Today’s Agenda...

- Q&A from Session #3
- Managing Project Stakeholders
- Managing Project Communications
- Managing Project Changes
- Q & A
- Group Project Meeting

Questions about Session #3 content?
Who/What is a Stakeholder? and Why Should I Care?

What Is the Goal of a Stakeholder Management Plan?
Identify Stakeholders
Assess Stakeholders
Plan & Manage Stakeholder Engagement

Who Are These “Stakeholders”?

*I had no idea that such individuals exist outside of stories.* Watson on Holmes in A Study in Scarlet

See also.....

Project Stakeholders

They are any person or organization that may impact the project

They are any person or organization impacted by, or that may be impacted by, or that perceive themselves to be impacted by the project

They may be individuals, organizations, formally established groups, ad hoc groups of individuals, departments, municipalities or other government entities...

They may be internal or external to Boston College
Why Stakeholder Management?

“The ability of the Project Manager to correctly identify and manage...stakeholders in an appropriate manner may mean the difference between success and failure.”

(PMBOK 5th edition, page 391)

Stakeholder Management Objectives

- Develop strategies for effectively engaging stakeholders throughout project...what is current level of engagement, what do we need it to be, how to make that happen?
- Need accurate identification of how project will impact specific stakeholders...otherwise, not possible to develop effective ways to connect with/manage those stakeholders
- Communicating with stakeholders about needs/expectations, and addressing issues as they occur can produce satisfied stakeholders whether or not they are supportive of the project

Identify Stakeholders Process
Three Steps …

- **First Step:** Identify project stakeholders
- **Second Step:** Assess stakeholder relationships with and attitudes toward the project
- **Third Step:** Document all results
- **Critical** to begin the process as early as possible in the project...first impressions...
- Equally important to review and update regularly...the Identification Process should be iterative!

First Step: Identify Stakeholders

- **Stakeholders** are all individuals or organizations that may impact the project; AND/OR, they are impacted by, or may be impacted by, or perceive themselves to be impacted by the project
- **Examples** include project sponsors, management, individual students, student groups, BC neighbors, alumni, the City of Boston, the City of Newton, the EPA, OSHA, ad infinitum
- Be comprehensive and “think outside the box”

First Step: Identify Stakeholders

- May be internal or external to Boston College
- Stakeholder interests and impact may be positive, or negative, or both at the same time
- If a person/organization believes it is a stakeholder, then it IS a stakeholder and must be treated as such...your opinion on the subject is irrelevant!
First Step: Identify Stakeholders

How to Identify Stakeholders? The “first round” of identification is easy and obvious:
- Management and project sponsor
- End users

Don’t stop there… get answers to these questions, for example:
- Who else could be impacted, positively or negatively?
- Who has any special skills needed here?
- Who controls access to resources or facilities needed?

And MORE questions to ask, for example:
- Who is responsible for approvals, permits, certifications?
- Who is the source of funding?
- Who has decision-making power?
- Who has “political” power?

Two guarantees…
- There are always more stakeholders than there “should be”
- Identity of stakeholders will be fluid, as will be their attitudes, interests and expectations, during project life-cycle

How to Identify Stakeholders?
- Ask all team members to help ID stakeholders
- Ask already identified stakeholders for input
- Ask the PMO for input
- Check with any consultants
- Create/maintain your own Stakeholder ID Checklist to consult
- Examine Project Schedule for important clues
- Group and/or Categorize identified stakeholders
First Step: Identify Stakeholders

- For all stakeholders, obtain the basics...
  - Name and contact data
  - Organizational title/position
  - Role in the project
  - Role in the community (and which community?)
  - Nature of project impact on stakeholder
  - Nature of stakeholder impact on project
Second Step: Assess Stakeholders

- **What is it about?**
  - Identify stakeholder interests, expectations and/or influence with regard to project and project outcomes
  - Roles, interests, experience, expectations, influence, biases, and much other useful data may be available

- **How will we do this?**
  - Attempt to determine stakeholder level of support and potential impact on project

- **Why will we do this?**
  - Need to prioritize limited time and resources!

---

Second Step: Assess Stakeholders

- **Before doing so, must recognize what motivates stakeholders**
  - “The only way I can get you to do anything is by giving you what you want.” Dale Carnegie, *How To Win Friends and Influence People*
  - Stakeholders have to decide (or be persuaded) that benefits of supporting project outweigh the costs of doing so

---

Second Step: Assess Stakeholders

- **This Step should produce 3 pieces of information:**
  - #1: Determine stakeholder contribution
    - Answer the question – “What do we need this stakeholder to do or not do, at a minimum, for project success?”
  - #2: Determine stakeholder requirements, wishes, concerns regarding project and how stakeholder prioritizes those
    - Knowing this is only hope of making “good” project management choices as defined by important stakeholders!
    - Meetings, questionnaires, MoScOw, assumptions
Second Step: Assess Stakeholders

- This Step should produce 3 pieces of information, continued:
  - #3: Determine stakeholder “Help/Harm” potential
    - Not two extremes on a spectrum – instead, two completely different qualities measured on two different axes
    - Potential may change during project – should be assessed for specific phases and for special project issues
    - Identified using one of following Classification Models

Preliminary Caution...

- Choice of stakeholder analysis tools must be appropriate to project’s
  - Complexity
  - Importance
  - Cost
- Other factors to consider involve identified stakeholders’
  - Number
  - Diversity
  - Interests
- Usually simplest appropriate approach is also most useful

Stakeholder Assessment Classification Models

- Two most widely implemented Classification (a/k/a “Matrix”) Models
  - Power/Interest
  - Power/Influence
- In any Matrix Classification Model, the following terms usually have these meanings... whether positive or negative
  - Power: Level of Authority stakeholder possesses
  - Interest: Level of Concern stakeholder possesses
  - Influence: Level of Active Involvement stakeholder exercises
Classification Models, continued

- **Power/Interest Matrix**: Groups stakeholders within the matrix based on their Level of Authority and their Level of Concern regarding project outcomes.

- **Power/Influence Matrix**: Groups stakeholders within the matrix based on their Level of Authority and their Level of Active Involvement in project management of activities.

Sample Power/Interest Matrix

More Stakeholder Assessment Techniques

- At the other end of the complexity spectrum, often a simple spreadsheet approach will be more appropriate, easier to implement.

- Useful when stakeholder community is not large, or not especially complex or diverse.

- Useful on shorter projects, not enough time to produce more detailed stakeholder analysis.
Sample Spreadsheet Form #1

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Involvement</th>
<th>Influence</th>
<th>Supporter</th>
<th>Win Criteria Met</th>
<th>Motivation and Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>P. Juan</td>
<td>IT Director</td>
<td>Low</td>
<td>High</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>H. Adams</td>
<td>Marketing Mgr</td>
<td>High</td>
<td>High</td>
<td>NO</td>
<td>PARTIALLY</td>
<td></td>
</tr>
<tr>
<td>F. Gonzalez</td>
<td>HR Manager</td>
<td>Low</td>
<td>High</td>
<td>AGNOSTIC</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>C. Chen</td>
<td>Release Mgr</td>
<td>High</td>
<td>Low</td>
<td>NO</td>
<td>NO</td>
<td></td>
</tr>
</tbody>
</table>

Sample Spreadsheet Form #2

Stakeholder analysis

<table>
<thead>
<tr>
<th>Stakeholder name</th>
<th>Relationship to project</th>
<th>Level of Influence</th>
<th>Motivation</th>
<th>Knowledge</th>
<th>People</th>
<th>Money</th>
<th>Facilities</th>
<th>Resources</th>
<th>Level of access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa W.</td>
<td>team member</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hannah F.</td>
<td>team member</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Jessica J.</td>
<td>director of N'hood Council</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henry P.</td>
<td>supplier liaison</td>
<td>Medium</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greg S.</td>
<td>project sponsor</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dennis A.</td>
<td>property owner</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Inspectors</td>
<td>regulators</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sample Spreadsheet, Form #3

Stakeholder analysis

<table>
<thead>
<tr>
<th>Stakeholder name</th>
<th>Relationship to project</th>
<th>Level of Influence</th>
<th>Motivation</th>
<th>Knowledge</th>
<th>People</th>
<th>Money</th>
<th>Facilities</th>
<th>Resources</th>
<th>Level of access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa W.</td>
<td>team member</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hannah F.</td>
<td>team member</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Jessica J.</td>
<td>director of N'hood Council</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Henry P.</td>
<td>supplier liaison</td>
<td>Medium</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greg S.</td>
<td>project sponsor</td>
<td>High</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Dennis A.</td>
<td>property owner</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Inspectors</td>
<td>regulators</td>
<td>Low</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Third Step: Document Results

- **Stakeholder Register**: contains all information and analysis results regarding identified stakeholders
  - **Must be reviewed and updated on regular basis**
    - New stakeholders identified throughout project
    - New information/changing information about identified stakeholders throughout project
  - **Be aware of potentially sensitive nature of contents**
    - Some information may be confidential
    - Some information might be an embarrassment to project and BC if made public
    - Exercise caution and discretion in allowing access to Register

---

Plan Stakeholder Management Process

---

Plan Stakeholder Management

- **Reminder**: We started discussion by stating Objective to be effectively engaging stakeholders throughout project...asking: what is current level of engagement, what do we need it to be, how to make that happen?
  - How can we answer those questions?
    - Discuss/review stakeholder status at regular project meetings
    - Brainstorm options with project team, consultants, project subject matter experts
    - Consider implementing a “stakeholder engagement measurement” technique, as follows...
Stakeholder Engagement Measurement Technique

- Three part process
  - First, determine stakeholder’s current level of engagement with project and its outcomes
  - Second, compare with desired level of engagement required from that stakeholder for project success
  - Third, brainstorm actions and communications required to close or lessen the gaps you’ve identified

Stakeholder Engagement Measurement Technique ..........continued

- Engagement Levels often used are as follows:
  - Unaware – unaware either of project or of potential impacts
  - Resistant – aware and adverse to all or part of project or potential/perceived impacts of project
  - Neutral – aware and neither positive nor negative stance adopted
  - Supportive – aware and in favor of all or part of project or potential/perceived impacts of project
  - Leading – actively engaged in working for project’s success

Stakeholder Management Plan

- Contents should typically include:
  - Stakeholder Register, with all updated information
  - Results of all assessments and measurements
  - Stakeholder communication requirements
    - What is to be communicated
    - To whom
    - By whom
    - When and/or how often
    - By use of what media
Management of Stakeholders and Their Engagement

Perhaps Easier To Dance With Wolves....?
Management of Stakeholders

- Almost entirely a matter of implementing your management and other "soft skills"
- Remember, the GOAL is to increase stakeholder support for the project and to minimize stakeholder resistance

Making it Look Easy...

Management of Stakeholders – Best Practices and Other Hot Tips

- Consider maintaining a separate Stakeholder Issue Log, independent of your Risk Log or Technical Issue Log
- Don't disappoint stakeholders; make it a priority to identify, demolish and try to prevent unrealistic expectations on their part
- Under-promise and over-deliver!
- Be aware of Assumptions – they need to be documented and their stability/validity examined from time to time
Management of Stakeholders – Best Practices and Other Hot Tips

- A Plan can help prevent you from being “carried away” in the heat of the moment, or from being swayed by the stakeholder who shouts longest and loudest!

- A “one size fits all” approach is worse than useless
  - Literally preferable to have no Stakeholder Management Plan than to engage in that short-cut approach which is likeliest to create active project adversaries!

- May not be reality-based but…majority of your stakeholders will self-identify as “key stakeholders”

- You are likely to deal with many of the same stakeholders in other projects – DON’T BURN ANY BRIDGES!
Why Worry About Project Communications?

Three Simple and Basic Requirements...

- Structure
- Consistency / Regularity
- Appropriate Documentation
Need to *Plan* Communications Management...won’t just *happen*

- Formulate strategy that will underlie the Plan
  - Don’t take a “One Size Fits All” approach
  - Customize for best results, saves time in the end

- Keep the **GOLD** of Project Communication Plan in mind:
  - To communicate most effectively and most efficiently with all stakeholders...
  - ...no less and, just as importantly, ...
  - ...**no more**!

What is “Effective” Communication?

- Providing the **right information**
- ...at the **right time**
- ...in the **right format**
- ...to the **right audience**
- ...with the **right impact**

What is “Efficient” Communication?

- Providing **only the information needed**
- ...**only when needed**
- ...**only in the format needed**
- ...**only to those who need it**
Poor Communications Planning Results in...

- Insufficient communications with stakeholders
- Information provided to wrong audiences
- Communications being misunderstood
- Communications being ignored
- Delays in obtaining approvals/other decisions
- Stakeholder dissatisfaction and lack of project support
- Schedule delays, additional costs, even project failure

Simple Communications Planning Tools...

- Stakeholder Register
- RACI Chart—a type of Responsibility Assignment Matrix Chart that can be used to identify who needs to be consulted, who needs to be informed:
  - Responsible
  - Accountable
  - Consult
  - Inform

- NOT a substitute for a Communications Management Plan!
  - A tool to help create the Plan

RACI Chart Example
Simple Communications Planning Tools...

- Communication Requirements Analysis – determines the individual stakeholders’ communication needs… not their wishes!
  - Resources should only be used to communicate information needed for project success
  - Anything else or more is outside the project scope!

- Keep the GOAL in mind: To communicate effectively and efficiently.
  - Plan Communications to best achieve this goal

Are We Speaking the Same Language?

- Use and adapt the templates provided at the back of binder; along with many other useful tools they are also available on the ITS PMO site –
  - Communication Plan Template
  - Meeting Agenda Template
  - Meeting Notes Template
Questions about Communication Management?

Change Management Agenda...
  - Overview of Change Management Process
  - Handling Change Requests
  - Change Control Best Practices

Change Control Plan and Processes
10.4 Change Requests

- Describe how changes to the schedule, scope or budget will be tracked and managed.

The Change Control Plan and its Change Control Processes

- The Change Control Plan (or Change Management Plan)
  - Defines the processes for managing requests for project changes as well as those for controlling and managing approved project changes
  - Deals with changes to all of the “triple constraint” parameters
  - but typically emphasize scope changes since most common
Some Definitions...

- Change Control Processes (or Change Management Processes)
  - Reviewing all change requests
  - Rejecting/approving change requests
  - Assuring that only approved changes are incorporated in the project
  - Coordinating approved changes across all project processes
  - Communicating approved changes to stakeholders
  - Allocating and managing responsibility for integration of approved changes

Caveats About Controlling Changes

- **Controlling Changes ≠ No Changes!**
- Change is inevitable, and often a positive development
- Need to manage the change, not prevent it (and, not be managed by it)
- Seek to avoid nasty surprises – both for yourself and others

Handling Change Requests

- All change requests that may impact scope, cost or schedule **must be reviewed and approved/rejected by the specified authority** – either the Project Sponsor or the Change Review Board!
- Change Review Board – Group responsible for reviewing, approving or rejecting project change requests
Handling Change Requests

- Document them...document **everything** about them!

- Sample of Change Management Log

<table>
<thead>
<tr>
<th>Description</th>
<th>Baseline</th>
<th>Change Details</th>
<th>Planned/Actual</th>
<th>Status</th>
<th>Comment</th>
<th>Approval Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Approved changes must be communicated quickly and fully to all impacted stakeholders
- Project documents and baselines must be updated to reflect approved changes prior to the first status reporting date following the approval
- Responsibility for the integration and implementation of approved changes must be assigned to a specific team member – if not, don’t be surprised when it doesn’t get done
- Resources must be provided and time must be scheduled for the integration and implementation of approved changes – if not, don’t be surprised when it doesn’t get done

- “Ad hoc” changes have predictable results, none of them jolly!
  - Unauthorized and unfunded cost growth
  - Schedule overruns that are “unforeseen”
  - Unplanned for resources, amazingly, are unavailable when needed
  - Creation of “The Never-Ending Project”
  - Days spent “fire fighting”
Why Get So Cranky About This?

Because... NO CHANGE REQUEST IS AN ISLAND!

› Any implemented change request will almost certainly lead to requirements for:
  › New cost estimates and more funds
  › Schedule changes
  › Revisions to activity-sequencing and milestone charts
  › Review of project risk management plan processes
  › Changes to project procurement contracts
  › Increased/additional communications to all stakeholders
  › And much more...

› Change is often positive... so let's plan to do it right!

Change Control Best Practices

› Maintain a Change Request Log

› Emphasize to team importance of NOT making changes without specific prior approval

› Document complete impact of approved change requests for future reference (your future projects)

› Escalate scope change requests promptly: costs, schedules and risks may be negatively impacted by any delay

› Control your project’s Scope, or it will surely control you!

Questions about Change Management?
Group Project Discussions

- How can today’s topics be applied to your Group Project?
- Here are some examples of questions to ask and explore –
  - Have there been Change Requests yet on the Project? What type (scope, schedule)? Who was the source (sponsor, end-user, other stakeholder)?
  - Among the Group members, what documentation and communication protocols have been implemented in connection with Change Requests and Change Controls? What useful practices and/or templates can you share that will be appropriate for the Group Project?

Group Project Discussions

- ...and more examples of questions to ask and explore –
  - Can you identify the “most important” project stakeholders? Are you doing so on the basis of Power or Interest or Influence?
  - Do you and your department have a Communication Plan? How could/should it be customized for the group’s project?
  - Does the project have any “negative stakeholders” or “neutral stakeholders”? Brainstorm some actions that might help move them closer to being supportive of the project.

Next Session...

- See you in the Fall!
- Groups will meet briefly for update on the Group Projects
- Topic to be presented –
  - Project Risk Management
- Groups will meet for discussions on the Group Projects
Thanks for your participation.

Denise M. Guérin, JD, MS–PPM, PMP
dmg@tgpc.com
<table>
<thead>
<tr>
<th>#</th>
<th>Request Date</th>
<th>Requested By</th>
<th>Change Description</th>
<th>Change Assessment / Impact</th>
<th>Assessed Date</th>
<th>Assessed By</th>
<th>Change Decision</th>
<th>Decision Date</th>
<th>Decided By</th>
<th>If approved, Change Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Change Log
# Communications Plan

## Ongoing / Recurring Communications

<table>
<thead>
<tr>
<th>Communication Name</th>
<th>Stakeholder Group / Audience</th>
<th>Key Messages</th>
<th>Delivery Vehicle</th>
<th>Frequency</th>
<th>Publication Day</th>
<th>Content Developer</th>
<th>Content Reviewer</th>
<th>Content Sender</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## One-time Communications

<table>
<thead>
<tr>
<th>Communication Name</th>
<th>Stakeholder Group / Audience</th>
<th>Key Messages</th>
<th>Delivery Vehicle</th>
<th>Target Publication Date</th>
<th>Actual Publication Date</th>
<th>Content Developer</th>
<th>Content Reviewer</th>
<th>Content Sender</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**<Project Name>**

**Meeting Agenda**

<table>
<thead>
<tr>
<th>Project Manager:</th>
<th>Meeting Date / Time: MM/DD/YY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meeting Location / Call-in:</td>
</tr>
</tbody>
</table>

**INVITED STAFF:**

**MEETING PURPOSE:**

<table>
<thead>
<tr>
<th>Agenda Topic</th>
<th>Discussion Lead</th>
<th>Estimated Time for Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td>HH:MM</td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td>HH:MM</td>
</tr>
</tbody>
</table>
# Meeting Notes

**<Project Name>**

<table>
<thead>
<tr>
<th>Notes taken by:</th>
<th>Meeting Date / Time: MM/DD/YY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes created on:</td>
<td>MM/DD/YY</td>
</tr>
<tr>
<td>Meeting Location / Call-in:</td>
<td></td>
</tr>
</tbody>
</table>

## Attendees:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department / Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Meeting Purpose:

## Key Discussion Points / Decisions

1. 

2. 

3. 

4. 

## New Action Item(s)

<table>
<thead>
<tr>
<th>New Action Item(s)</th>
<th>Person Responsible</th>
<th>Date to be Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## New Risk(s)

<table>
<thead>
<tr>
<th>New Risk(s)</th>
<th>Person Responsible</th>
<th>Priority (High, Medium, Low)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---