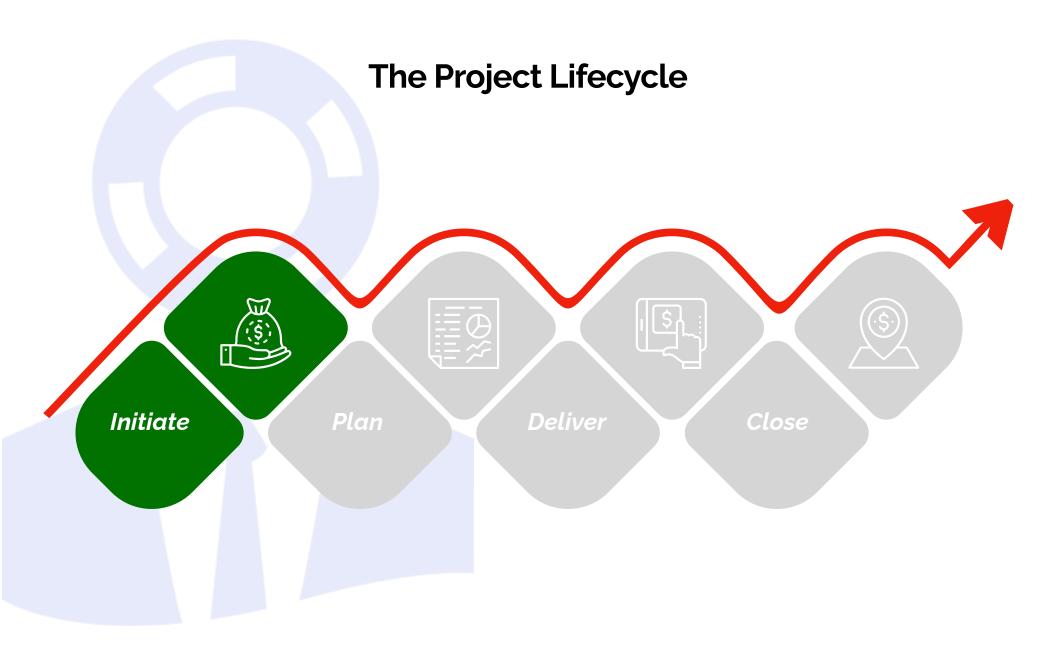
## Effective Stakeholder Engagement





## **Stakeholder**

An individual, group or organization who...

...can influence,

AND/OR

... is impacted by,

AND/OR

...has (or would have) interest in...

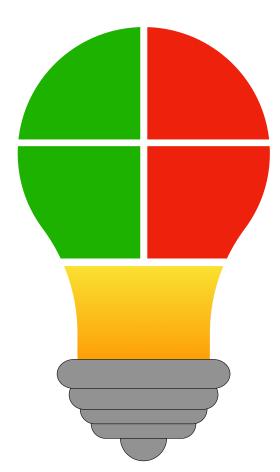
...a decision, activity or outcome of the project



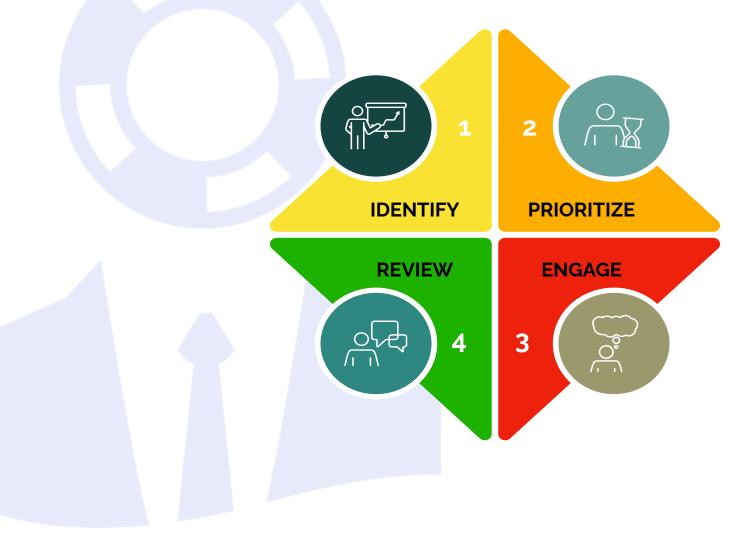
## Stakeholder

## Influence means **POWER**

## INTEREST does NOT mean AWARENESS



## The Stakeholder Management Process



## **Too Many Projects Begin Like This...**

Subject: Party Idea			! 😂
From: Scott Kinder – scott@dolcoach.com	Signature:	Formal	0
The last couple of years have been crazy for the team. I had a great idea last night. I think we should he the team how much we value them and what they do. This should only be for them, the tech team and m			gers on
I'd like to present the "best project manager" with an old-school trophy at an award ceremony we host. It 200 people. I'd like you to put it together.	think we can do it 6-8 v	veeks time for a	around
Thanks.			
SK			
Scott Kinder, CPD Founder dolcoach.com			
M 615.881.9324 E <u>scott@dolcoach.com</u>			
Certified Project Trainer Ramsey Master Financial Coach			
Get on my calanday: https://calendly.com/dolcoach			

## **Scenario Overview: The Party**

#### Scott wants to have a party to recognize and reward high performing Project Managers



#### Constraint 1:

Scott wants to reward our best project managers by giving winners a "trophy"



#### Constraint 2:

The party should be for approximately 200 people

#### Constraint 3:

The party should be hosted in approximately 6 weeks

## Some Stakeholders For The Party Project

Scott Kinder, DOL Coach CEO

Heather Baker, Project Manager

Families of award winners

**Award Winners** 

**The Venue** 

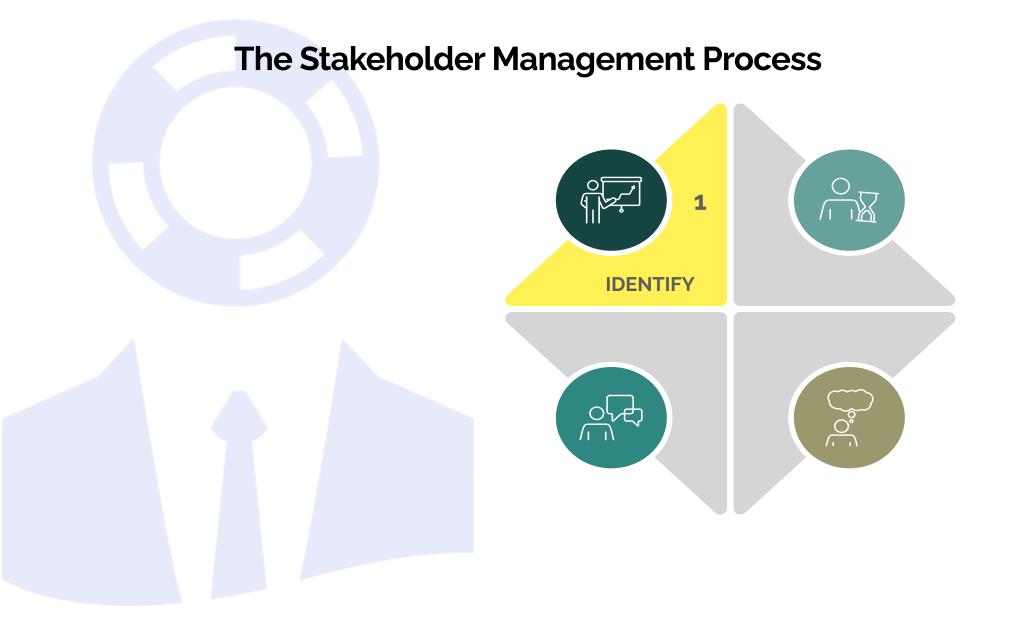
**The Caterer** 

The Trophy Company

**Uptown Girl Band** 

The DOL Tech Team

WHO ELSE??



## Direct stakeholders – Project Manager

Assist with business case

Develop the project plan

Manages the Triple Constraints AND:

- Risk
- Stakeholders
- $\cdot$  Conflict
- Change

**Contributes to project review** 



**Direct Stakeholder** 

Indirect Stakeholder

## **Direct stakeholders – Project Team**

**Deliver project tasks** • Technical skills (e.g. engineering, software development and more)

#### Manage tasks

 Schedule and budget management

#### Includes:

- Staff
- **Contractors** •
- Consultants



**Direct Stakeholder** 

**Indirect Stakeholder** 

## Direct stakeholders – Project Sponsor

Champion of the project

Link to organization (providing resources)

- Human
- Financial
- Other (technical, machinery, and more)

Assures project delivery

Supports project team with:

- Authorize minor changes
- Mediating conflict

Sponsor

Project<br/>Manager

Contractors

Project<br/>Team

**Direct Stakeholder** 

**Indirect Stakeholder** 

## **Direct stakeholders – Project Client**

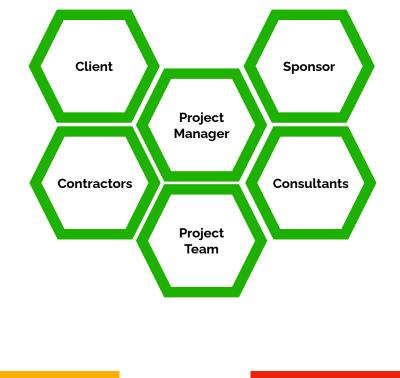
Accepts (or rejects) project outputs

#### Internal client

- Other department
- Sponsor
- Owner

#### **External client**

- Third party
- Pays for the project



**Direct Stakeholder** 

**Indirect Stakeholder** 

## **Direct stakeholders – Support Groups**

**Governance** groups

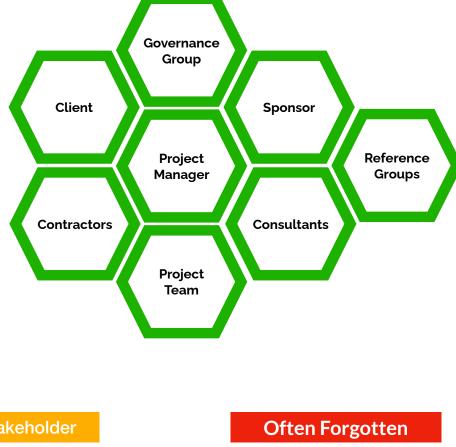
- Represent stakeholders
- Identify strategic risk
- Resolve conflict
- Authorize major changes

Sometimes called

- Steering committee
- Change Control Board (CCB)
- Project Control Group (PCG)

### **Reference groups**

- Offer Specialist advice only
- May be ad hoc



**Direct Stakeholder** 

Indirect Stakeholder

## Indirect stakeholders (Internal)

Business Owners with no direct knowledge of the project work

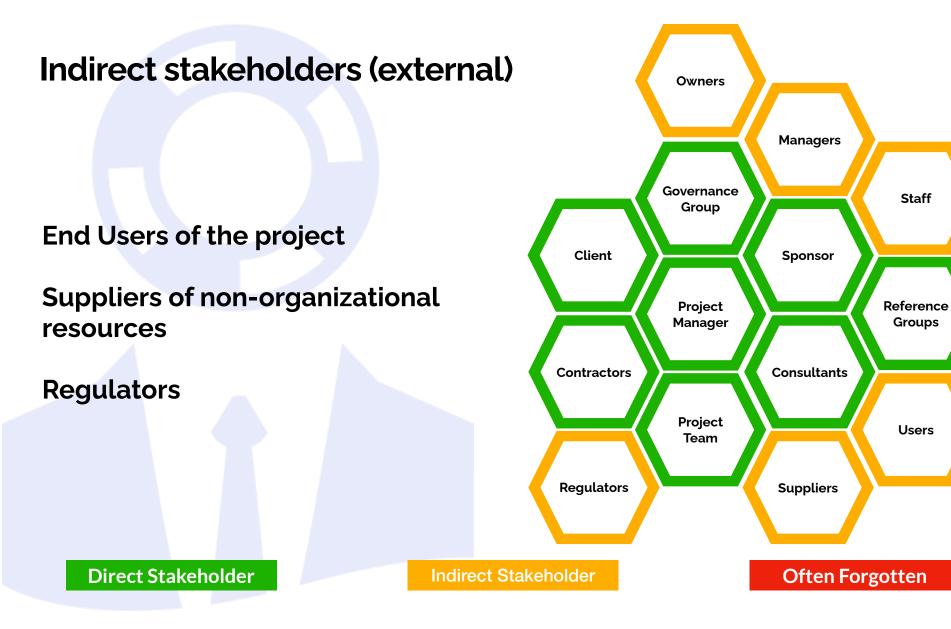
Functional Managers from other departments

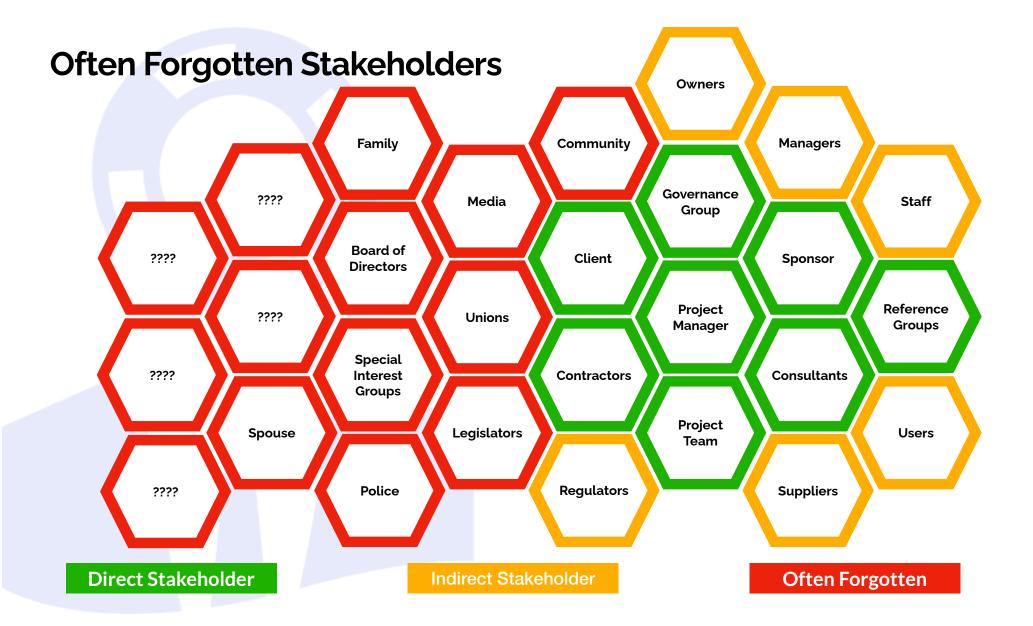
Other organizational (nonproject) staff



**Direct Stakeholder** 

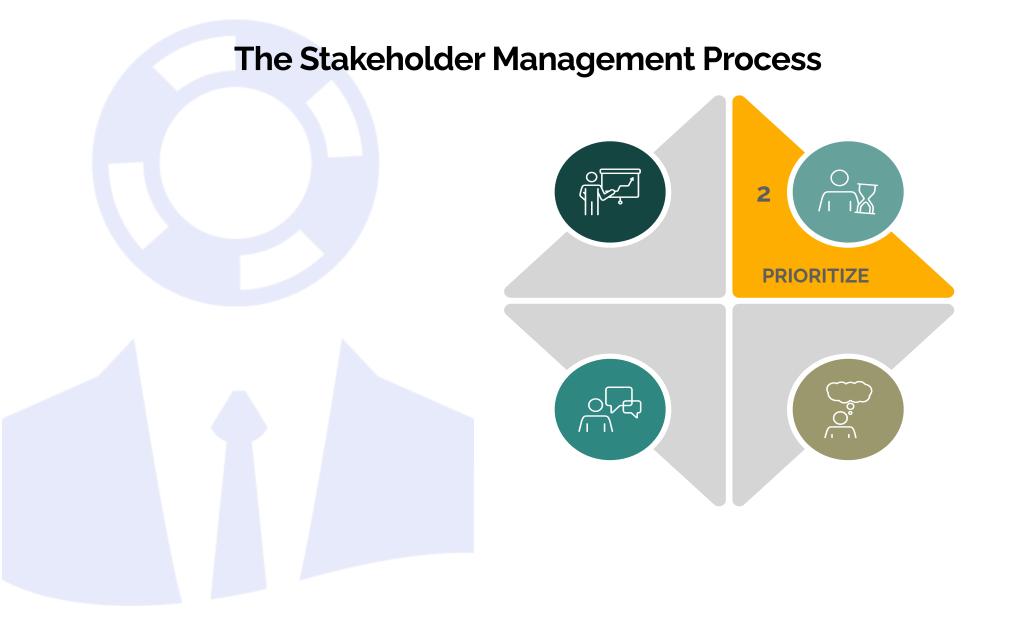
Indirect Stakeholder





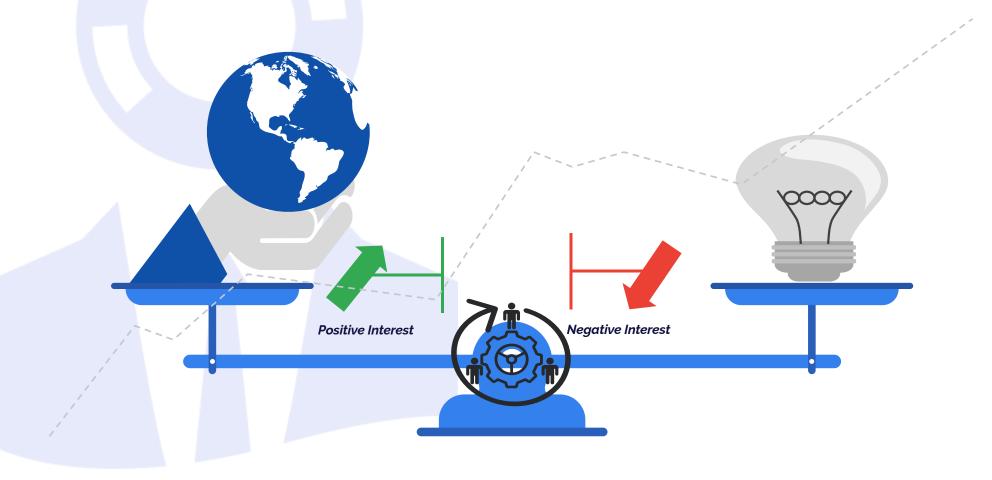
It is the responsibility of the executive to assure the project's stakeholders that the project remains desirable, viable and achievable at all times.

Managing Successful Projects With PRINCE2 2... AXELOS AXELOS



## **POWER and INTEREST LEVELS**

### From Very Low to Very High



## Power (defined)

Very High (5)	This stakeholder can direct or have a <b>massive</b> impact on the course of the project						
High (4)	This stakeholder can have a <b>major</b> impact on the project's schedule and/or budget, and/or a minor impact on the project's scope						
Moderate (3)	This stakeholder can have a <b>minor</b> impact on the project's schedule and/or budget						
Low (2)	This stakeholder cannot impact the project, but may know (or have access to) someone who can						
Very Low (1)	This stakeholder cannot directly impact the project						

## Positive Interest (defined)

Very High (+5)	Passionately advocating for the project and its outcomes and will be <b>devastated</b> / <b>furious</b> if the project fails						
High (+4)	Highly supportive of the project /sees its benefits and will <b>angry</b> if the project fails.						
Moderate (+3)	Sees benefit to themselves in the project and will be <b>annoyed</b> if the project fails.						
Low (+2)	Sees benefit to others in the project and will be <b>disappointed</b> if the project fails.						
Very Low (+1)	If asked, would probably prefer the project succeeds, but <b>doesn't feel strongly</b> either way.						

## Negative Interest (defined)

Very High (-5)	Openly hostile to the project and its intended outcomes and will be <b>vindicated</b> if the project ends early.						
High (-4)	Believes the financial and/or social costs of the project are greater than any potential benefits it may realize.						
Moderate (-3)	Anticipates negative outcomes for themself from the project and will be happy if it does not go ahead.						
Low (-2)	Sees some harm to others in the project and would like to see it ended.						
Very Low (-1)	If asked, would probably prefer the project did not continue, but does not feel strongly either way.						

## **Overall Stakeholder Priority**

# **POWER x INTEREST**

		INTEREST					
Stakeholder Priority		VERY LOW (+ /- 1)	LOW (+/- 2)	MODERATE (+/- 3)	HIGH (+/- 4)	VERY HIGH (+ ⁄ - 5)	
	VERY HIGH (5)	+/- 5	+/- 10	+/- 15	+/- 20	+/- 25	
P	HIGH (4)	+/- 4	+/- 8	+/- 12	+/- 16	+/- 20	
W	MODERATE (3)	+/- 3	+/- 6	+/- 9	+/- 12	+/- 15	
E R	LOW (2)	+/- 2	+/- 4	+/- 6	+/- 8	+/- 10	
	VERY LOW (1)	+/- 1	+/- 2	+/- 3	+/- 4	+/- 5	

		INTEREST						
Stakeholder Priority		VERY LOW (+ /- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/-4)	VERY HIGH (+/-5)		
	VERY HIGH (5)					25		
P O	HIGH (4)							
	MODERATE (3)							
W E R	LOW (2)							
	VERY LOW (1)							

SCOTT KINDER: OWNER

		INTEREST						
Stakeholder Priority		VERY LOW (+ /- 1)	LOW (+/-2)	MODERATE (+/-3)	HIGH (+/-4)	VERY HIGH (+/-5)		
	VERY HIGH (5)			-15				
P	HIGH (4)							
W	MODERATE (3)							
W E R	LOW (2)							
	VERY LOW (1)							

HEATHER KUHNS: Project Manager

		INTEREST				
Stakeholder Priority		VERY LOW (+ /- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/-4)	VERY HIGH (+/-5)
	VERY HIGH (5)					
P	HIGH (4)					
W	MODERATE (3)					
W E R	LOW (2)					
	VERY LOW	-1				

DOL Tech Team: (not invited to the party)

		INTEREST					
Stakeholder Priority		VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+ /- 3)	HIGH (+/- 4)	VERY HIGH (+ ⁄ - 5)	
	VERY HIGH (5)	F					
P	HIGH (4)				T)		
WE	MODERATE (3)			9			
L R	LOW (2)						
	VERY LOW						

JOYFUL EATS: CATERER

		INTEREST						
Stakeholder Priority		VERY LOW (+/-1)	LOW (+/-2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+/-5)		
	VERY HIGH (5)							
P	HIGH (4)							
W	MODERATE (3)				-12			
W E R	LOW (2)							
	VERY LOW (1)							

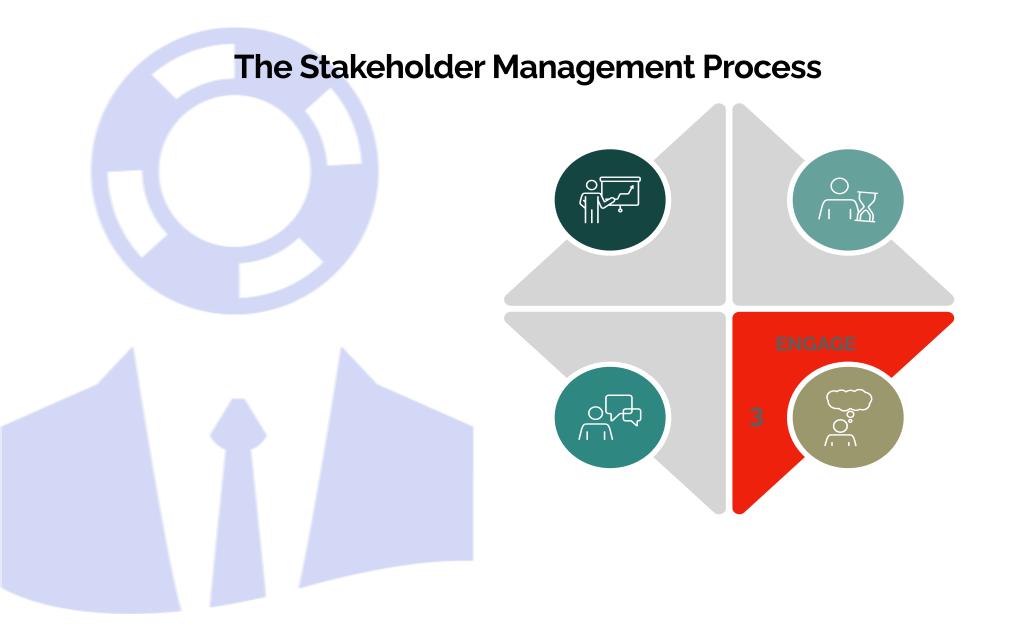
#### BILLY WAUGH: TECH STAFF LEAD

		INTEREST						
Stakeholder Priority		VERY LOW (+/-1)	LOW (+/-2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+/- 5)		
	VERY HIGH (5)							
P	HIGH (4)							
W	MODERATE (3)							
W E R	LOW (2)				8			
	VERY LOW							

**BK AWARDS (Contracted Trophy Supplier)** 

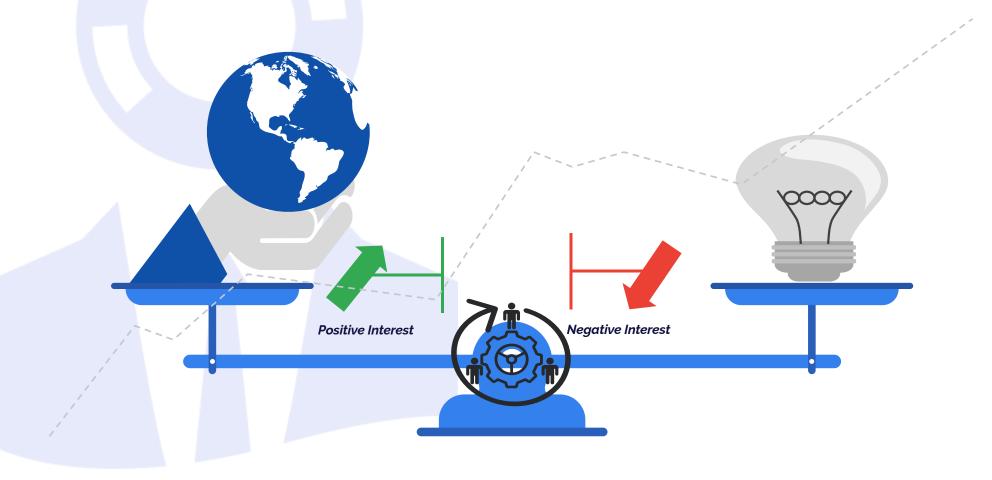
		INTEREST						
Stakeholder Priority		VERY LOW (+ /- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+/- 5)		
	VERY HIGH (5)	DOLC CFO		Heather Kuhns, CDO		Scott Kinder, CEO		
P	HIGH (4)				UptownGirl Band			
W	MODERATE (3)			Joyful Eats	Billy Waugh			
W E R	LOW (2)				BK Awards			
	VERY LOW (1)	DOLC Tech Team						

StakeHolder Register Snapshot

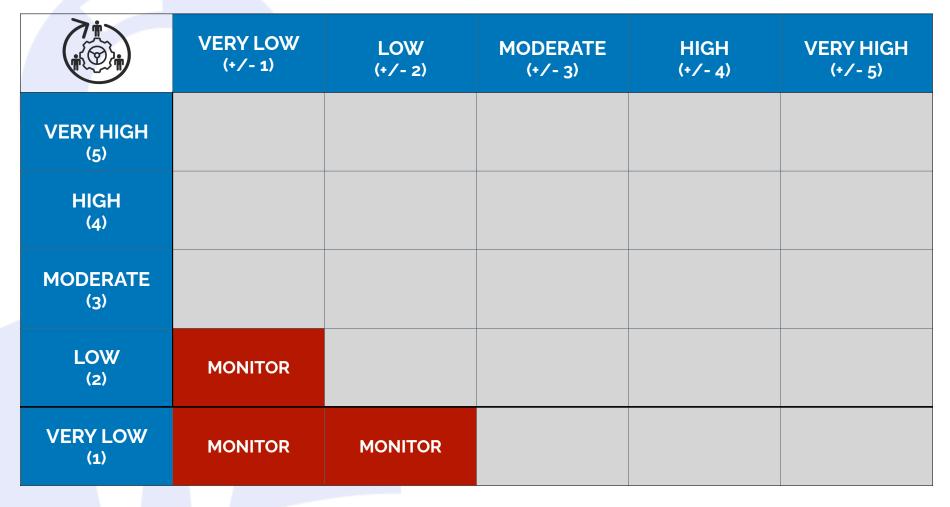


## **POWER and INTEREST LEVELS**

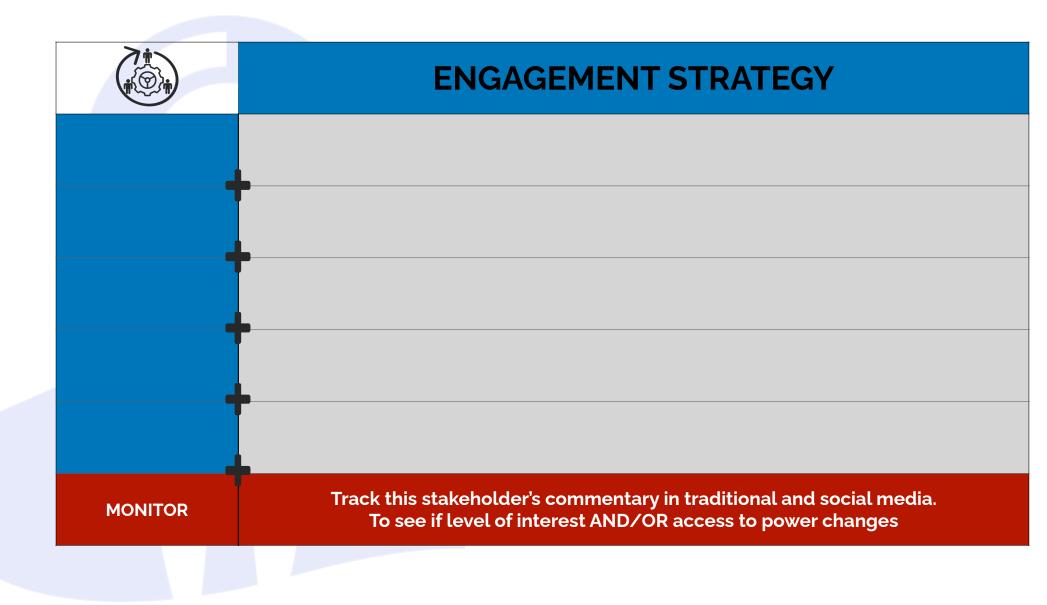
### From Very Low to Very High



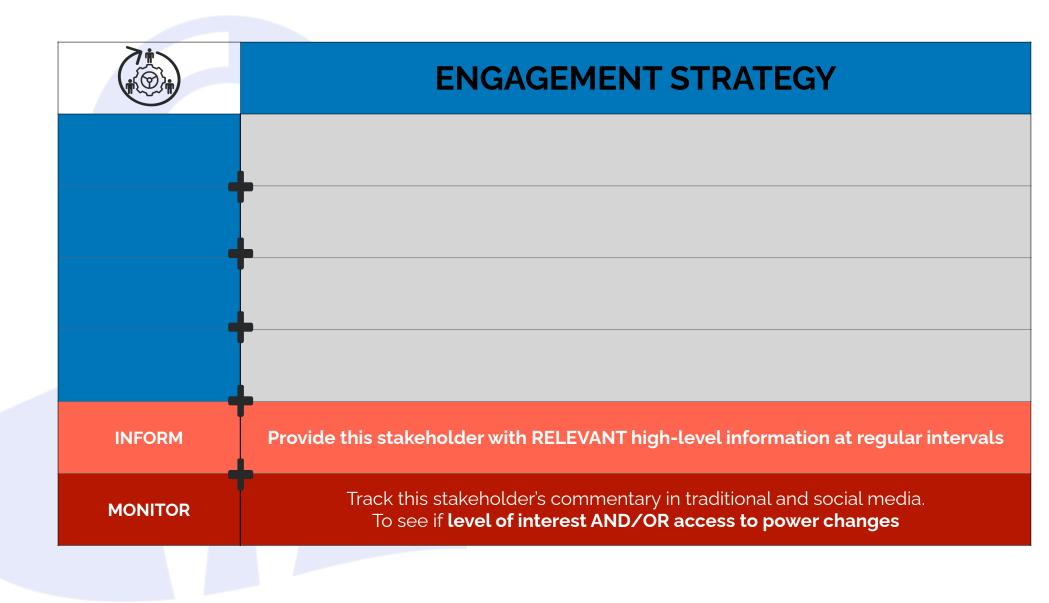
## INTEREST



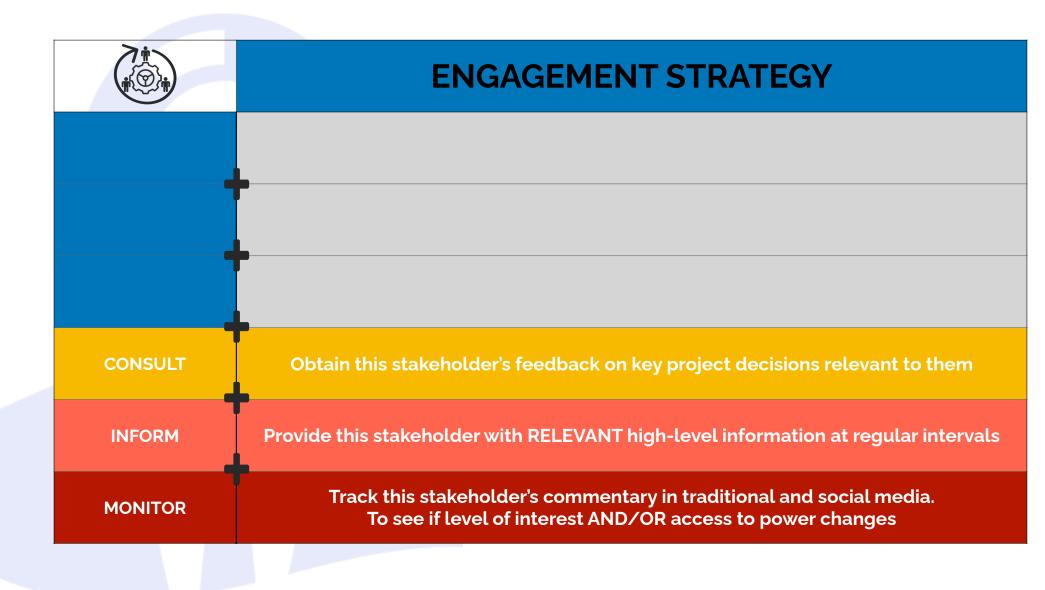
P O W E R



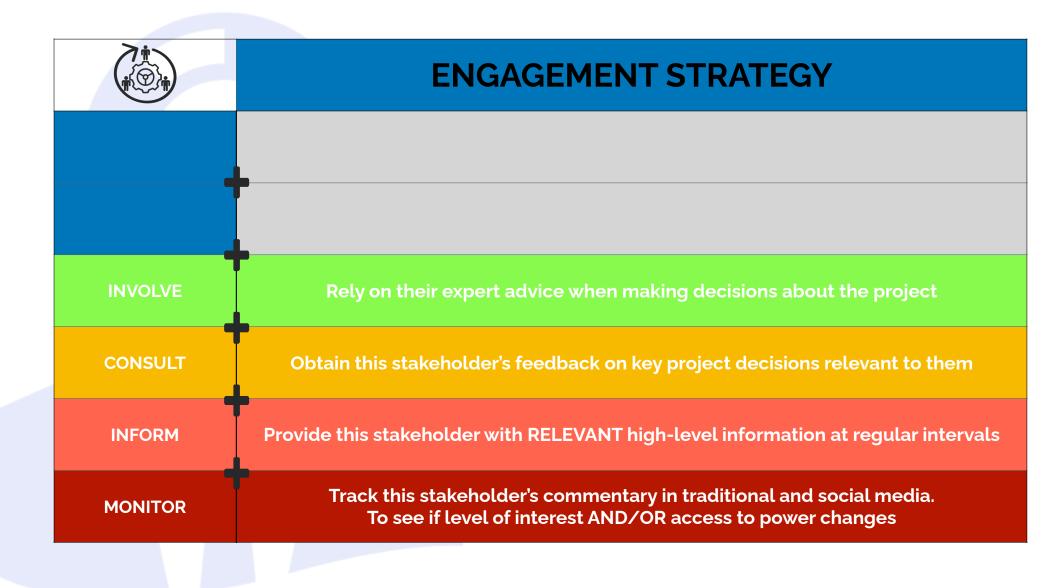
	VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+ ⁄ - 5)
VERY HIGH (5)					
HIGH (4)	INFORM				
MODERATE (3)	INFORM				
LOW (2)	MONITOR	INFORM			
VERY LOW	MONITOR	MONITOR	INFORM	INFORM	



	VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+ ⁄ - 5)
VERY HIGH (5)	CONSULT				
HIGH (4)	INFORM	CONSULT			
MODERATE (3)	INFORM	CONSULT	CONSULT		
LOW (2)	MONITOR	INFORM	CONSULT	CONSULT	
VERY LOW (1)	MONITOR	MONITOR	INFORM	INFORM	CONSULT



	VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+ / - 5)
VERY HIGH (5)	CONSULT	INVOLVE			
HIGH (4)	INFORM	CONSULT	INVOLVE		
MODERATE (3)	INFORM	CONSULT	CONSULT	INVOLVE	
LOW (2)	MONITOR	INFORM	CONSULT	CONSULT	INVOLVE
VERY LOW (1)	MONITOR	MONITOR	INFORM	INFORM	CONSULT

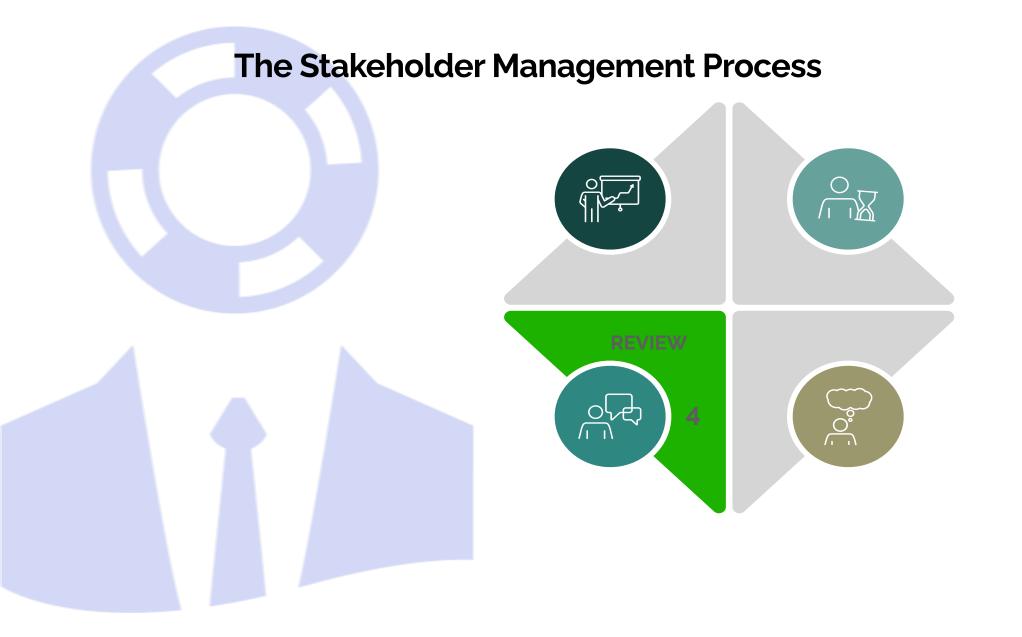


	VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+/-3)	HIGH (+/- 4)	VERY HIGH (+ ⁄ - 5)	
VERY HIGH (5)	CONSULT	INVOLVE	COLLABORATE			
HIGH (4)	INFORM	CONSULT	INVOLVE	COLLABORATE		
MODERATE (3)	INFORM	CONSULT	CONSULT	INVOLVE	COLLABORATE	
LOW (2)	MONITOR	INFORM	CONSULT	CONSULT	INVOLVE	
VERY LOW	MONITOR	MONITOR INFORM		INFORM	CONSULT	

	ENGAGEMENT STRATEGY
COLLABORATE	Partner with this stakeholder to develop alternatives and arrive at solutions accepta to the collaboration group
INVOLVE	Rely on their expert advice when making decisions about the project
CONSULT	Obtain this stakeholder's feedback on key project decisions relevant to them
INFORM	Provide this stakeholder with RELEVANT high-level information at regular intervals
MONITOR	Track this stakeholder's commentary in traditional and social media. To see if level of interest AND/OR access to power changes

	VERY LOW (+/- 1)	LOW (+/- 2)	MODERATE (+/- 3)	HIGH (+/- 4)	VERY HIGH (+/- 5)	
VERY HIGH (5)	CONSULT	INVOLVE	COLLABORATE	EMPOWER	EMPOWER	
HIGH (4)	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER	
MODERATE (3)	INFORM	CONSULT	CONSULT	INVOLVE	COLLABORATE	
LOW (2)	MONITOR	INFORM	CONSULT	CONSULT	INVOLVE	
VERY LOW	MONITOR	MONITOR	INFORM	INFORM	CONSULT	

		ENGAGEMENT STRATEGY
E	EMPOWER	Authorize this stakeholder to make specific decisions about the project
со	LLABORATE	Partner with this stakeholder to develop alternatives and arrive at solutions acceptable to the collaboration group
	INVOLVE	Rely on their expert advice when making decisions about the project
	CONSULT	Obtain this stakeholder's feedback on key project decisions relevant to them
	INFORM	Provide this stakeholder with RELEVANT high-level information at regular intervals
	MONITOR	Track this stakeholder's commentary in traditional and social media. To see if level of interest AND/OR access to power changes



# **The Stakeholder Register**

A	В	С	D	E	F	G	Н		J	К
	PROJECT NAME:									
	PROJECT MANAGER:									
REF #▼	STAKEHOLDER NAME 💌		ENGAGEMENT STRATEGY	ORGANIZATION	POSITION/ROLE		EMAIL	PHONE 🔻	LAST CONTAC1	NEXT CONTACT
1										
2										
3										
4										
5										
6										
7										
8										
9										
10 11										
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12										
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15										
16										
17										

Adopt different perspectives. Take advantage of the diversity represented in today's management landscape. An India-trained engineer may not view a problem the way one raised in Iowa will. Both may have the same problem-solving tool kit, but their different experiences provide valuable insights.

The Leader's Pocket Guide: 101 Indispensabl... John Baldoni

#### Take-aways from Stakeholders



Communicating with stakeholders at the proper time and in the proper manner will allow you to manage and lead projects with more ease.

All stakeholders have POWER and a level of INTEREST in our projects.

Think if you want to enable a stakeholder to make DECISIONS or get their feedback on decisions you make. Stop EMPOWERING unnecessarily.

## **Questions?**





