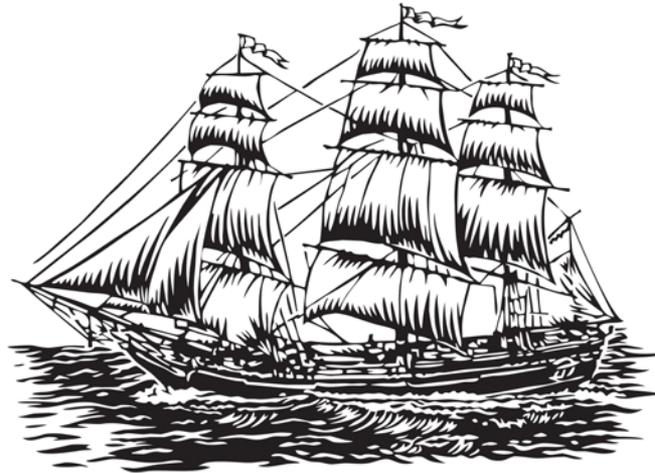


Stakeholder Management



The Three R's

The Three R's

Getting the *RIGHT INFORMATION*

To the *RIGHT PEOPLE*

At the *RIGHT TIME*

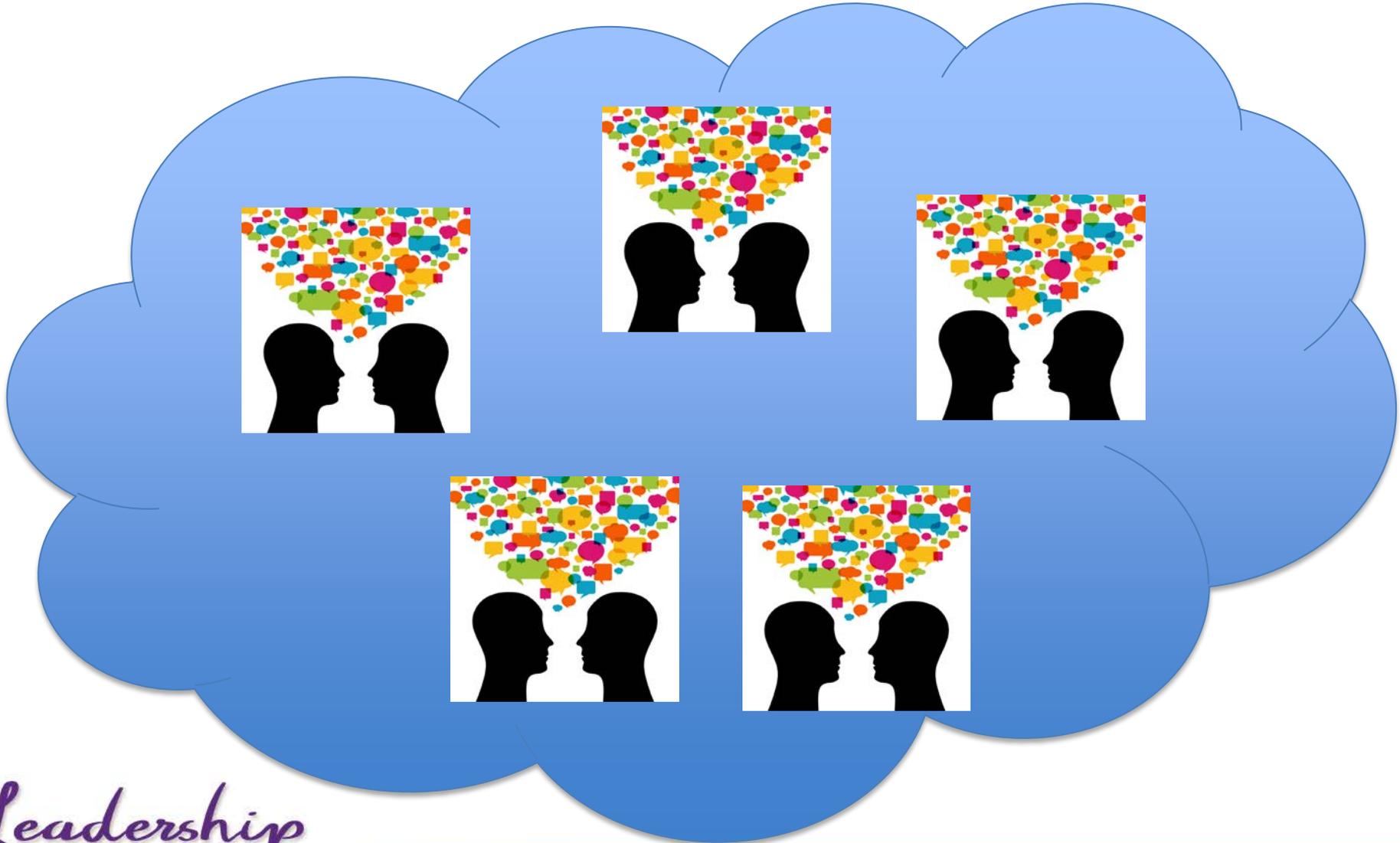


Project Stakeholder Management

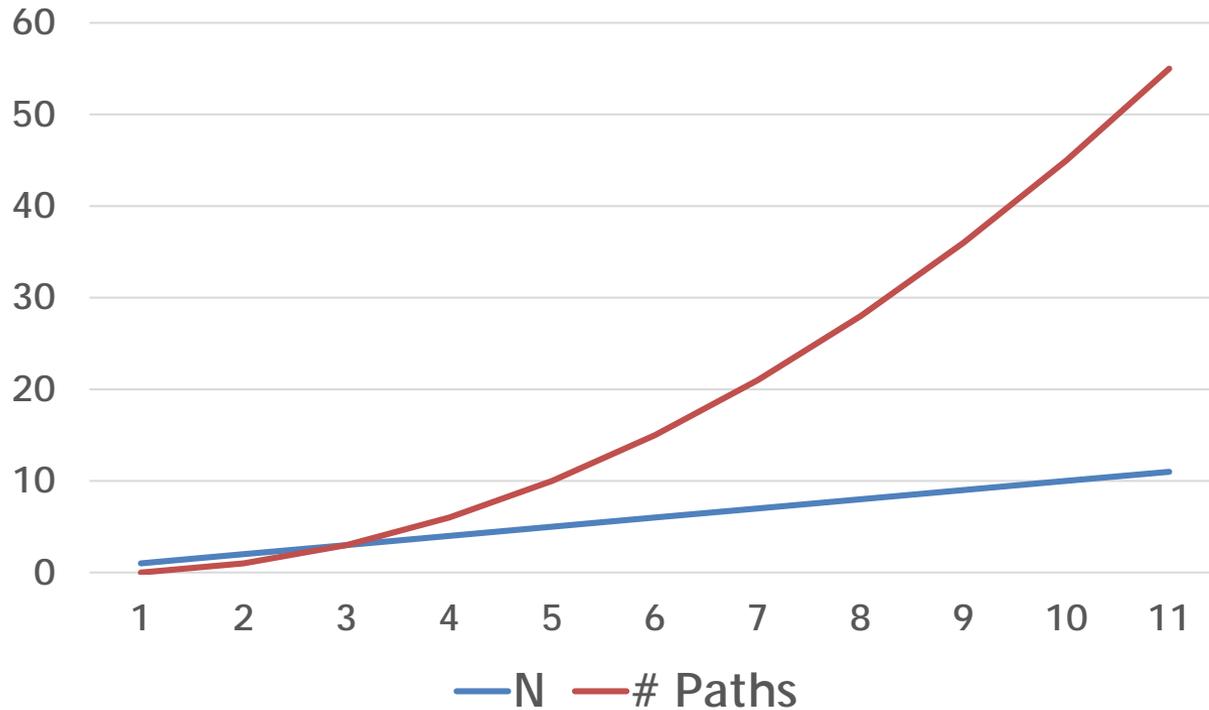
- Identify Stakeholders (Initiating)
- Plan Stakeholder Management (Planning)
- Manage Stakeholder Engagement (Executing)
- Control Stakeholder Engagement (Monitoring and Controlling)



What's the Problem?



Communication Paths



$$\# \text{ of Paths} = [N \times (N-1)]/2$$

Getting the
RIGHT INFORMATION
to the
RIGHT PEOPLE
at the
RIGHT TIME



Manage Stakeholder Engagement

- Interpersonal Skills
 - Building trust
 - Resolving conflict
 - Active listening
 - Overcoming resistance to change
- Management Skills
 - Facilitate consensus
 - Influence people
 - Negotiate agreements
 - Modify organizational behavior



A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition

Appendix X3: Interpersonal Skills

- Building Trust (one paragraph)
- Resolving Conflict (one paragraph)
- Active Listening (no mention)
- Overcoming Resistance to Change
(no mention)

Soft Skills

PMBOK® Guide

Appendix X3: Interpersonal Skills

- Leadership
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political and cultural awareness
- Negotiation
- Trust building
- Conflict management
- Coaching

Soft Skills

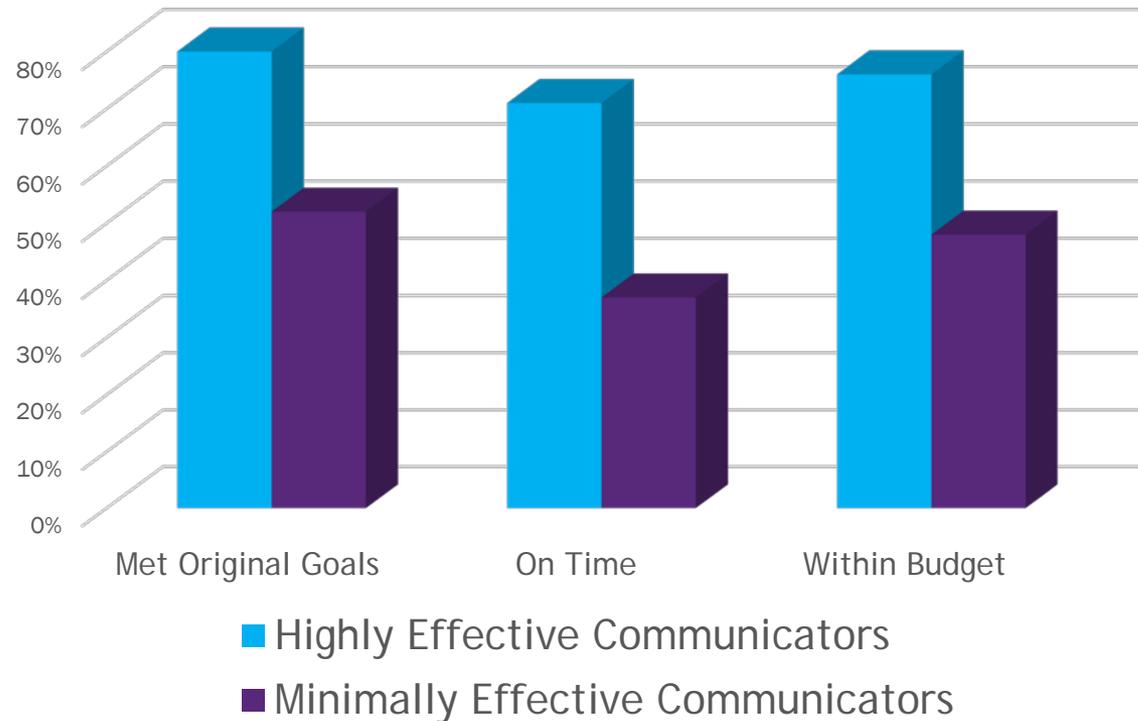
Some Others

- Professionalism
- Teamwork
- Problem solving
- Time management
- Attitude and work ethic
- Adaptability/flexibility
- Self-confidence
- Ability to learn from
- Networking

Soft Skills

*Organizations that communicate more effectively have more successful projects.**

Impact of Effective Communications



** - According to PMI's Pulse of the Profession™ In-Depth Report: The Essential Role of Communications*

Getting the
RIGHT INFORMATION
to the
RIGHT PEOPLE
at the
RIGHT TIME



Requirements Management

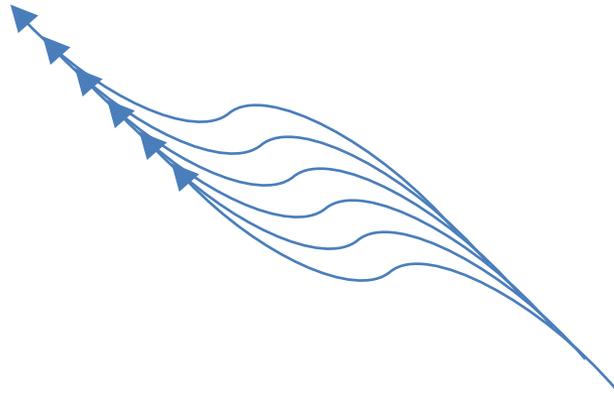
47%

*of unsuccessful projects fail to meet goals due to poor requirements management**

* - According to PMI's Pulse of the Profession™ In-Depth Report: Requirements Management: A Core Competency for Project and Program Success

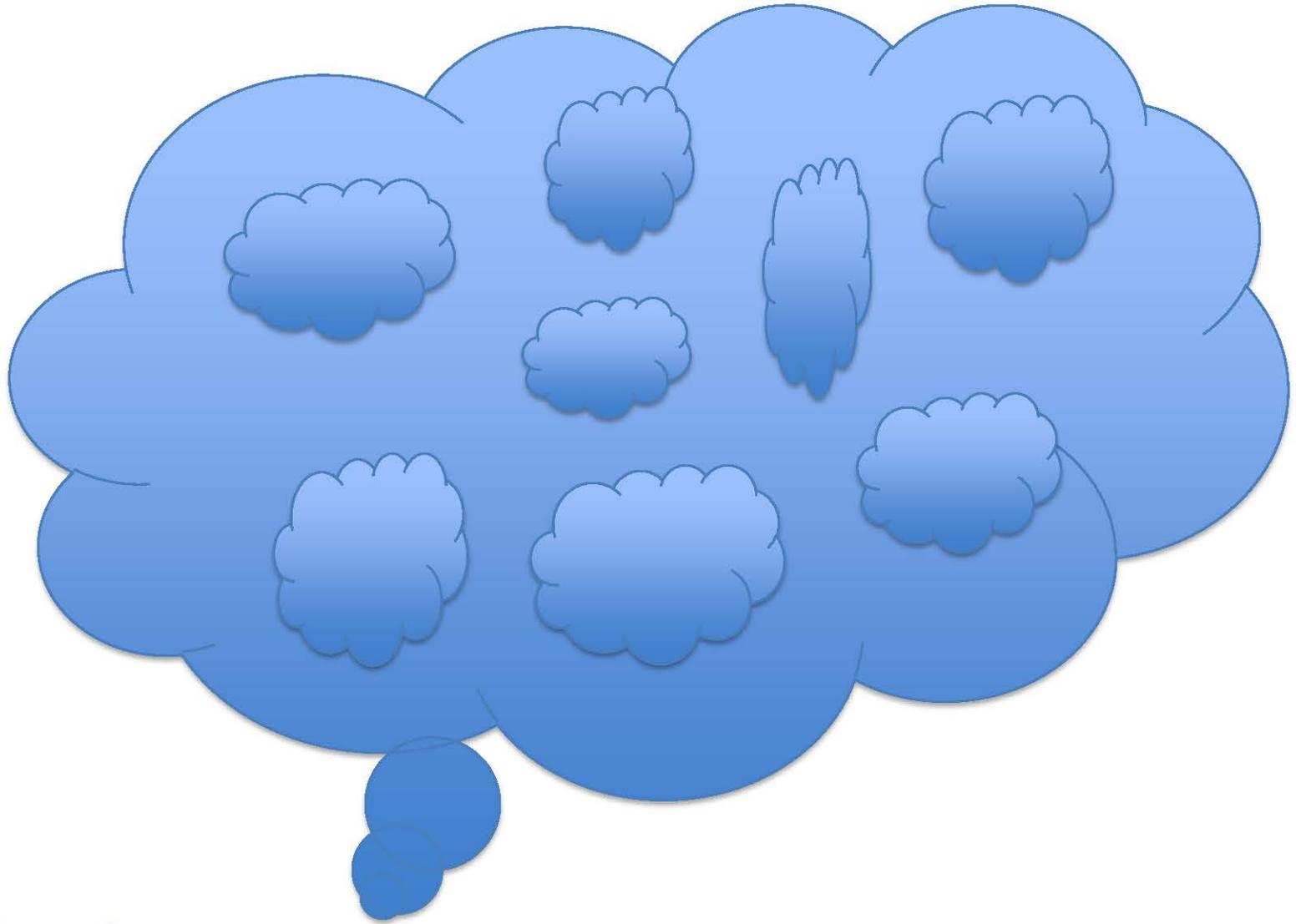
Requirements Management

OBJECTIVES (project charter)

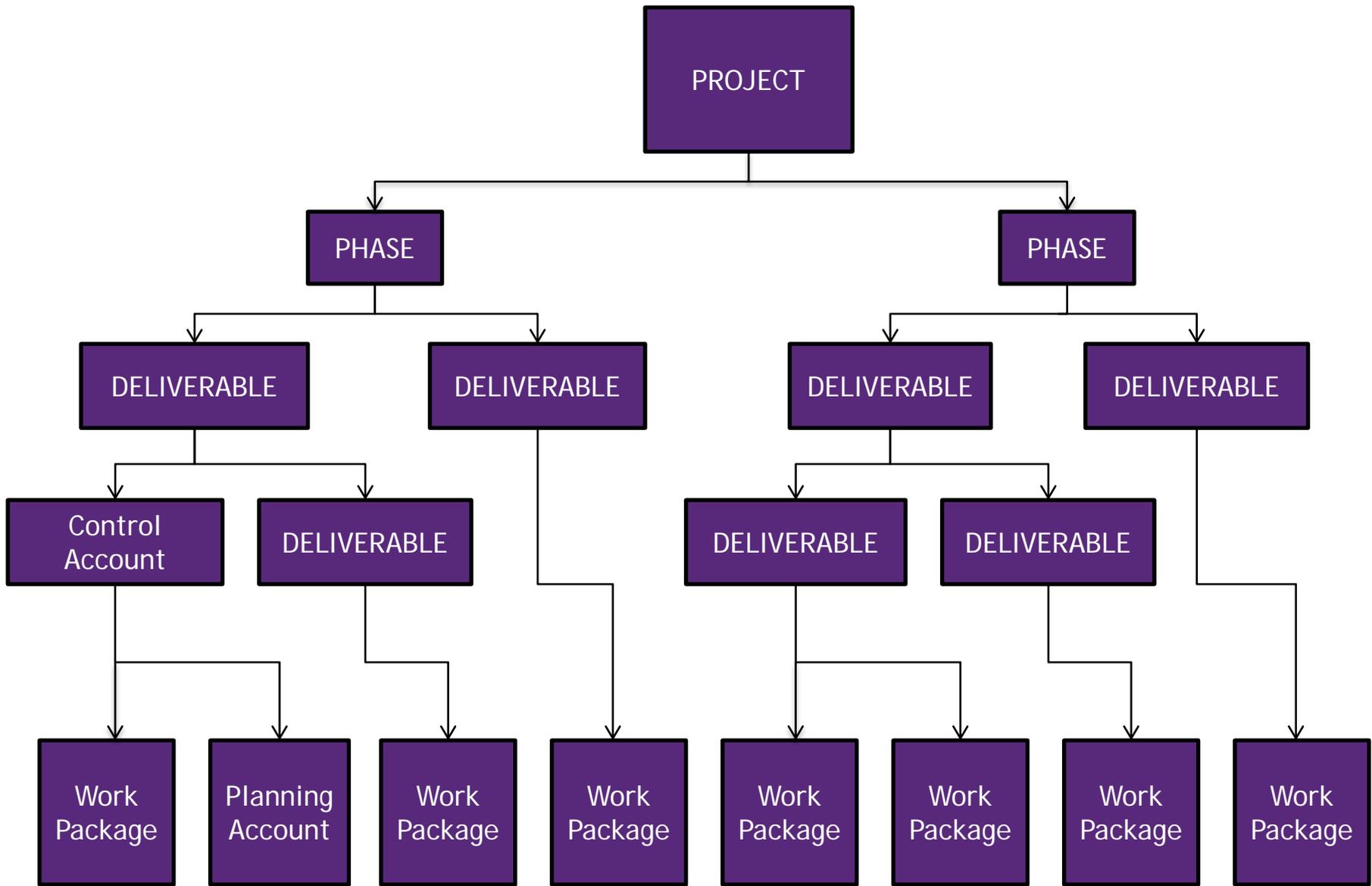


REQUIREMENTS (project plan)

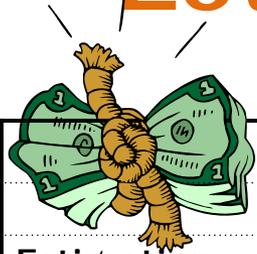
What does success look like?



Leadership
Techniques LLC



Estimating and Contingency



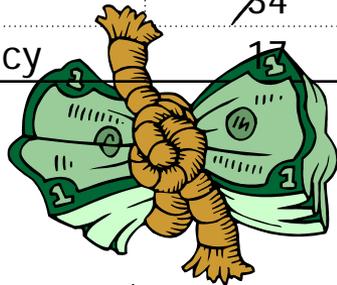
Program Evaluation and Review Technique (PERT)

Estimating	W1	W2	W3	W4	W5	Total
Optimistic	30	30	20	60	40	180
Most Likely	54	40	25	90	65	274
Pessimistic	90	75	50	125	95	435
PERT ESTIMATE	56	44	28	91	66	285

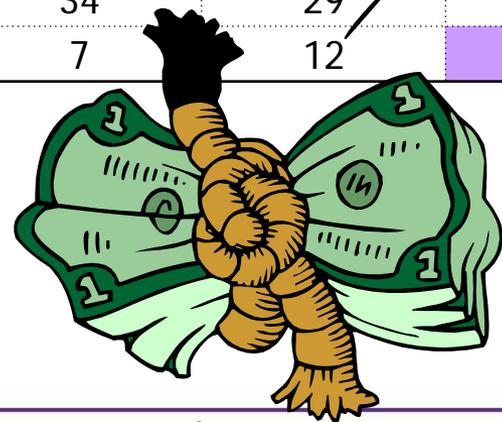
Perform a risk analysis of the pessimistic estimates.

What would cause it to go to pessimistic?

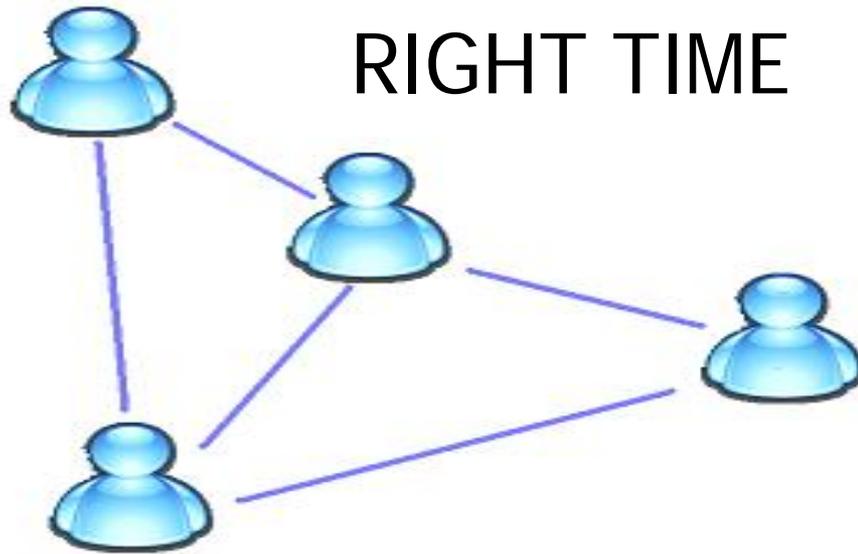
Probability	50%	40%	70%	20%	40%	
Cost	34	31	22	34	29	
Contingency	17	12	15	7	12	63



Schedule	285
Contingency	63
PLAN	348



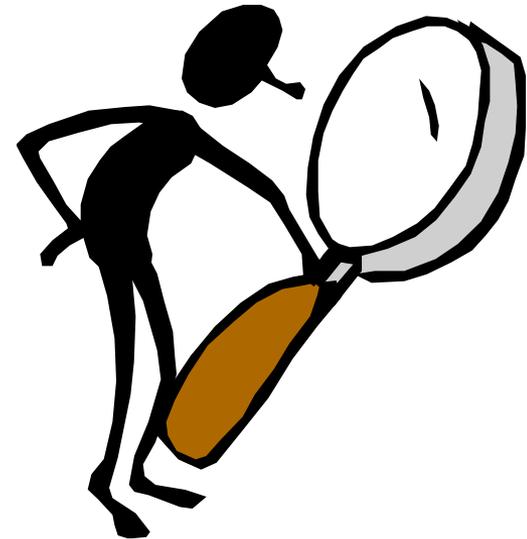
Getting the
RIGHT INFORMATION
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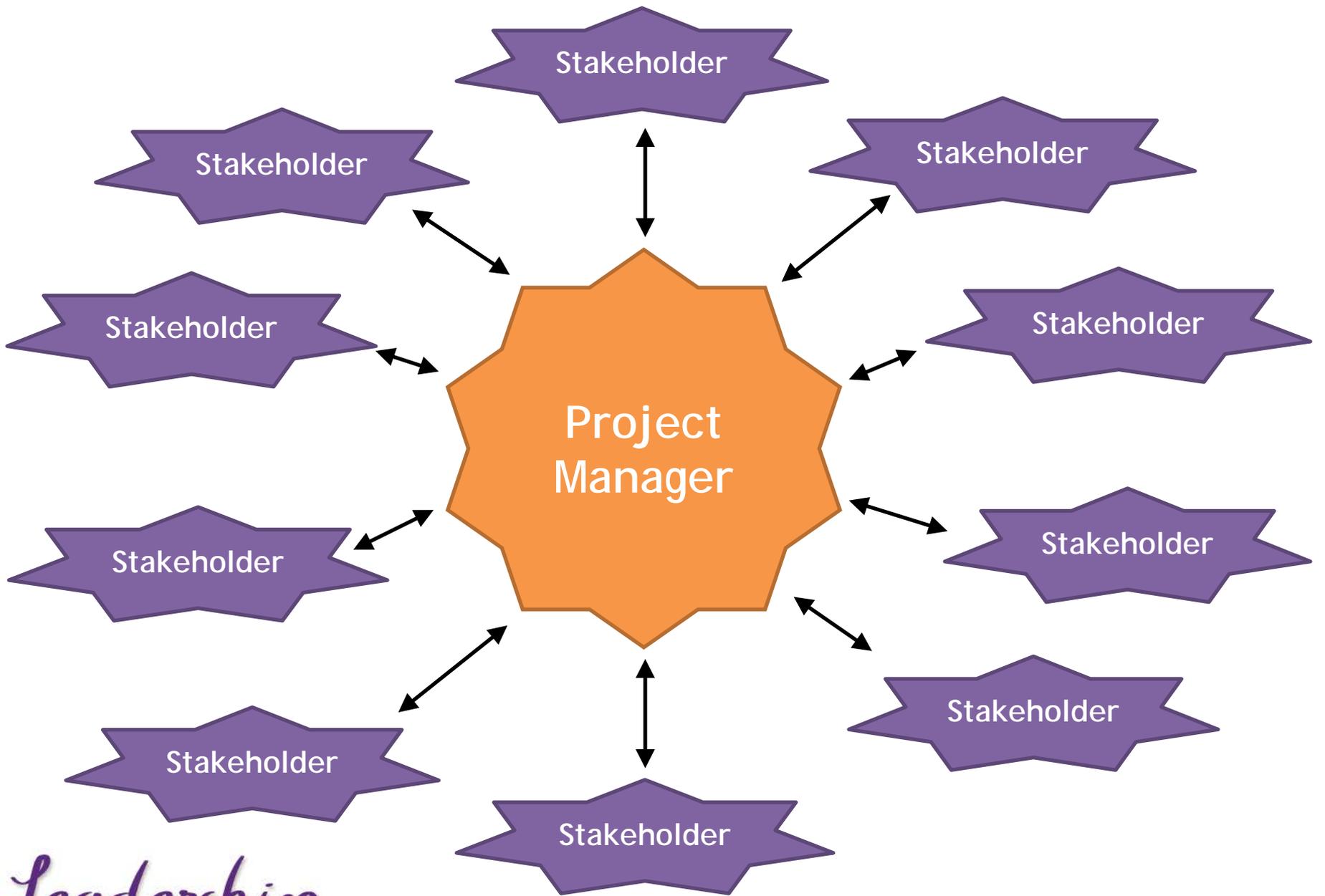


Requires Planning & Continuous Management

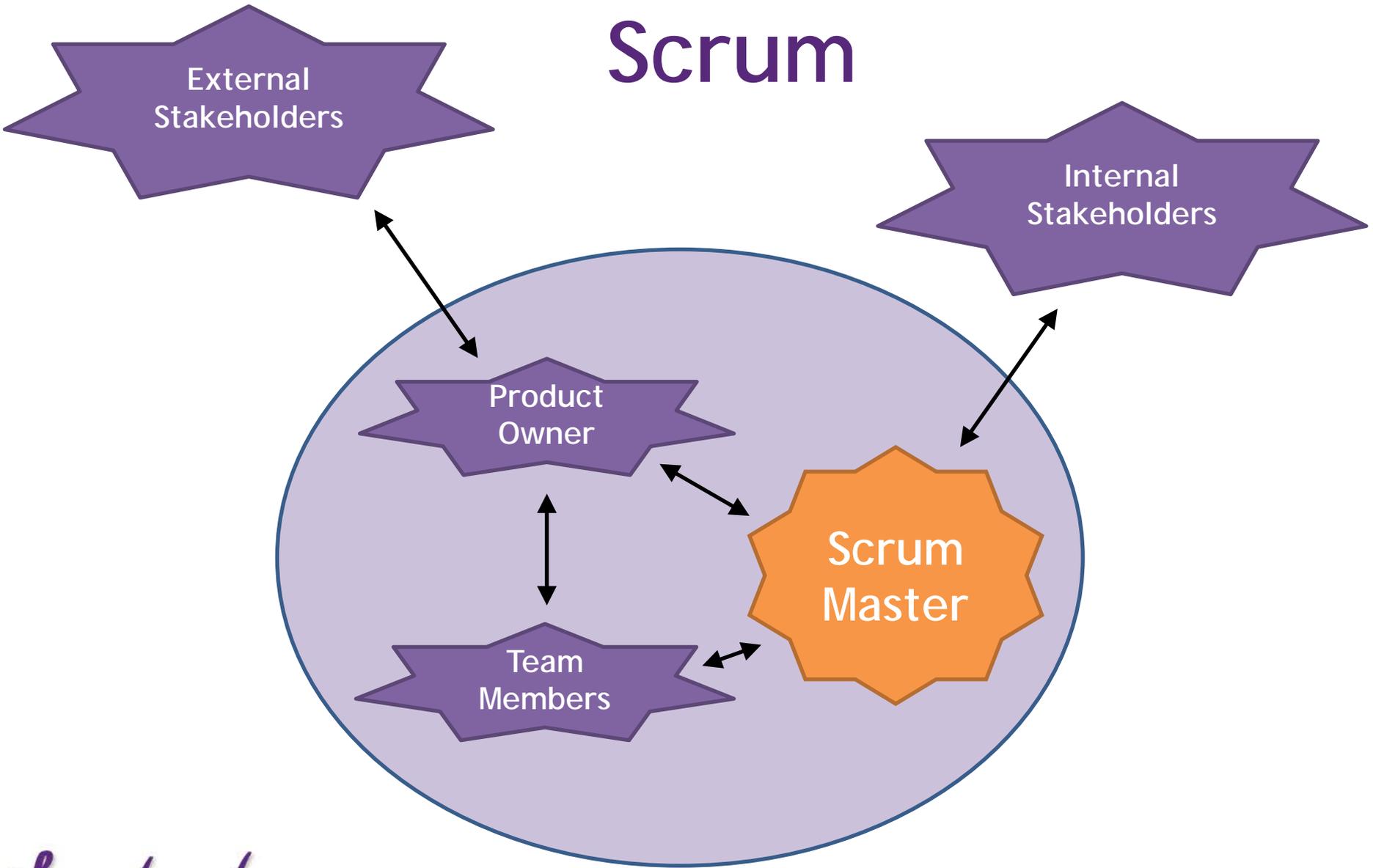
Identify Stakeholders

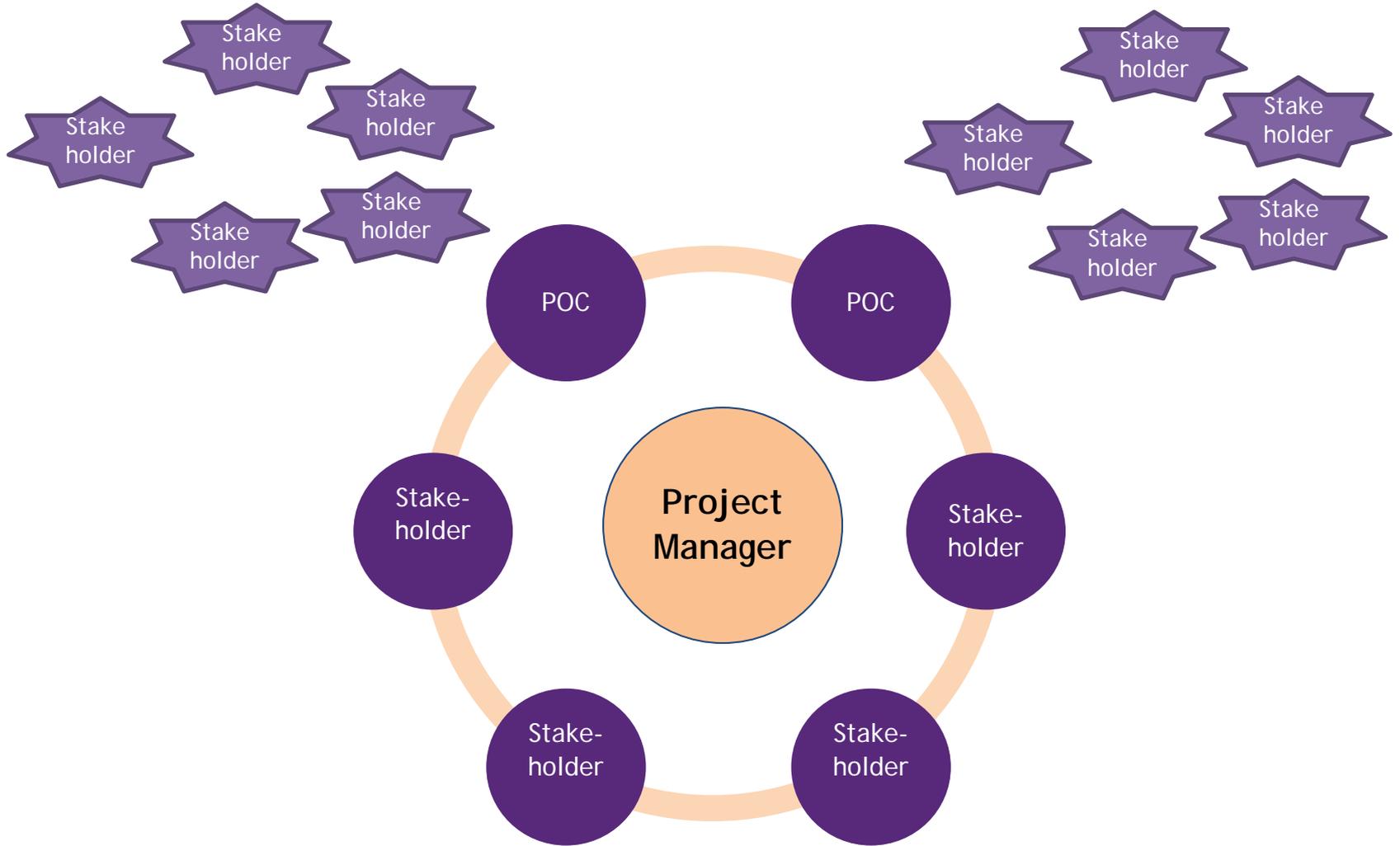
- Analyze and document relevant information:
 - Interests
 - Involvement
 - Interdependencies
 - Influence
 - Potential impact





Scrum



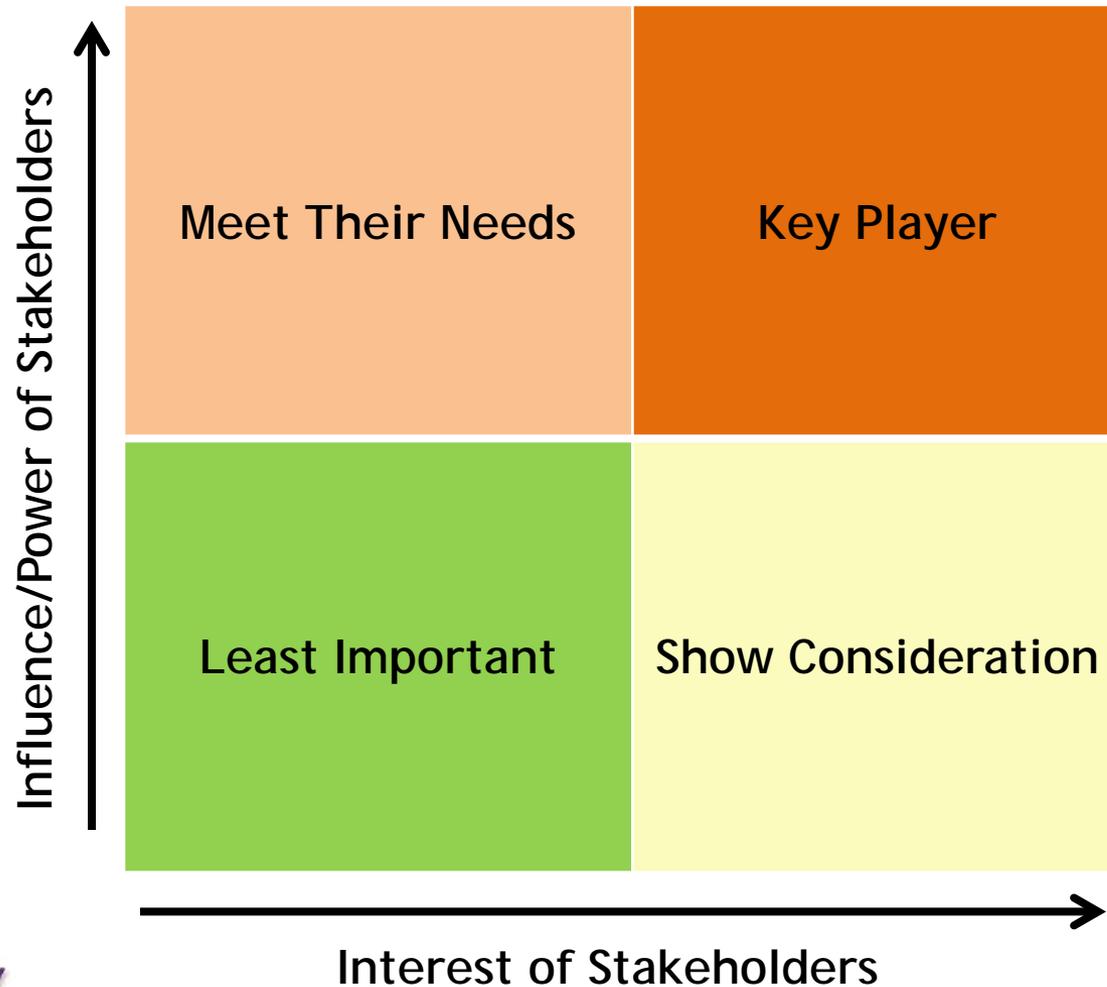


Stakeholder Analysis

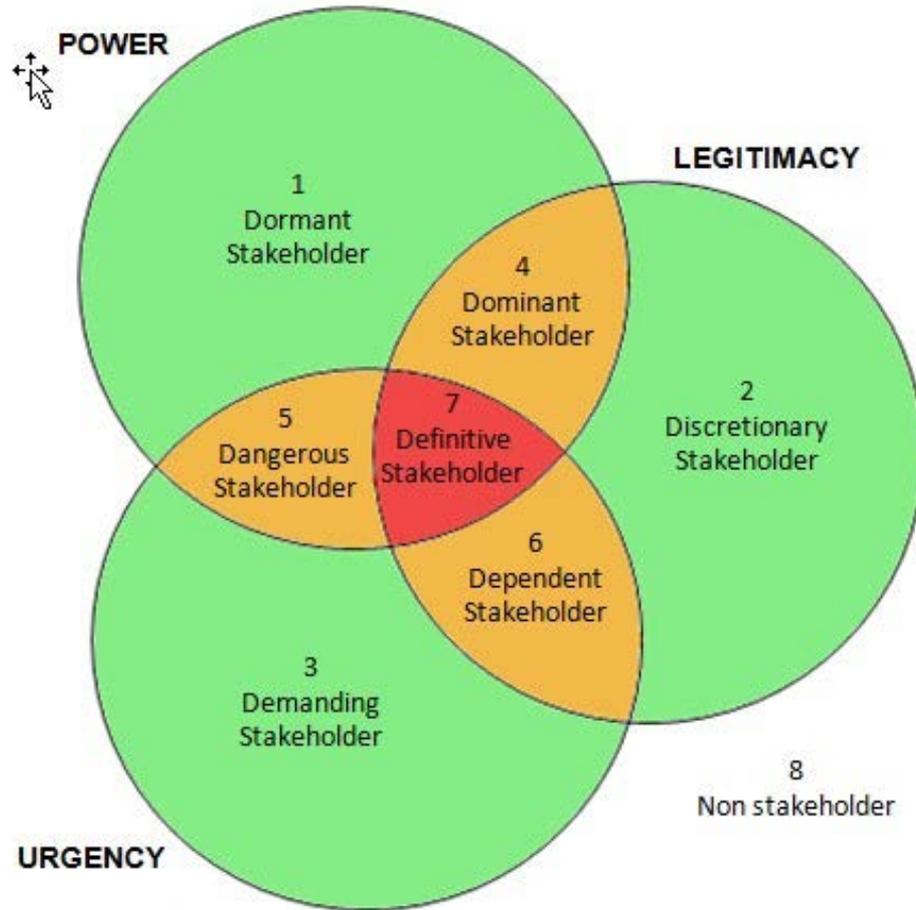
- Who has authority?
- Decision Makers - Managerial Positions?
 - Power/interest grid
 - Power/influence grid
 - Influence/impact grid
 - Salience model
 - Power (able to impose their will)
 - Urgency (need for immediate attention)
 - Legitimacy (involvement is appropriate)



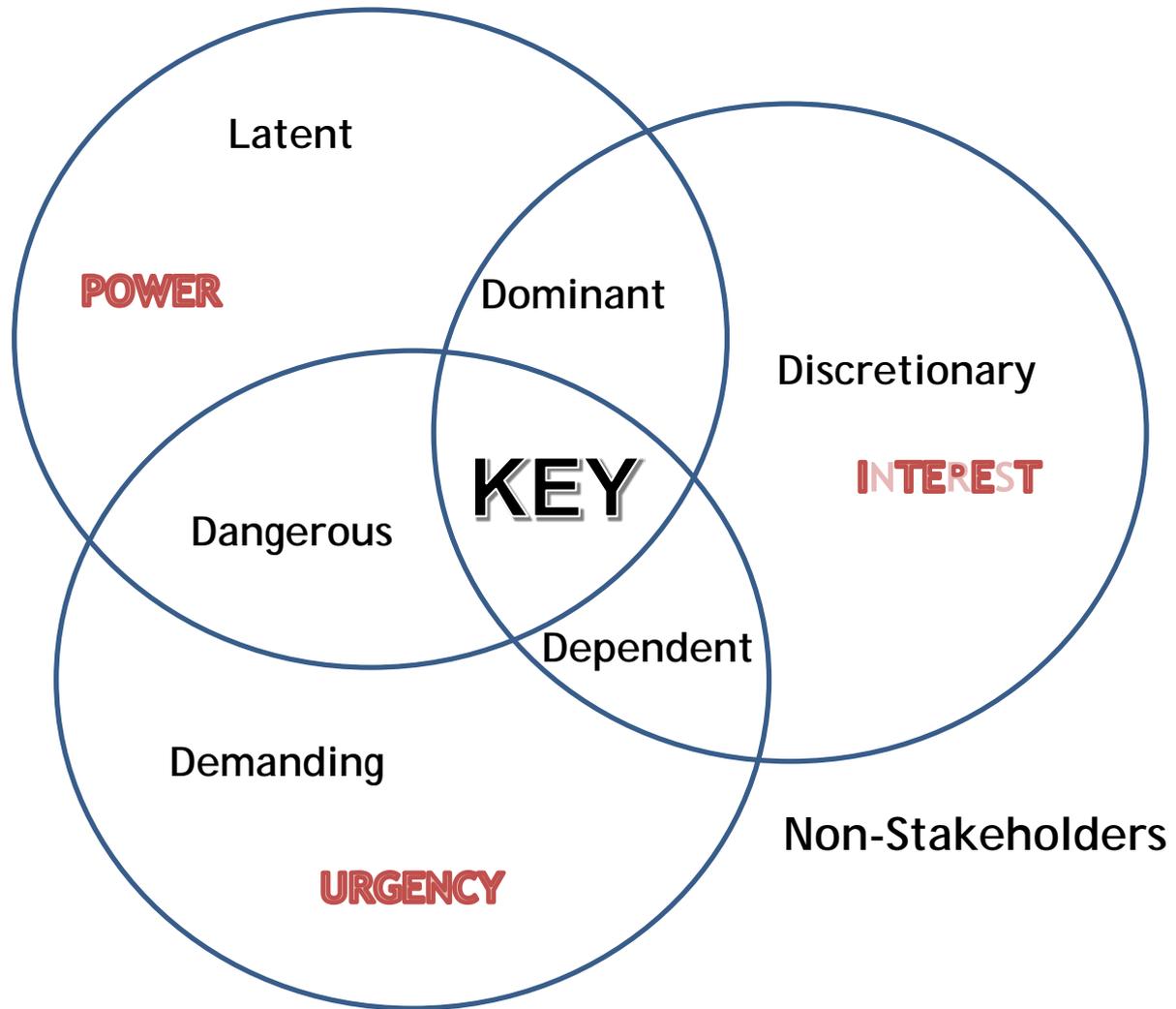
Stakeholder Analysis



Manage Stakeholder Engagement

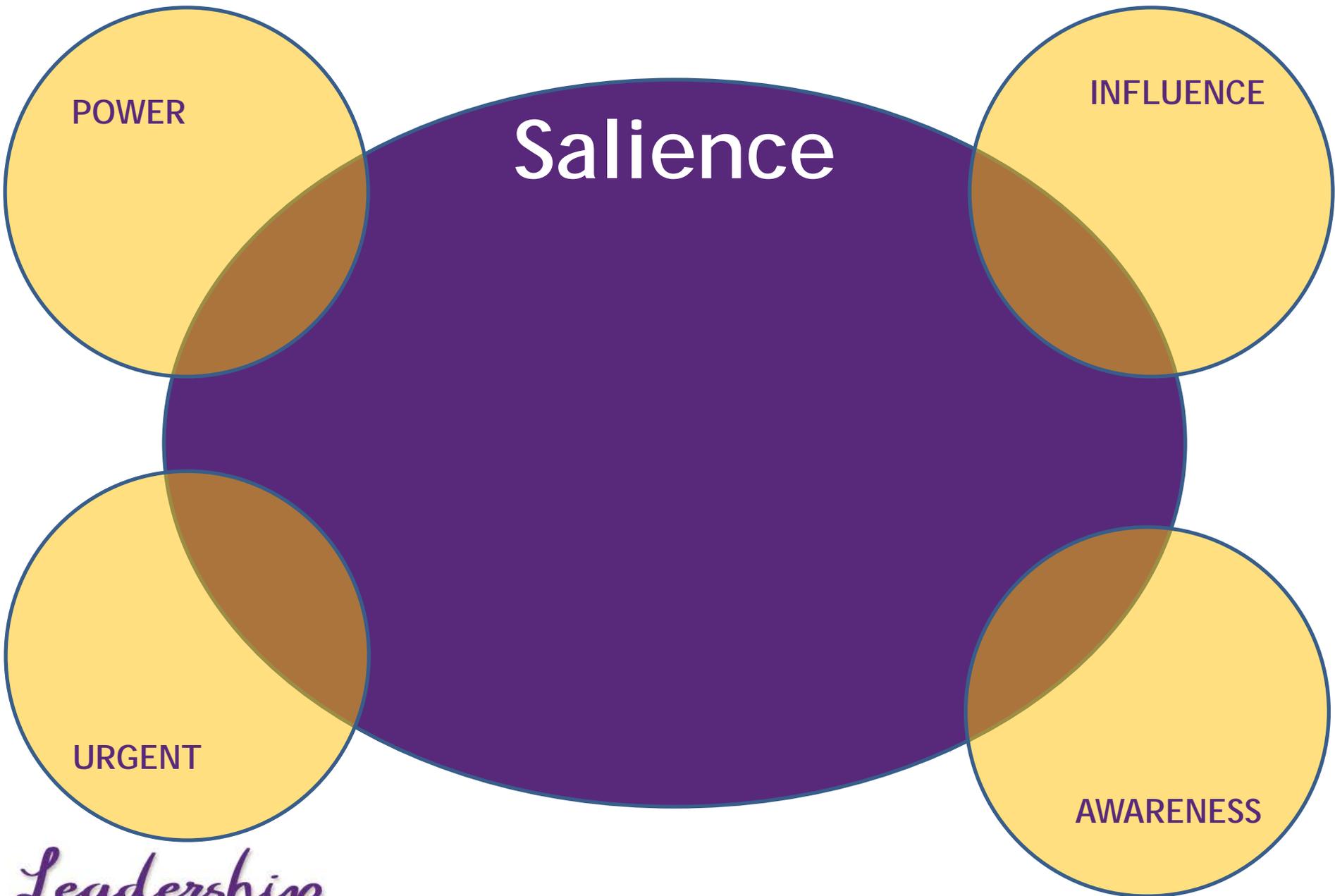


Salience Model



Stakeholder Analysis

	Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						



POWER

INFLUENCE

Salience

URGENT

AWARENESS

Communication Score

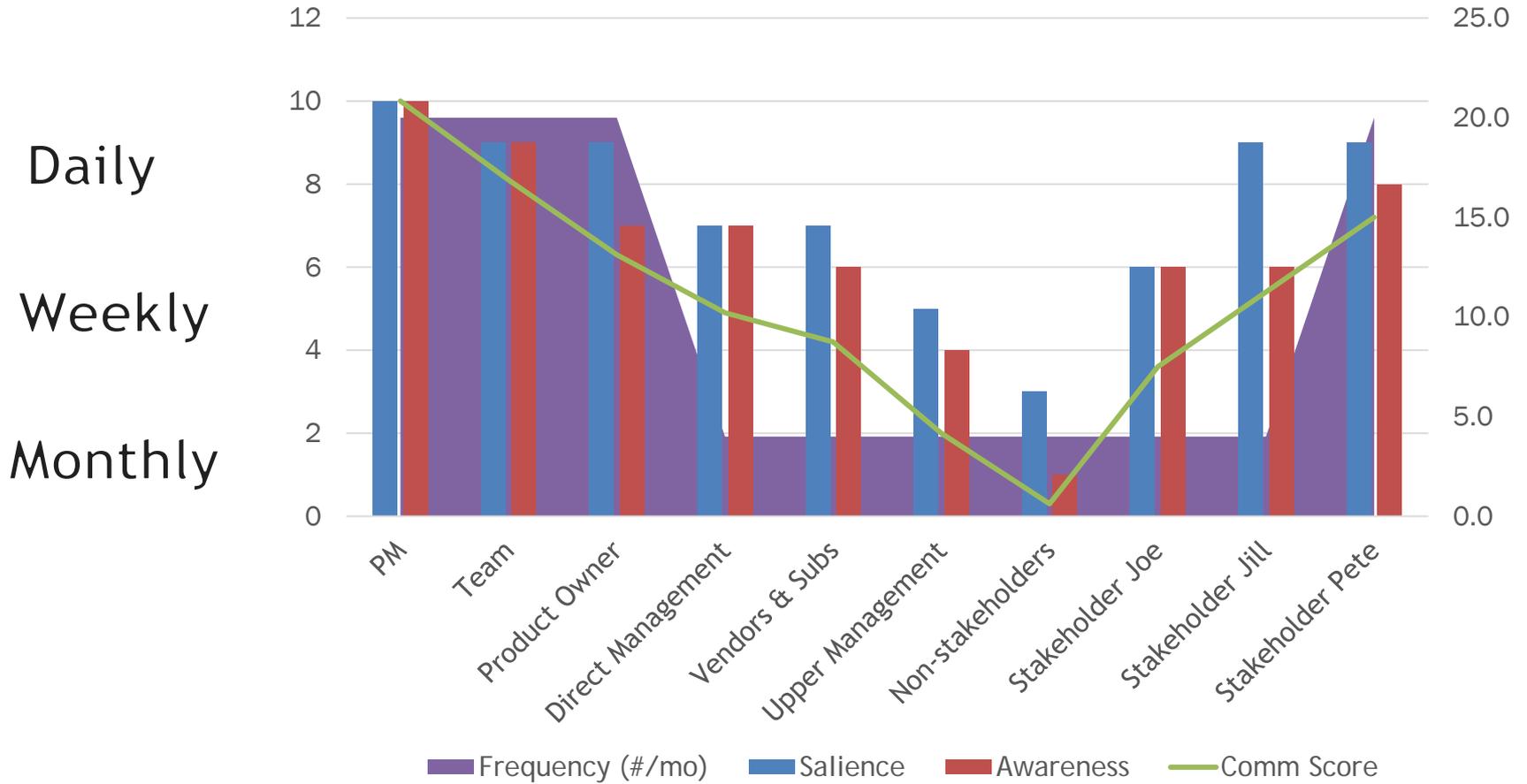


Chart in Microsoft PowerPoint - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ACROBAT DESIGN David Ne...

Clipboard Font Alignment Number Styles Cells

B1 : fx Salience

	A	B	C	D	E	F	G
1		Salience	Awareness	Comm Score	Frequency (#/mo)		
2	PM	10	10	10.0	20.0		
3	Team	9	9	8.1	20.0		
4	Product Owner	9	7	6.3	20.0		
5	Direct Management	7	7	4.9	4.0		
6	Vendors & Subs	7	6	4.2	4.0		
7	Upper Management	5	4	2.0	4.0		
8	Non-stakeholders	3	1	0.3	4.0		
9	Stakeholder Joe	6	6	3.6	4.0		
10	Stakeholder Jill	9	6	5.4	4.0		
11	Stakeholder Pete	9	8	7.2	20.0		
12							

Sheet1

READY 100%

Comm Score =[@Salience]*[@Awareness]/10

Frequency =IF([@[Comm Score]]<6,4,20)

Communication Plan

	Stakeholder	Salience	Method	Frequency	Approach
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Communication Plan

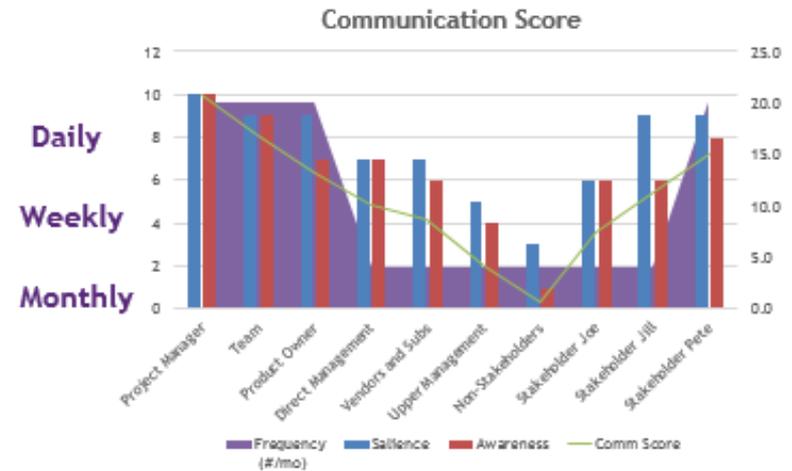
	Stakeholder	Comm Score	Frequency	Method	Approach
1	Project Manager	10.0	Daily	F2F, EM	Adaptable
2	Team	7.2	Daily	F2F, EM	Direct, Collaborative
3	Product Owner	6.3	Daily	F2F, EM	Direct, transparent
4	Direct Management	4.9	Weekly	F2F, EM	Summary, Details
5	Vendors and Subs	4.2	Weekly	EM, Phone	Details, Milestones
6	Upper Management	2.0	Monthly	Broadcast	Summary, High-Level
7	Non-stakeholders	0.3	Monthly	Broadcast	Broadcast, News
8	Stakeholder Joe	3.6	Weekly	EM	Provide background, seek advice
9	Stakeholder Jill	5.4	Weekly	EM	Very direct, very busy
10	Stakeholder Pete	9.0	Daily	EM	Can help with resources

Update Communication Plan



Bad News Ages Badly!

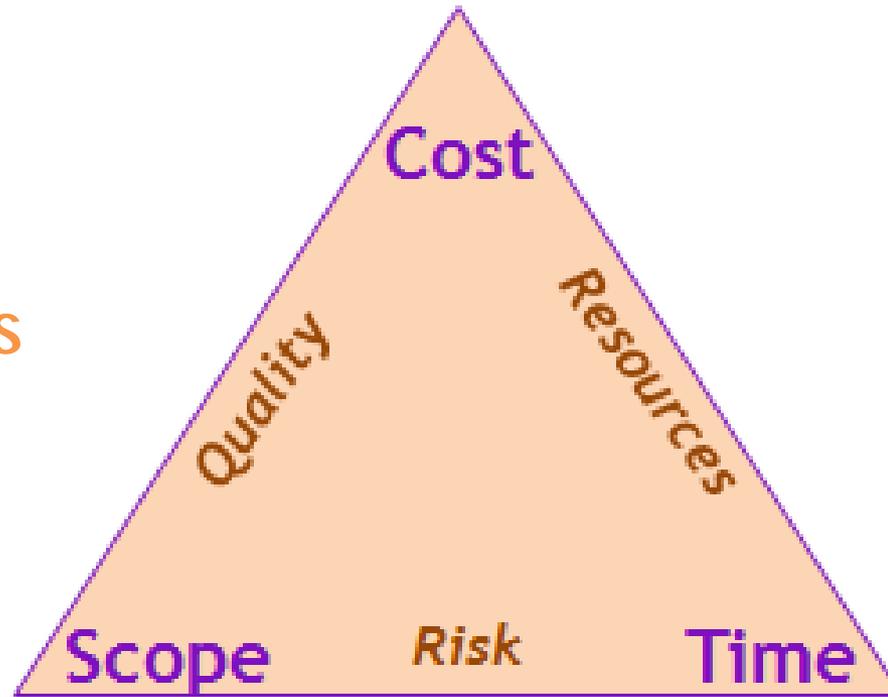
	Saliency	Awareness	Comm Score	Frequency (#/mo)
Project Manager	10	10	10.0	20.0
Team	9	9	8.1	20.0
Product Owner	9	7	6.3	20.0
Direct Management	7	7	4.9	4.0
Vendors and Subs	7	6	4.2	4.0
Upper Management	5	4	2.0	4.0
Non-Stakeholders	3	1	0.3	4.0
Stakeholder Joe	6	6	3.6	4.0
Stakeholder Jill	9	6	5.4	4.0
Stakeholder Pete	9	8	7.2	20.0



	Stakeholder	Comm Score	Frequency	Method	Approach
1	Project Manager	10.0	Daily	F2F, EM	Adaptable
2	Team	7.2	Daily	F2F, EM	Direct, Collaborative
3	Product Owner	6.3	Daily	F2F, EM	Direct, Transparent
4	Direct Management	4.9	Weekly	F2F, EM	Summary, Details
5	Vendors and Subs	4.2	Weekly	EM, Phone	Details, Milestones
6	Upper Management	2.0	Monthly	Broadcast	Summary, High-Level
7	Non-Stakeholders	0.3	Monthly	Broadcast	Broadcast, News
8	Stakeholder Joe	3.6	Weekly	EM	Provide Background; Seek Advice
9	Stakeholder Jill	5.4	Weekly	EM	Very Direct; Very Busy
10	Stakeholder Pete	9.0	Daily	EM	Can Help with Resources

Project Constraints

- Scope
- Cost
- Time
- Quality
- Resources
- Risk



Your primary responsibility is to produce the correct balance.

Our responsibility is to produce the correct balance...

AND

...not leave behind a trail of dead bodies!!!

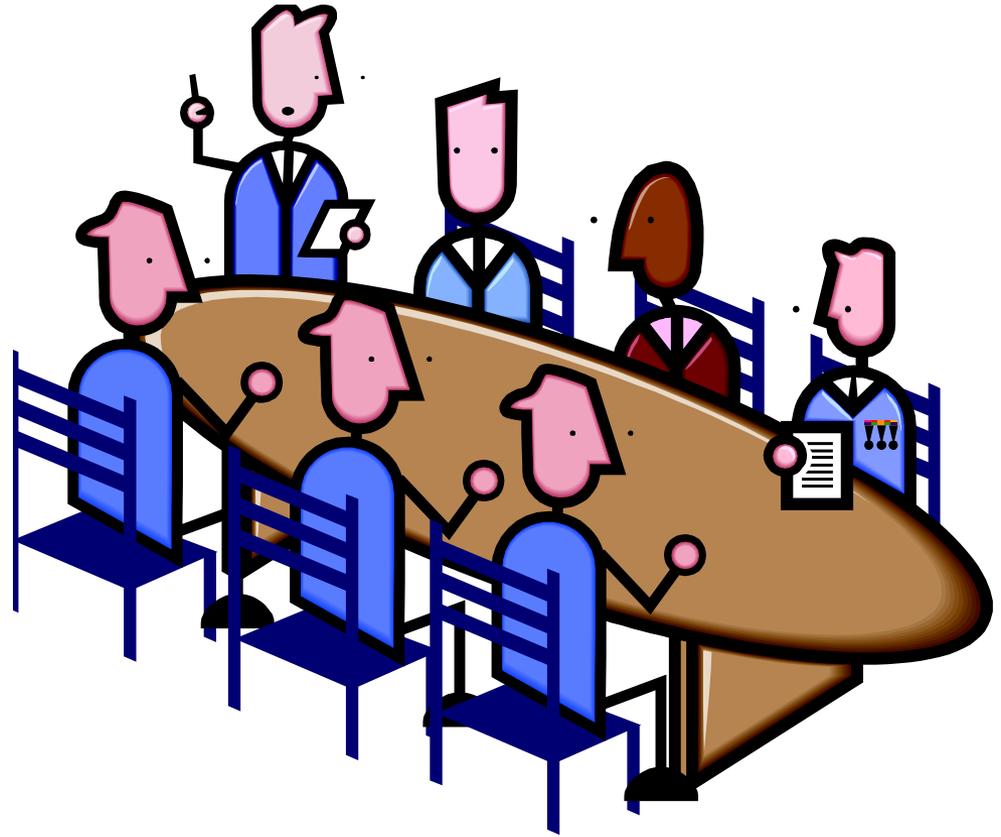
Use This Simple Tool to...

Reduce Stress

Stop Rumors

Impress Clients

Amaze Your Boss!



Getting the
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Thank You!

www.leadershiptechniquesllc.com

Lisa Hammer, PMP: (301)667-3915

lisa@leadershiptechniquesllc.com

David B. Newman, PMP: (240)446-6231

dave@leadershiptechniquesllc.com

Upcoming Classes

Collaborative Communications Strategies: Negotiation Skills & Engagement Practices

- Date and Location: January 26 at Johns Hopkins University, Rockville Campus
- PDUs: 8 PDUs (7 Leadership and 1 Strategic) - we register them for you!
- **New Year Half Price Sale!! \$174.50 for PMI members (enter code 2016 for discount)**
Sign up before seats fill up!

The Happy Project Manager!

- Date and Location (2 options): January 28 CCMIT in Linthicum Heights, MD (near BWI) or February 25 at Johns Hopkins University, Rockville Campus
- PDUs: 8 PDUs (3 Technical and 5 Leadership) - we register them for you!
- Cost: \$349 for PMI members; \$399 for non-members (enter code 2016 for discount)
- Other: Continental breakfast and lunch included
- Register: www.leadershiptechniquesllc.com/registration

Questions or more information: Contact Lisa at 301-667-3915 or Lisa@LeadershipTechniquesLLC.com

Leadership Techniques, LLC

Reliable - Dynamic - Relevant

"No one would have crossed the ocean if he could have gotten off the ship in the storm."

- *Charles Kettering,
American inventor*

