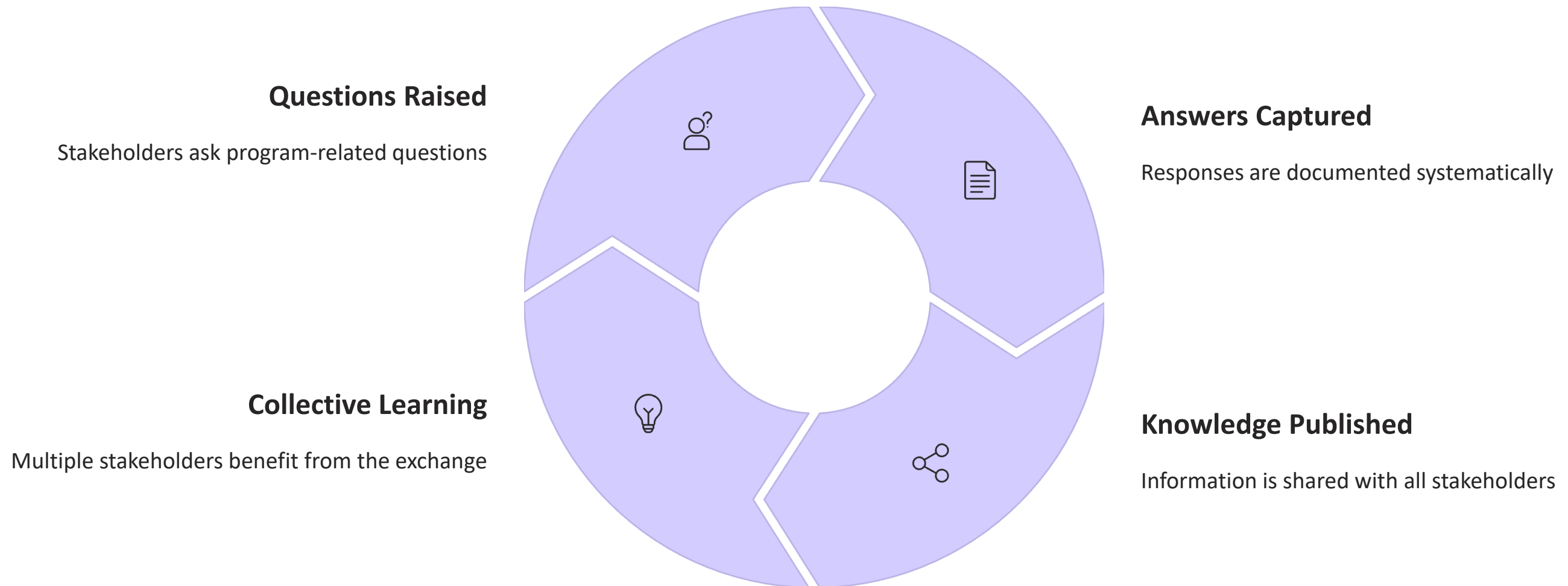
Without effective communication, even the best stakeholder engagement strategies will fail. Communication enables understanding, builds trust, and facilitates the trust, and facilitates the collaborative relationships necessary for program success.

The quality and consistency of communication often determines the overall success of stakeholder engagement efforts and, ultimately, the program itself.

Capturing and Sharing Knowledge

Some stakeholders are naturally curious about the program and often raise questions. These questions and their answers should be captured and published in a way that allows multiple stakeholders to benefit from the exchange.

This knowledge-sharing approach creates a valuable resource that reduces repetitive communications, ensures consistency in messaging, and helps build a community of informed stakeholders who can support each other.



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