

Working with Stakeholders

Introduction

If you want your company to succeed, it pays to remember the old saying, "No man is an island. Why? Because almost every company you work on – large or small, simple, or complex – needs input from other people especially if you are working in Lean and Agile environment and portfolio environment with chances of dependency on some of them for support, investment and resources.

Stakeholder management is the process of engaging with these people either in predictive or adaptive organizational environment while maintaining good relationships with them. You'll likely be working with people in many different roles, with varying levels of influence over your project. Communicating with each one in the right way can play a vital part in keeping them "on board." Remember that Good communication keeps crucial stakeholders on board.

As your company becomes more successful, the actions that you take start to affect more and more people. The more people you affect, the more likely it is that your actions will impact people who have power and influence over your work. These people could be strong supporters of your company – or they could block them, so you need to identify who these people are and win them over.

Objectives

This course will provide successful following outcomes:

- Understand developing stakeholder's engagement strategy.
 - Understand stakeholder's communication
 - Understand stakeholder's engagement approach
 - Understand stakeholder's identification
 - Understand stakeholder's analysis
 - Understand stakeholder's prioritization
 - Understand stakeholder's needs and expectations
 - Understand stakeholder's problem solving and decision making
 - Understand stakeholder's engagement in Lean and Agile environment
- Importance of feedback with external stakeholders.

Outline

DAY 1:

- Course opening
- Overview about the course and its objectives
- Pre-assessment

- **Stakeholder's engagement Process**
The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders.
 - Identify Who Your Stakeholders Are
 - Match Communication Strategies to Stakeholder Roles & Responsibilities
 - Analyze Key Stakeholder Motivation
 - Determine How and When You Will Engage Key Stakeholders
 - Identify Stakeholder Preferred Communication Channels
 - Automated Communication and Reports

- **Stakeholder's engagement strategy in organizational environment**
The key benefit is to understand the project environment Lifecycle and its effect on approaching and working with stakeholders
 - Predictive lifecycle (Waterfall) - Scope determined
Initiation, Planning, Executing, Monitoring and Controlling & Closing
 - Adaptive lifecycle – Scope evolved
Agile, Iterative, Incremental & Hybrid

- **Stakeholders Identification**
 - The need to Identify Stakeholders
 - Positive or Negative
 - Co-creation
 - Diversity
 - Identify Stakeholders Flow Diagram
 - Identify Stakeholders Tools & Techniques
 - Expert Judgement
 - Data Gathering
 - Brain storming (Brain Writing)
 - Questionnaire and Survey
 - Data analysis
 - Power / Interest Grid
 - Power/influence grid,
 - impact/Influence grid,

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Saliency model,

Data representation

Directions of influence

Stakeholders Engagement Assessment Matrix

KPI's

Dash Boards

Meetings

- Stakeholders register (Internal and External)

Identification information.

Assessment information.

Stakeholder classification.

▪ Stakeholders Engagement

- 10 key principles of stakeholder engagement

Communicate

Case Study: Controversial demolition and reconstruction of the Victorian railway bridge - London

Consult, early and often

Remember, they're only human

Plan it!

Relationships are key

Simple, but not easy

Just part of managing risk

Compromise (Understand needs and wants)

Understand what success is

Take responsibility

- When should we engage stakeholders?

- The 5 Cs Managing Critical Stakeholders

Brandon Hall Group's 5C model is designed to help public sector organizations plan for stakeholder management through five critical workforce risks that every organization, public or private, must manage.

Capability Risk – do we have the right skills?

Capacity Risk – do we have a sufficient pipeline?

Cost Risk – are we managing labor cost appropriately?

Connection Risk – do people have access to the right information?

Compliance Risk – can we track and report accurately

▪ Planning Your Stakeholder Communications

- Consider Stakeholder Management Approach

- Think Through What You Want From Each Stakeholder

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- Identify the Messages You Need to Convey
- Identify Actions and Communications
- Implement Your Plan

DAY 2:

▪ Stakeholders Qualitative Analysis

- Prioritize Your Stakeholders

High power, highly interested people (Manage Closely):

High power, less interested people (Keep Satisfied)

Low power, highly interested people (Keep Informed):

Low power, less interested people (Monitor)

- Probability and Impact matrix

High, Medium & Low impact

- SWOT Analysis

▪ Stakeholders Quantitative Analysis

- Decision Tree
- Monte Carlo Analysis (Three Point Estimate)

▪ Stakeholder needs and Expectations

- Stakeholder interests, needs and expectations
- What are stakeholder relationships?
- stakeholders impact an organisation
- Needs" and "Wants" of stakeholder

DAY 3:

▪ Stakeholder Engagement

- Principles of engagement
- Framework of engagement
- 5Cs for interacting with stakeholders

Clarity

Confidence

Calibrate

Communication

Contingency

- Benefits of engagement
- Areas of focus

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▪ Managing Conflicts

- Avoiding
- Smoothing
- Compromising
- Problem Solving
 - Identify the Problem
 - Define the Problem
 - Investigate
 - Analyse
- Solve Check the Solution

DAY 4:

▪ Monitoring Stakeholders Engagement

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- Root Cause Analysis
 - Stakeholders engagement assessment matrix
 - Active Listening
 - Culture Awareness
 - Political Awareness
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The following skills examination are spread across the course to allow participants to recognize their skills and understand their strength and weakness for each of these skills:

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- **How good is your Leadership skills?**
 - **How good is your Decision-Making skills?**
 - **How good is your Problem-Solving skills?**
 - **Feedback**
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DAY 5:

Understand stakeholder's engagement in Lean and Agile environment

As targets and objectives are evolving, traditional approaches in dealing with stakeholders are not valid, new concepts in dealing with stakeholders through organizations transition or implementation of adaptation should be well understood and considered:

- Agile Teams
 - Short Cycles
 - Small teams

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- Cross teams
- Fast delivery
- Release Train(s)
Collection of all outputs into the final product
- Scrum
 - Minimize waste
 - More focus
 - More productivity
- Scrum of Scrums
Large team's management
- Scrum of Scrums of Scrums
High level implementation
- SAF(e)
Organization's development

General Review / Q and A session

- Course wrap up
- Post-assessment exam
- Course closure