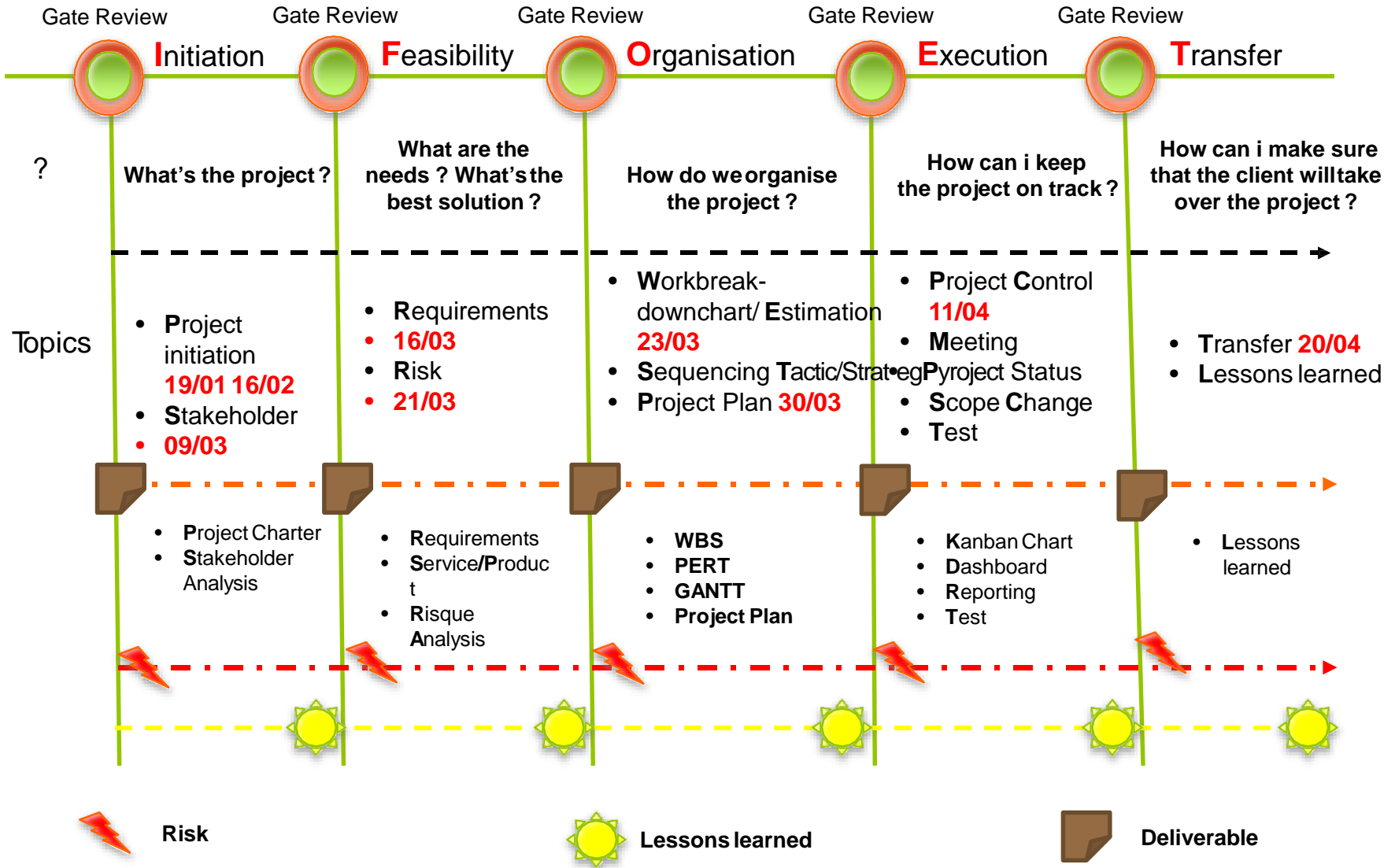




Deadlines





+ Objectives

- Understand why stakeholder management is crucial
- You will be able to identify different types of stakeholder
- You will be able to create management strategies for the stakeholders
- You will be able to set up these strategies in project documents

+ Definitions



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+ Définition : stakeholders

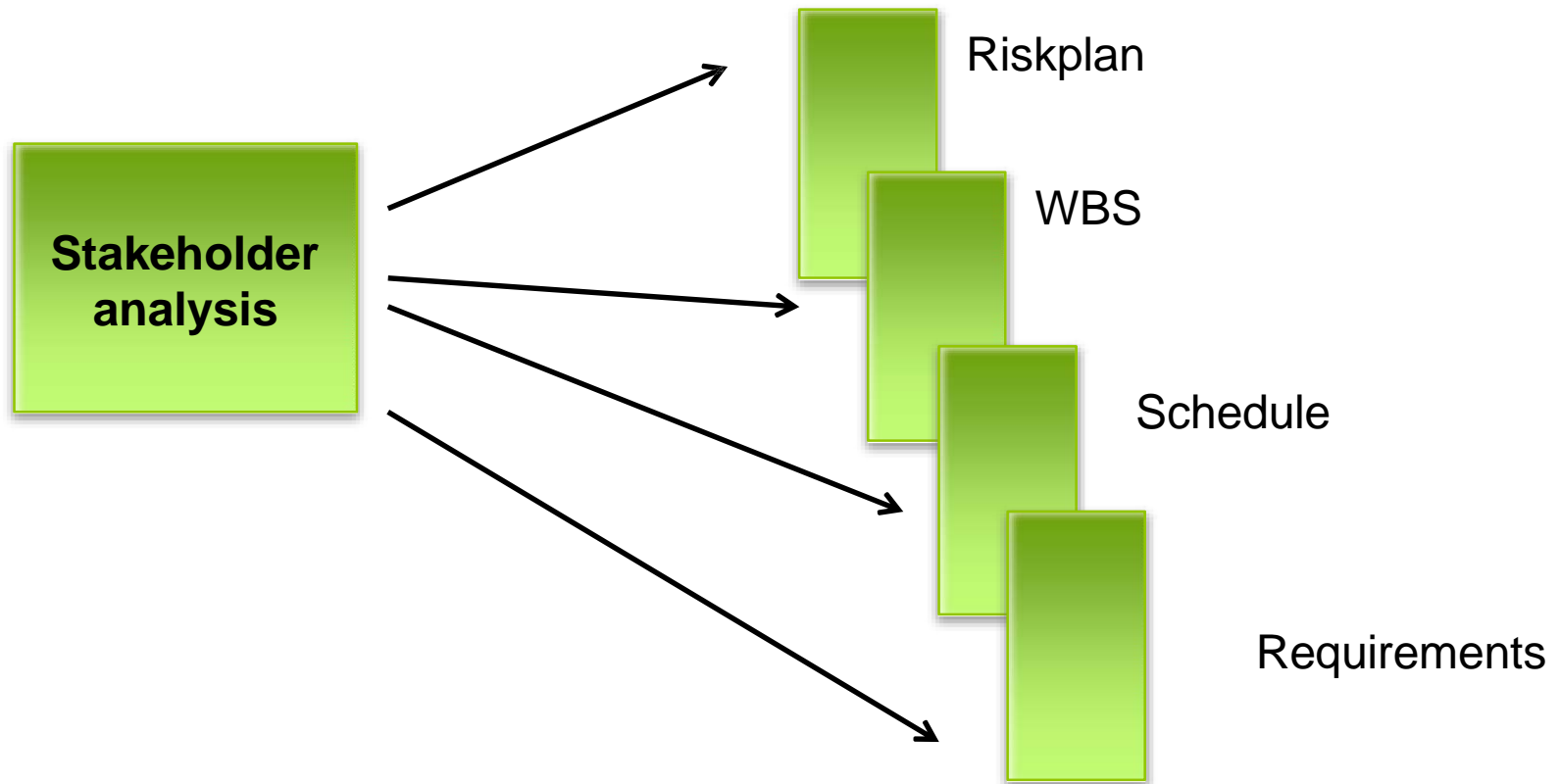
- « Stakeholders include these individuals, groups, and other organizations who have interest in the actions of an organization and who have the ability to influence it. » (Savage et al., 1991).
- From internal to external and interface stakeholders
- Stakeholders are people or organisation that
 - impact your project (or the results of your project)
 - Are impacted by the project (or the results of your project)

Role of the project manager

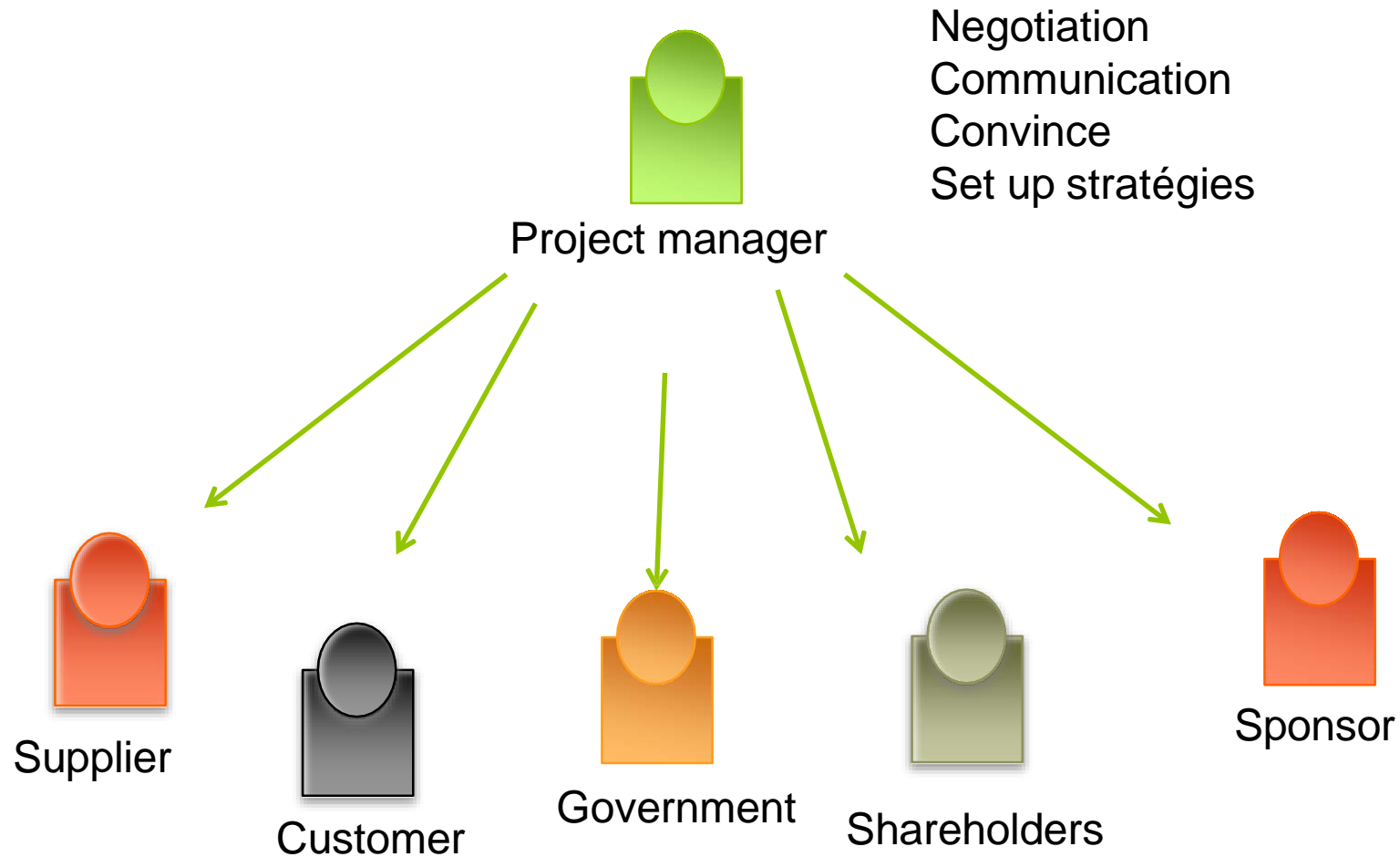
- To do stakeholder analysis/management/engagement
- Identify the stakeholders and assess how they are likely to be impacted by the project. Develop cooperation between the stakeholder and, ultimately, assuring successful outcomes for the project.



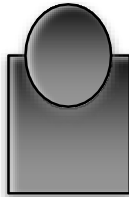
Role of the project manager



+ Role of the project manager



+ What's the interest/motivation of a stakeholder?



Stakeholder



+ Stakeholder management

- Increase support and minimize resistance
- Engaging with stakeholders at appropriate project stages to obtain or confirm commitment to the project's success
- Managing stakeholder expectations through effective communication and negotiation
- Addressing potential concerns that may become issues
- Anticipating future issues or risks
- Communicating the impact of key issues and the corresponding resolution plans
- Ensuring that stakeholders clearly understand the project's goals, objectives and success criteria



+ Stakeholder management

- Stakeholder Management Process Map
 - Inputs
 - Stakeholder Management Plan
 - Communications Plan
 - Change Management Plan
 - Change Log
 - Tools & Techniques
 - Communication Methods and Strategies
 - Interpersonal Skills
 - Management Skills
 - Leadership Skills
 - Outputs
 - Issue Log
 - Change Requests
 - Project Management Plan Updates
 - Project Documentation Updates



+ What types of stakeholders are out there ?

Internal Stakeholders

Employees

Managers

Project Team

Sponsor

Internal Client

External Stakeholders

Customers

Suppliers

Society

Gouvernement

Creditors

Shareholders

...

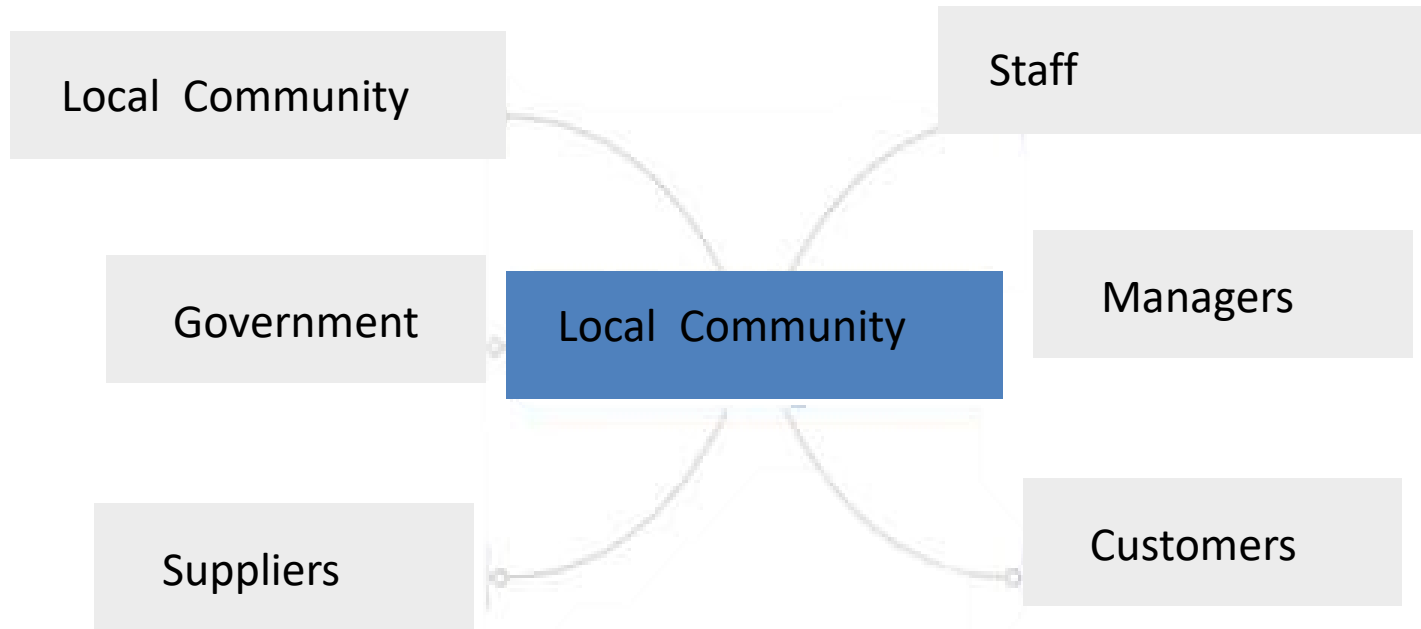
Project

+ Example



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+ Example ?



+ Interests ?



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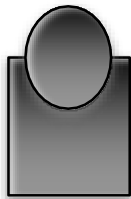




+ How to deal with stakeholders ?

+ What's the interest of a stakeholder?

?



Stakeholder



MASLOW'S HIERARCHY OF NEEDS*

*AND THE SOCIAL MEDIA THAT FULFILL THEM.



+ Questions

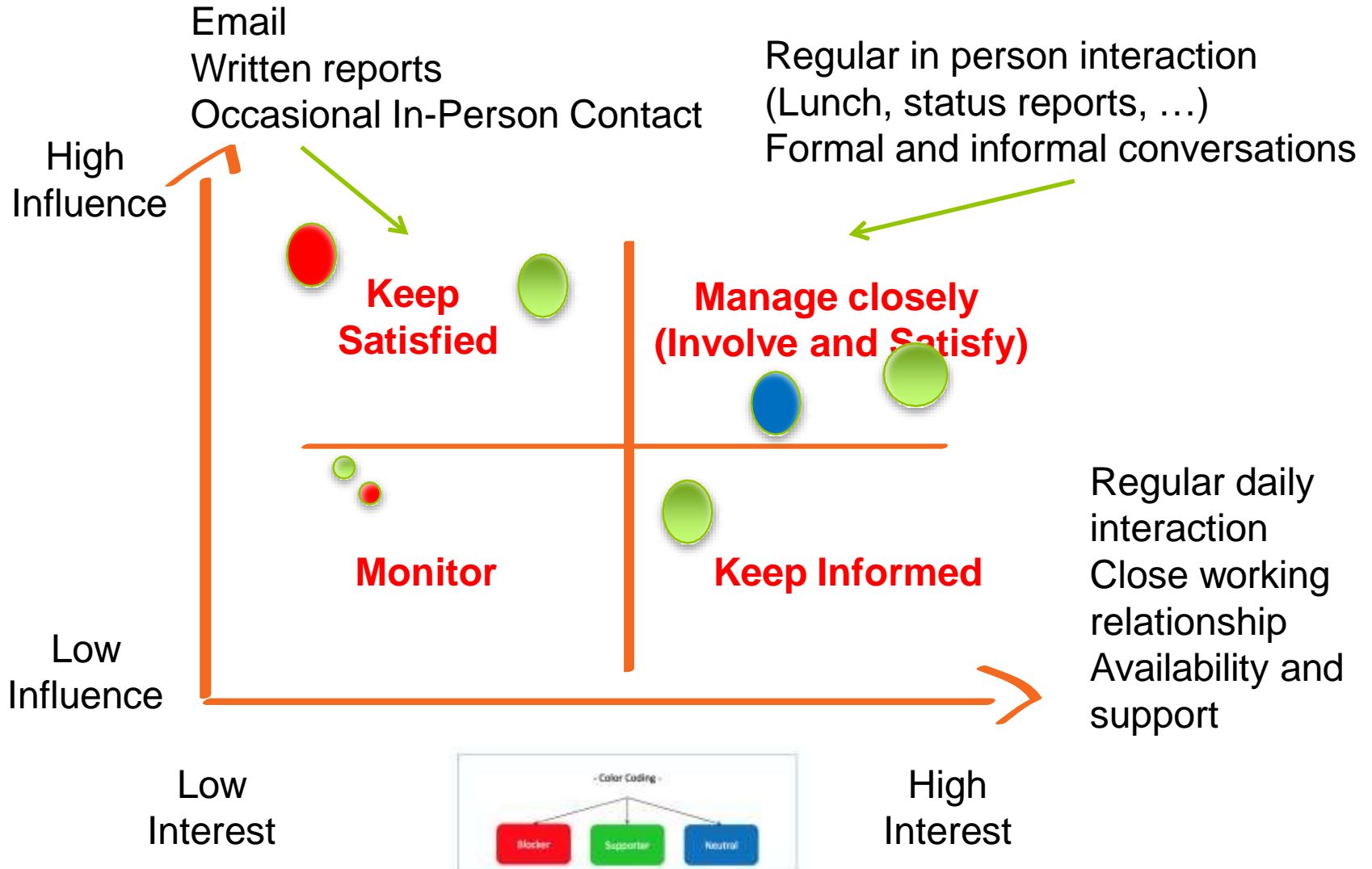
- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- What is their current opinion of your work? Is it based on good information?
- If they are not likely to be positive, what will win them around to support your project?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?
- How do they want to receive information from you? What is the best way of communicating with them?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If you don't think you will be able to win them around, how will you manage their opposition?

+ How to do stakeholder follow-up ?

Name	Position/ Role	Interest	Expectations	Ways to manage expectations



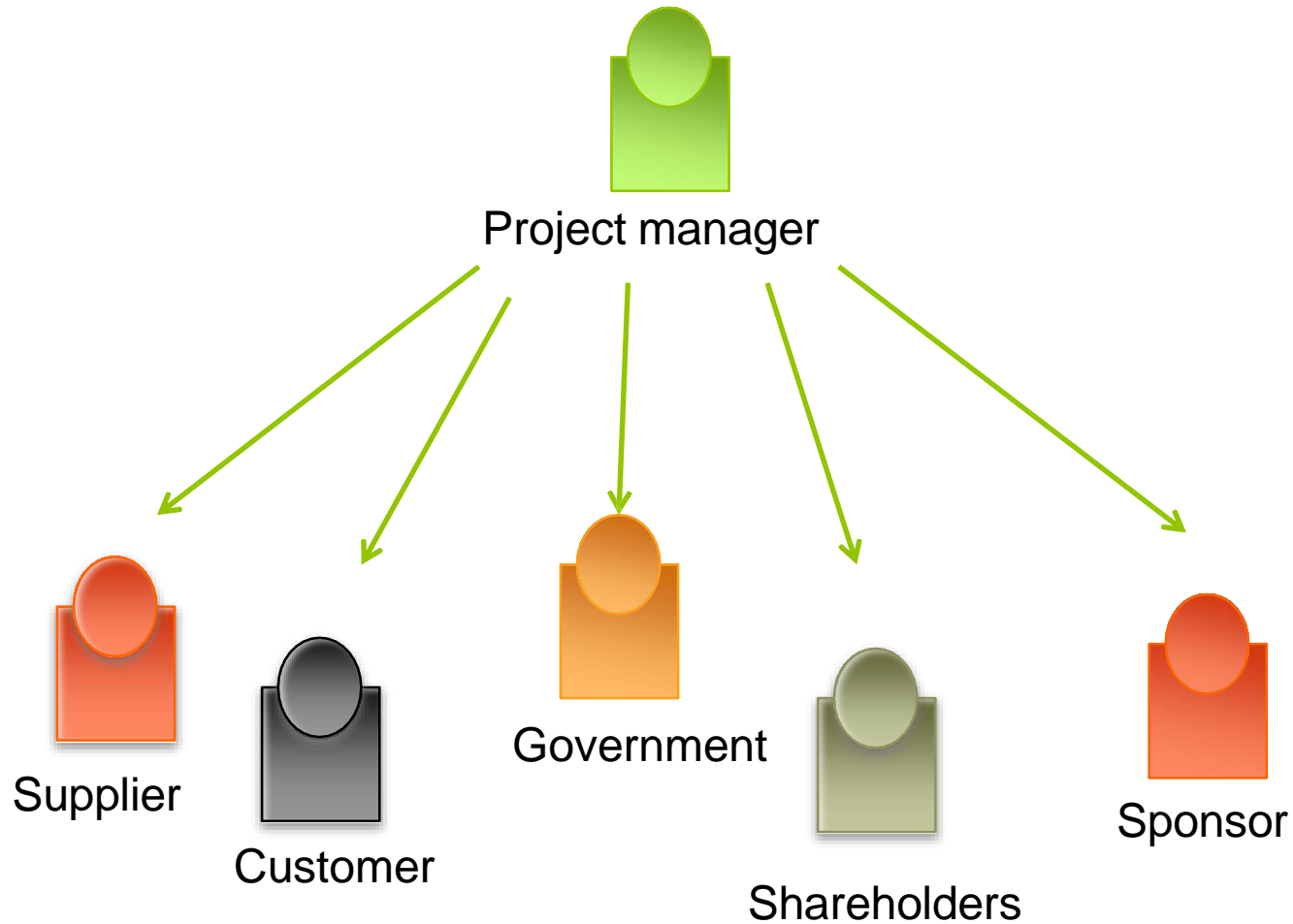
How to deal with stakeholders ?



+ How to act?

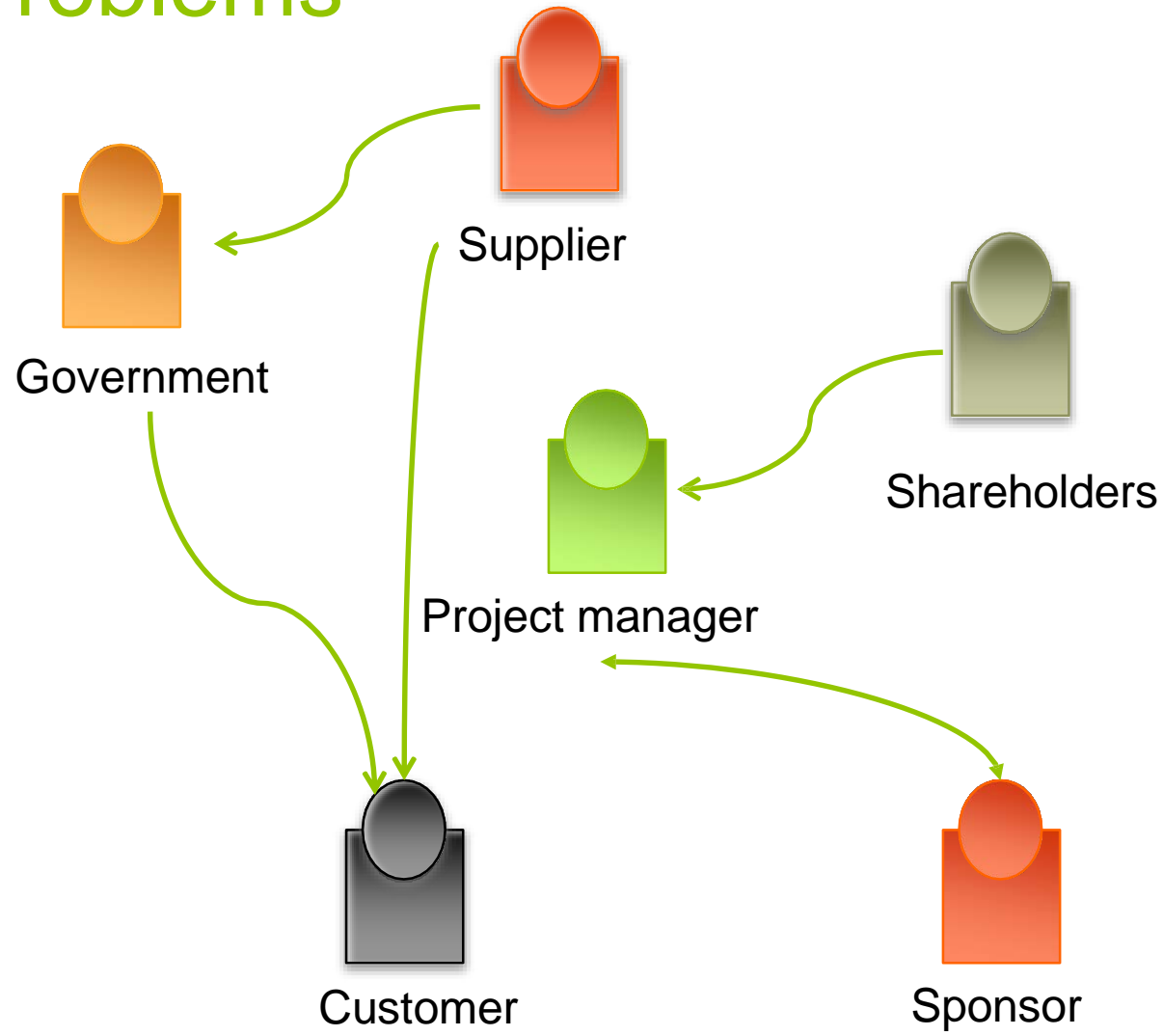
- High power, interested people: these are the people you must fully engage with, and make the greatest efforts to satisfy.
- High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

+ Problems



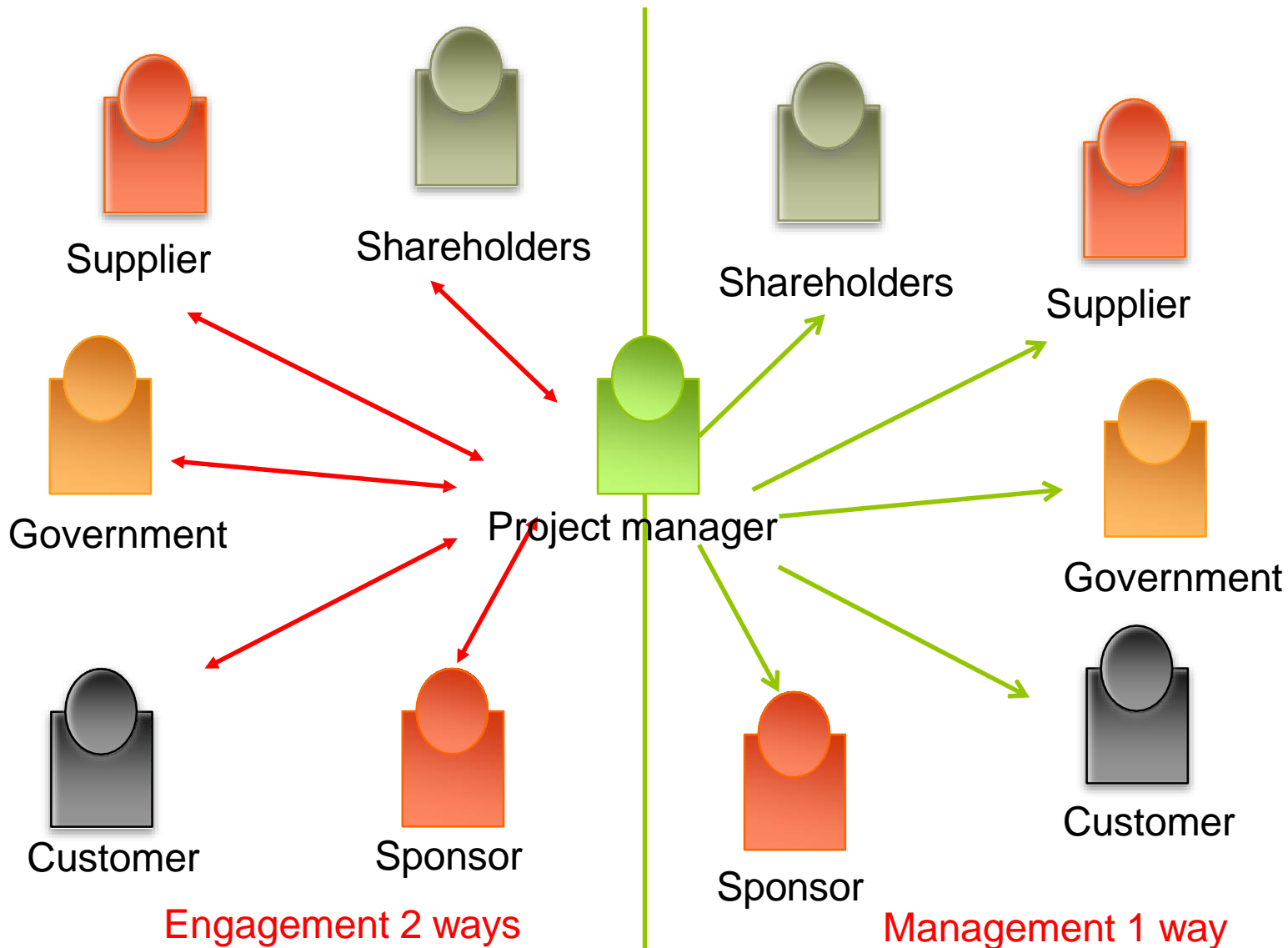


+ Problems





Problems





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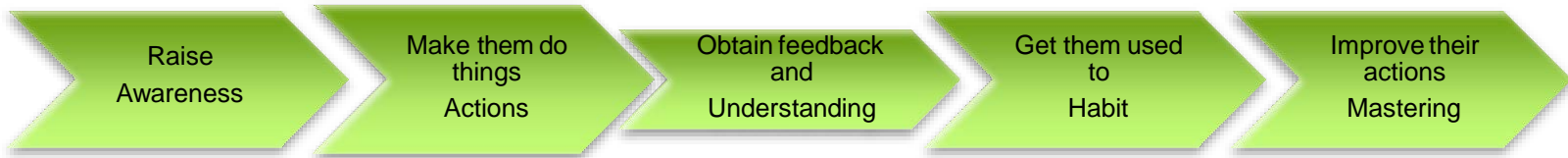
+ How do we engage stakeholders?

Engagement raises when you use a process

Traditional engagement



Gamification



Stories that fit to the interests of the stakeholder

- Simple (Clear)
- Unexpected (Notice)
- Concrete (Understand)
- Credible (Believe)
- Emotional (Care)
- Story (Act)

**What's
Your
Story?**

+ 6Cs of Engagement

- Missions
- Members
- Messages
- Media Channels
- Support (Champions)



+ Reminders

- Things happen
 - Not everyone feels the importance to engage
 - Stakeholders are busy
 - They get things confused
 - They make out of date statements

- Queues
 - I thought ...
 - He/She said ...
 - This never works ...
 - It never delivers ..
 - We are always late ...

- Actions
 - Document / Know them / Inform your Team
 - Setup a process / Provide status / Stay in Contact-Ask questions/ Dispel Myths



+ Negotiable and not negotiable

■ Negotiable

- Consult
- Involve
- Collaborate
- Empower

■ Non Negotiable

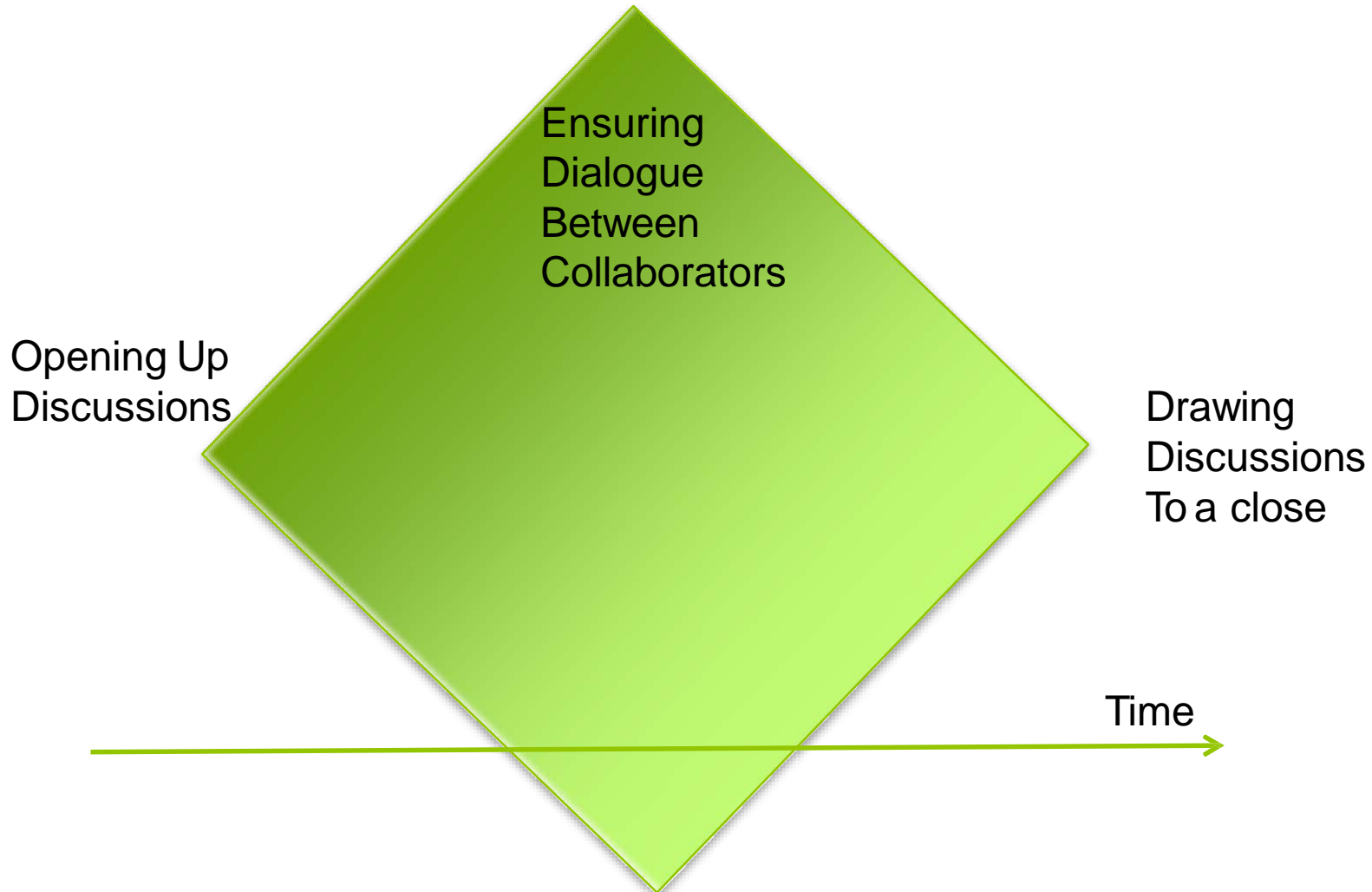
- Manipulate
- Sell
- Advise
- Inform

+ 6Cs of Enga – Engagement

- Context (Why)
- Clarity (Vision)
- Credibility (Trust)
- Caring (Well-doing)
- Connecting (Relationship)
- Coaching (Development)



+ Diverge/Converge



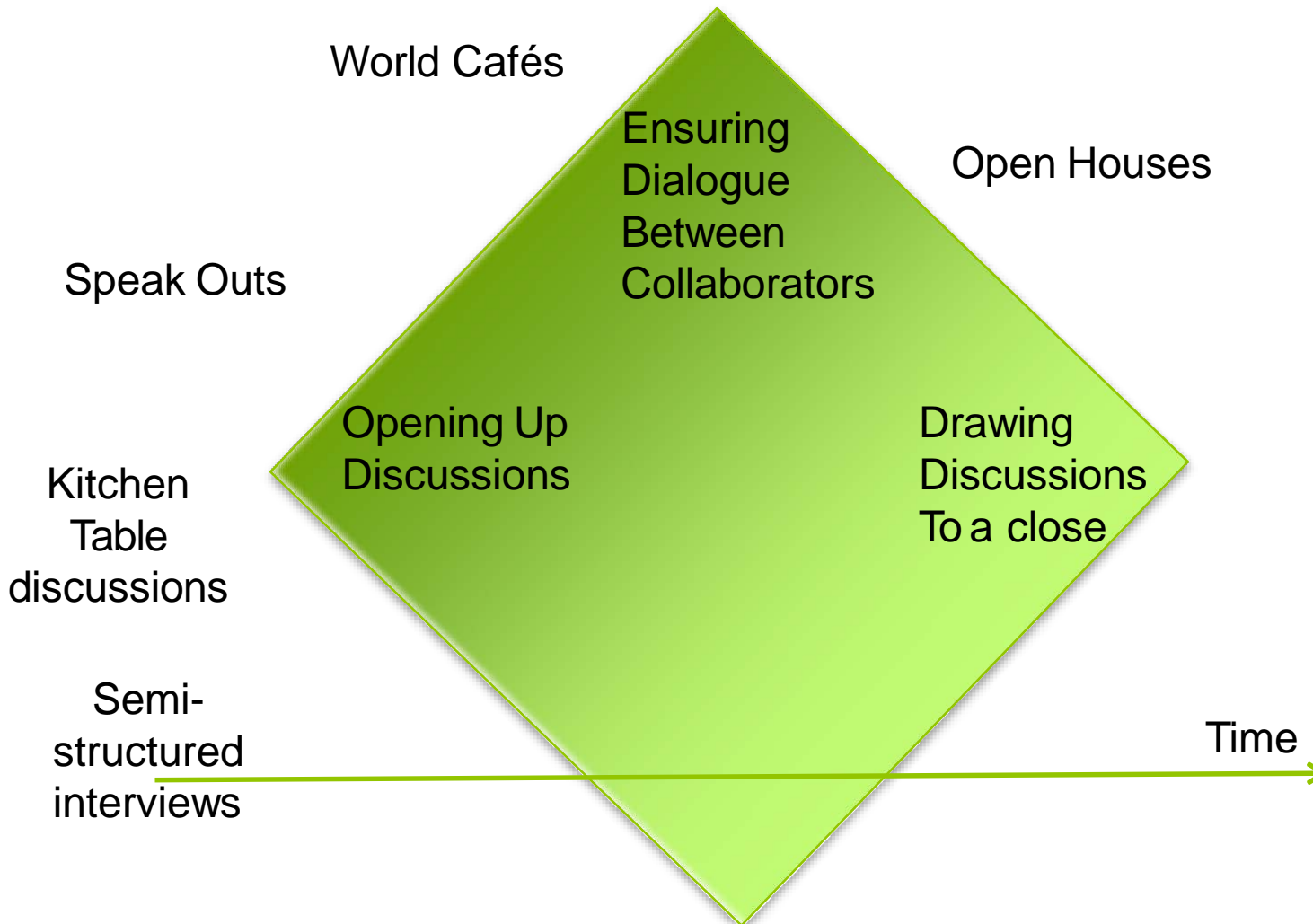
+ Plan



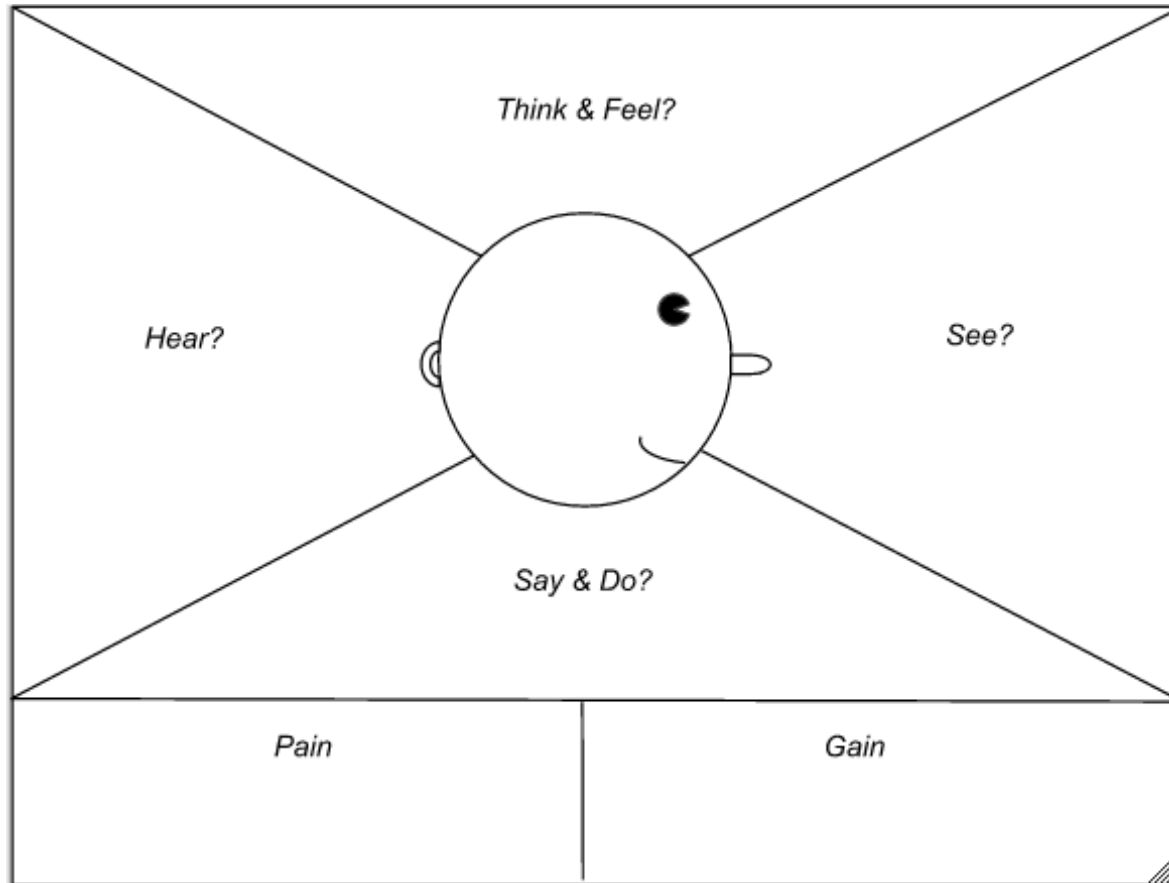
Stakeholder	Level of Engagement	Method Of engagement



+ Methods of engagement



+ Empathy Map





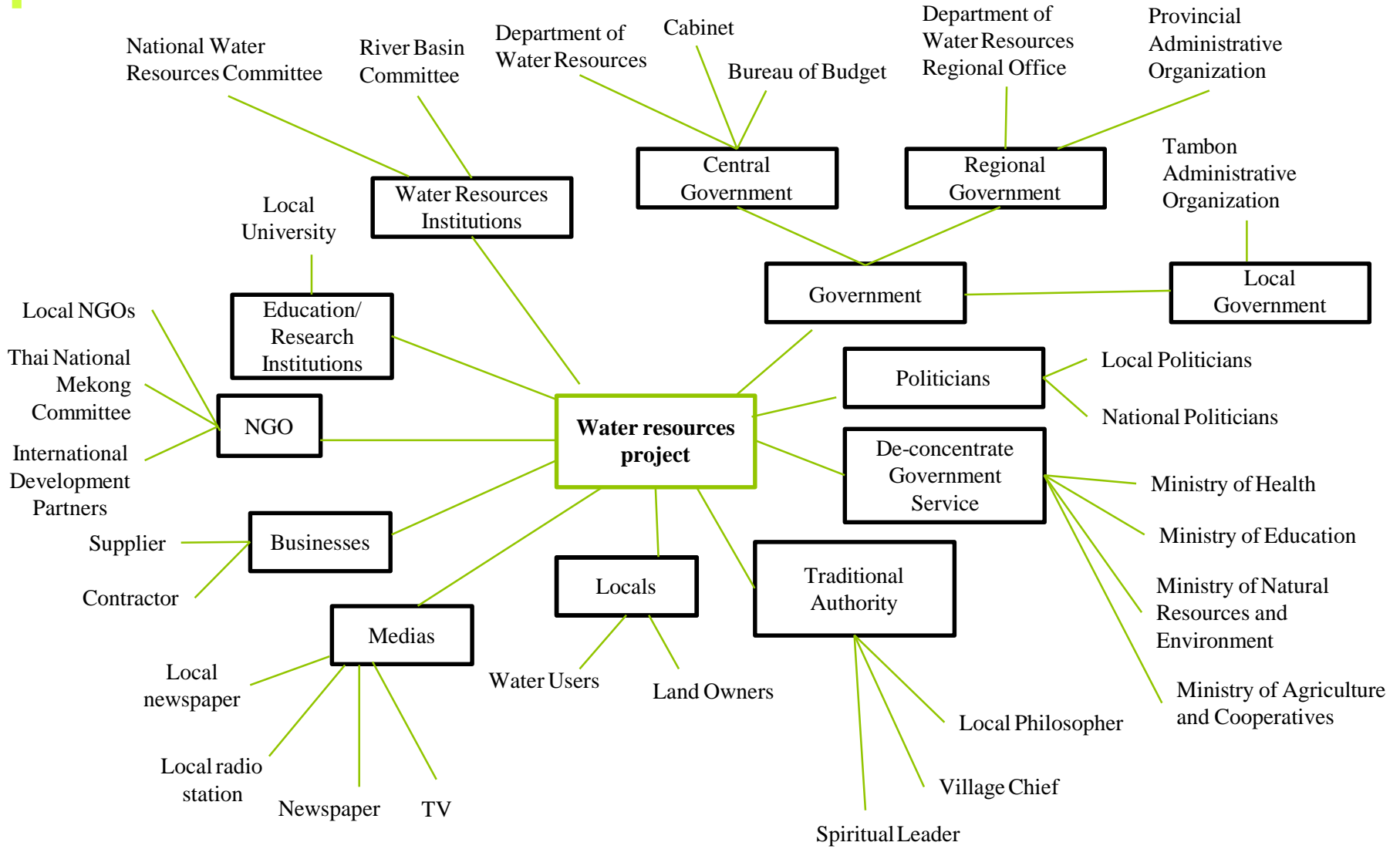
+ Start – Stop – Keep to close the trust gaps

Start : Calling my cell and emailing me to let me know if you will be late for a meeting	Why ? I can warn other meeting members so they do not waste time. We can either start later – or start on time and put you later on the agenda
Stop : Interrupting me when I am speaking	Why? It makes us less effective in communicating, breaks my chain of thought, and makes me appear to others as weak and /or lacking in executive presence.
Keep : having our weekly project status meetings	Why ? I want to know if project is on schedule and whether there are any obstacles your team is facing so we can deal with them.

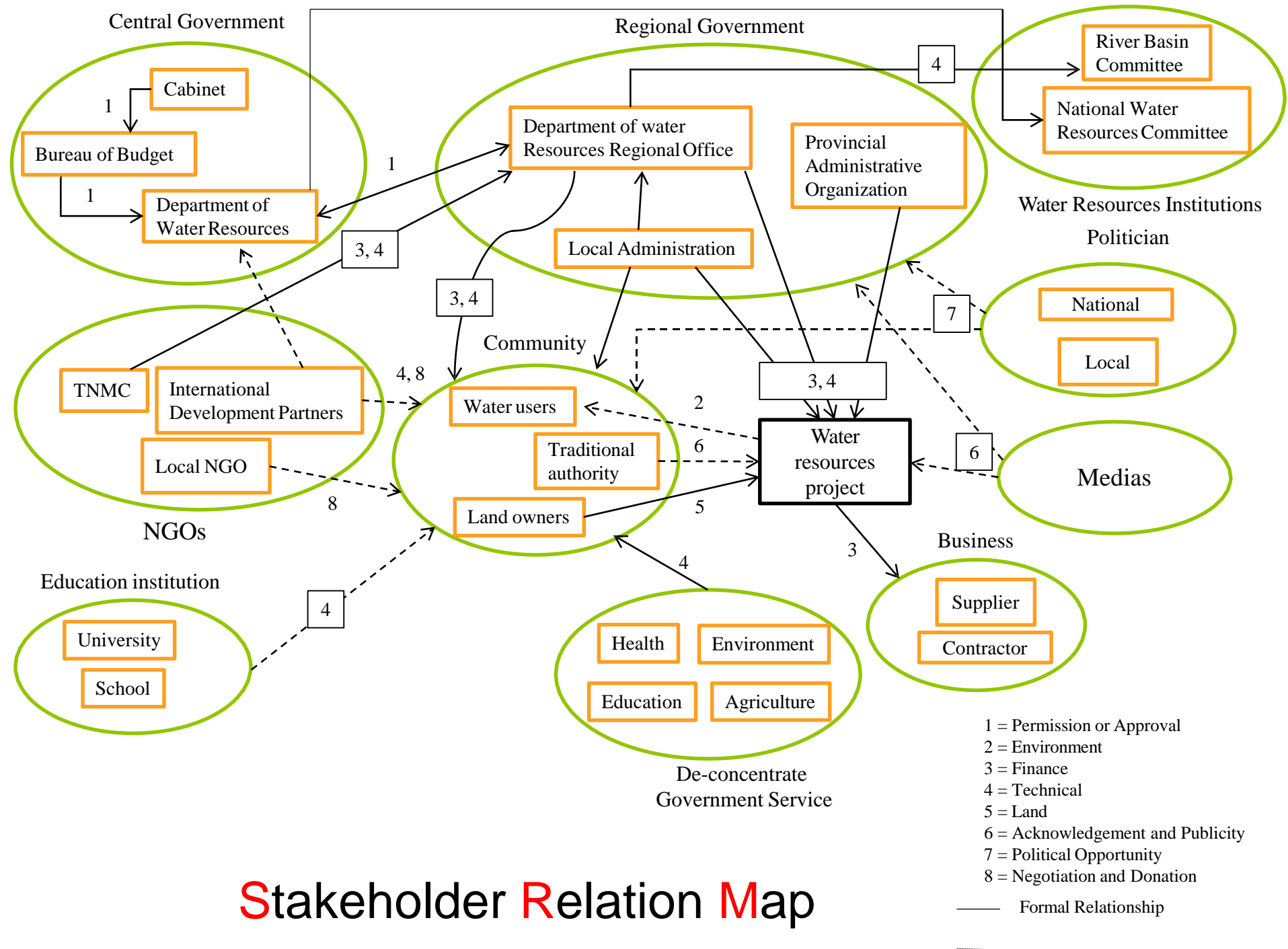
+ Example 2



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Stakeholder Map Thai Water Resources Project





Stakeholder Assessment

		High	Low
Potential for collaboration with the project	High	Mixed blessing	Supportive
	Low	Non-supportive	Marginal
		Potential to affect the project	

(Savage, et.al., 1991)



Stakeholder Assessment

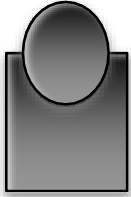
		High	Low
Potential for collaboration with the project	High	<p>Mixed blessing</p> <p>Water users Land owners Local administration office Department of water resources regional office Provincial Administrative Organization</p>	<p>Local NGOs</p> <p>Thai National Mekong Committee</p> <p>International development partners</p> <p>River basin committee</p> <p>Traditional authority</p> <p>Local university</p> <p>Supportive</p>
	Low	<p>Cabinet</p> <p>Bureau of Budget</p> <p>Department of water resources</p> <p>De-concentrate government service politician</p> <p>Non-supportive</p>	<p>Contractor</p> <p>Supplier</p> <p>National water resources committee</p> <p>Media</p> <p>Marginal</p>
		Potential to affect the project	

+ Tools



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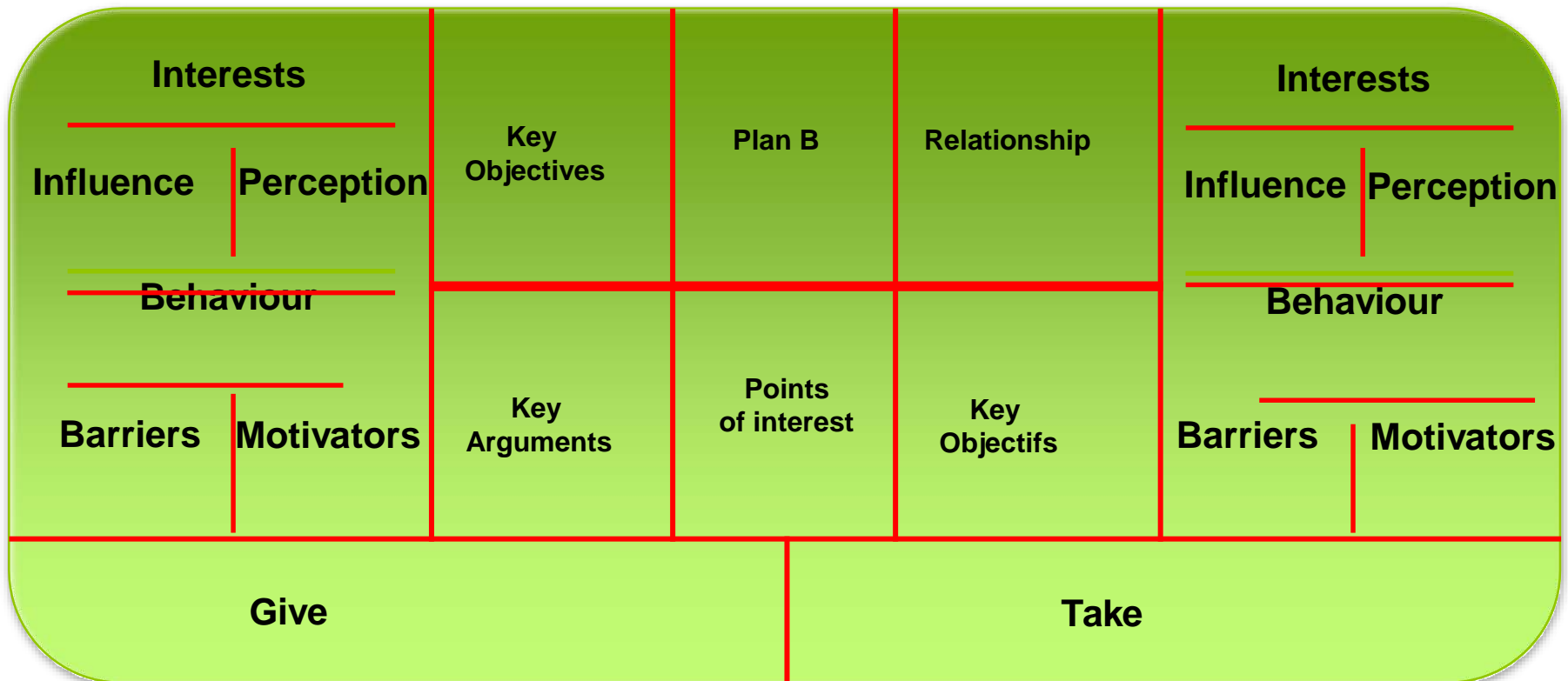
+ Negotiation Canvas



Customer



Sponsor



Stakeholder Identification

Need to know...

Who involves

Who benefit

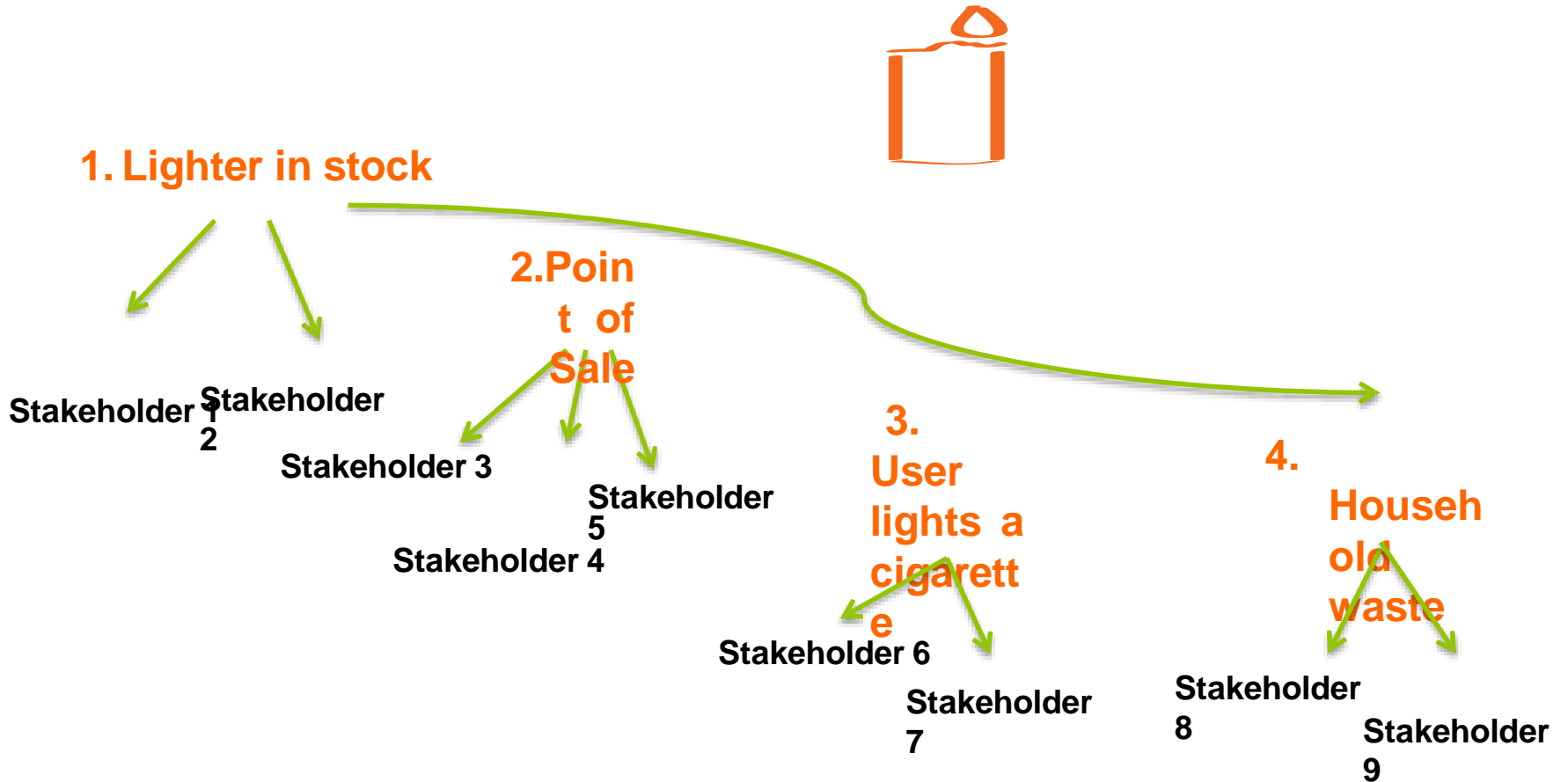
Who has impact

Who has rights and responsibilities

Who makes decisions



How to find stakeholders ?





+ How to find stakeholders 2 ?

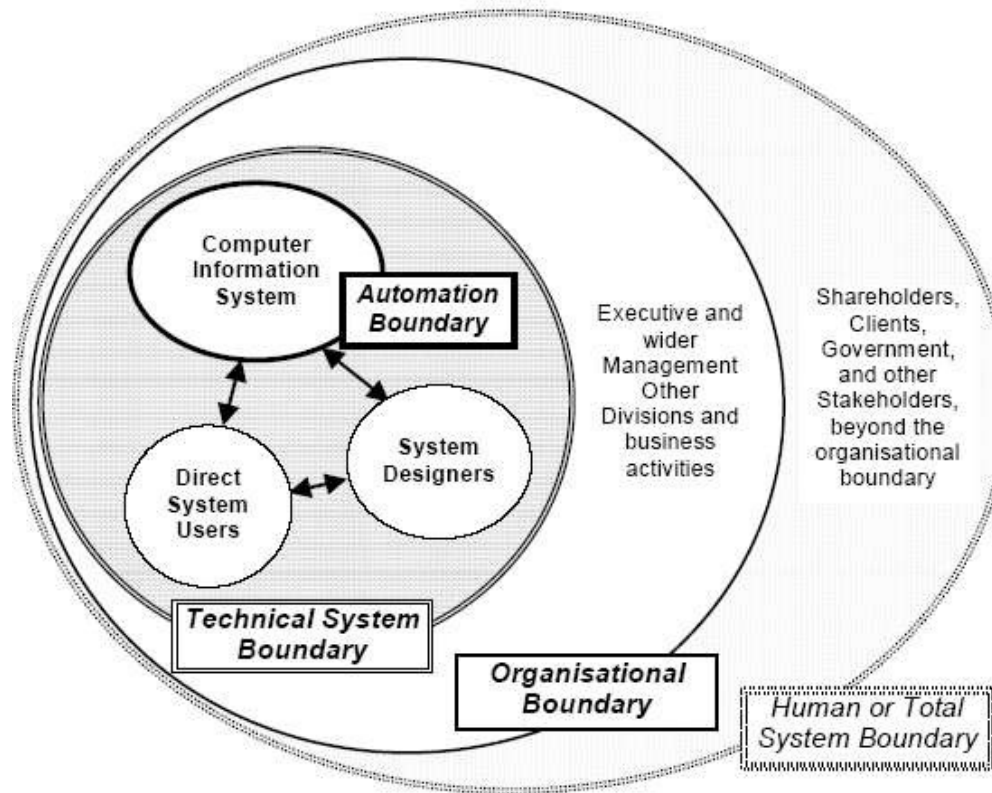
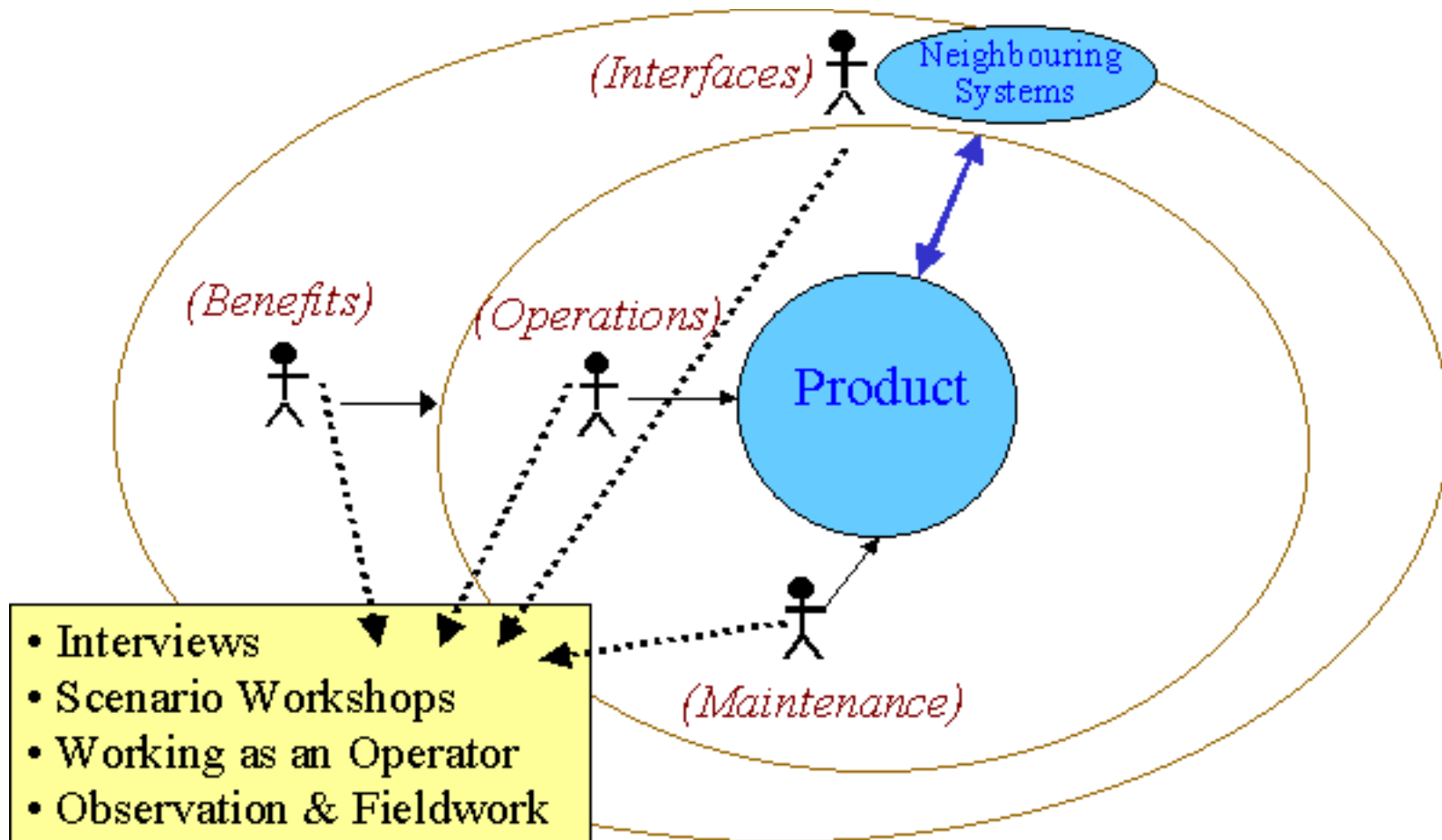


Figure 1. Choice of the System Boundary (after Midgley 1992)

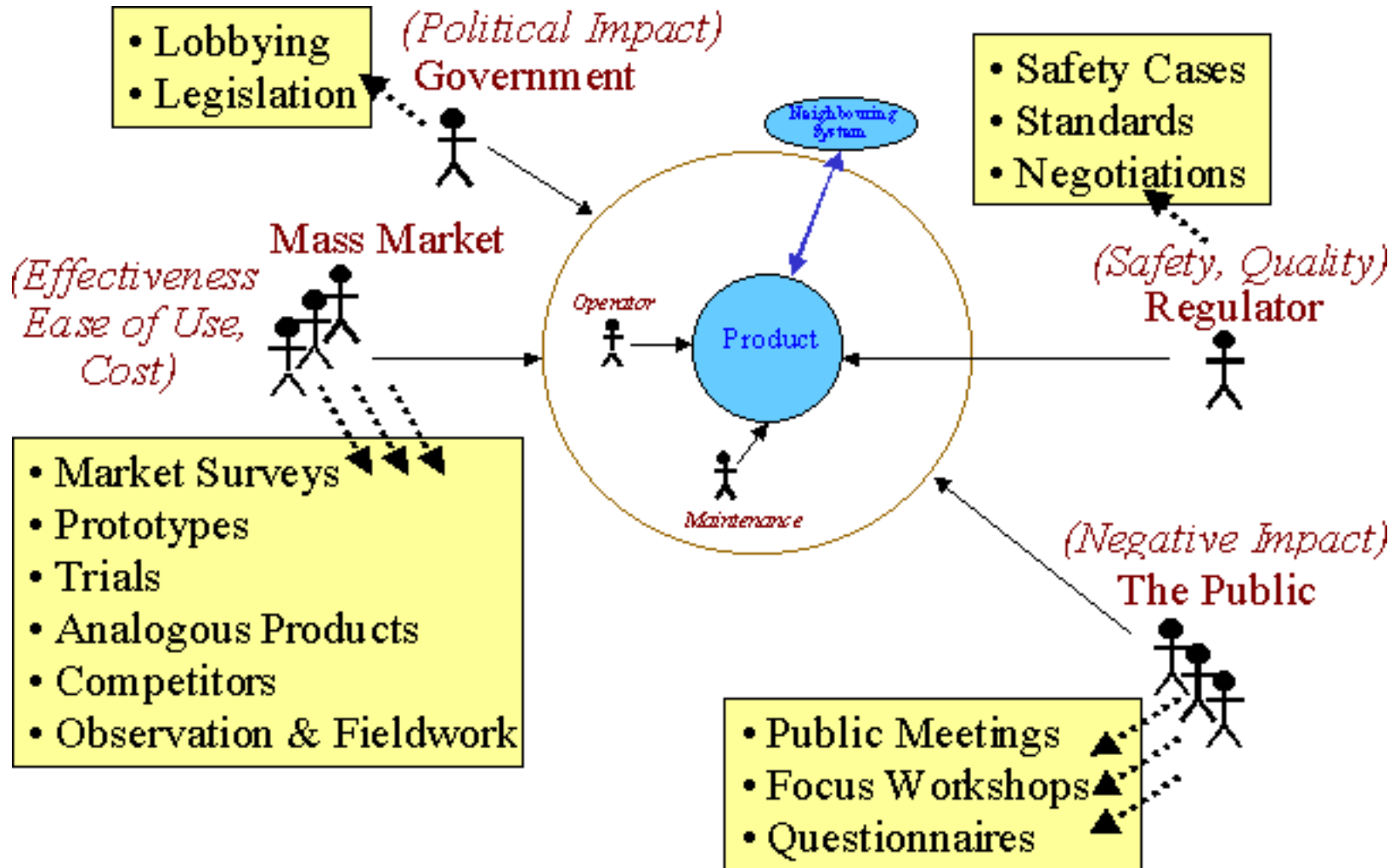


+ Eliciting from operational roles



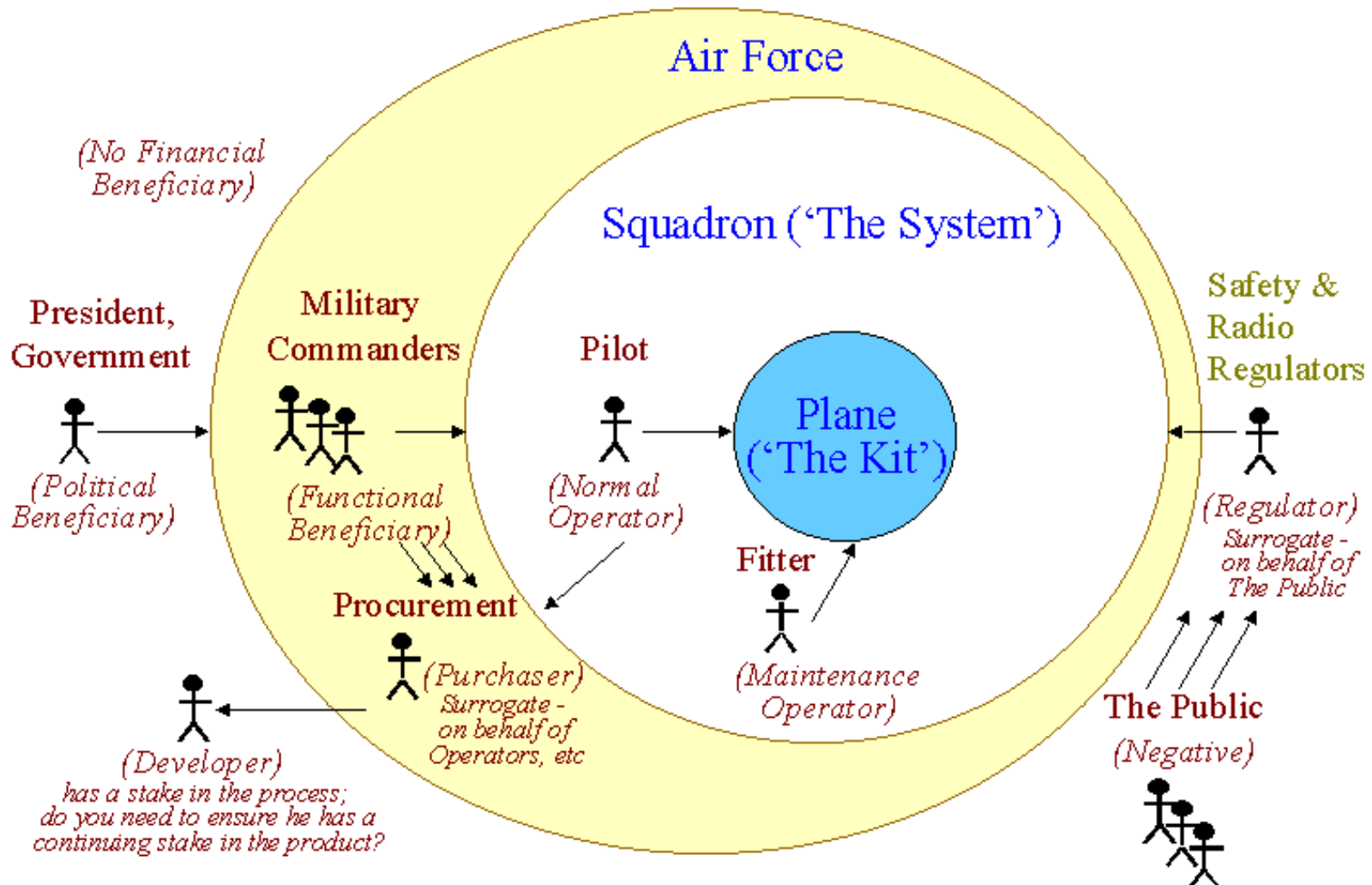


+ Eliciting from non-operational roles





+ Typical Set of stakeholders



+ Steps

- Identify stakeholders
- Know their interests and their importance
- Plan the actions to engage and manage stakeholders
- Control stakeholders interests satisfaction