Advanced Techniques In Stakeholder Management

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Advanced Techniques in Stakeholder Management
   a) Basic Stakeholder Management
   b) Creating a Power/Interest Grid
   c) Integrating Stakeholder Management and Communication Plan
   d) Using the Stakeholder Engagement Matrix
   e) Tracking Engagement with Net Promoter Score
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Q & A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

What are your expectations from this webinar?

Why are you here today?

NK Shrivastava, PMP, RMP, ACP, CSM, SPC

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Helping organizations turn their project management capability into a *competitive advantage*

My professional journey b/f RefineM

* CEO/Consultant since Dec 2011
  * Agile Coaching/Adoption
  * Project Management/ Process Improvement Consulting and Training
  * Project Management Toolkits (for PMs, Executives and Agile Practitioners)
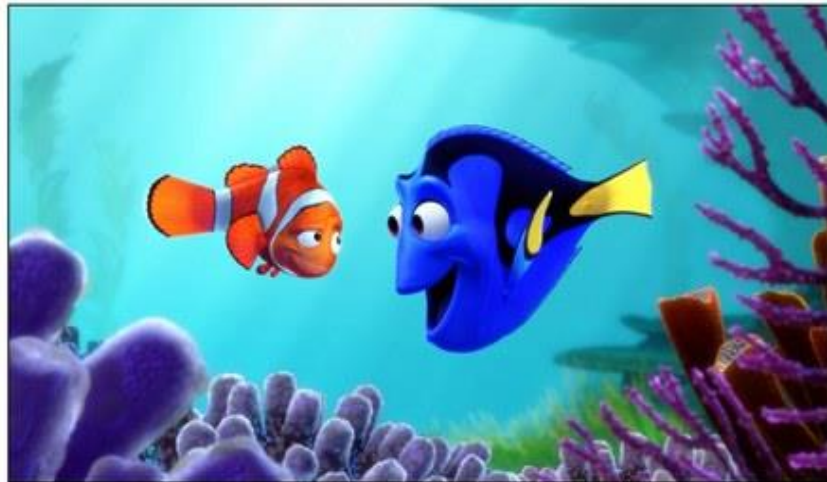
* 20+ years of Successful Project Leadership
  * Led 100s of projects of all sizes, successfully
  * Recovered many projects, saved millions of $
  * Implemented numerous process improvements
  * Coached/mentored 100s of PMs, and some executives
  * Board Member – SWMO PMI Chapter (2008-2014)

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Advanced Techniques in PM

1. Overview
2. **Advanced Stakeholder Management**
3. Advanced Scope/Change Management
4. Performance Measurement Using EVM
5. Advanced Risk Management

What else do you consider advanced skills?

Who Can Use These Techniques?

* Experienced project managers

* May or may not have a certification such as PMP®

* PMO leads / directors looking for training for PMs

* PMs looking to take on greater leadership role

Advanced Techniques In Stakeholder Management

- Basic Stakeholder Management
- Creating a Power/Interest Grid
- Integrating Stakeholder Management and Communication Plan
- Using the Stakeholder Engagement Matrix
- Tracking Engagement with Net Promoter Score

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Basic Stakeholder Management

* Stakeholder management starts with:
  - ✓ Identifying stakeholders
  - ✓ Building the stakeholder register
  - ✓ Making sure all stakeholders are included in the stakeholder register
 - ✓ Getting contact information, contact preferences, expectations

How can project managers go beyond?

Why Stakeholder Management?

* Win and keep support for your projects

* Make sure scope is complete

* Make sure project goals are met

* Make sure stakeholders are satisfied

Why else is stakeholder management important?

Creating a Power/Interest Grid

FIGURE 1. STAKEHOLDER INFLUENCE/INTEREST GRID
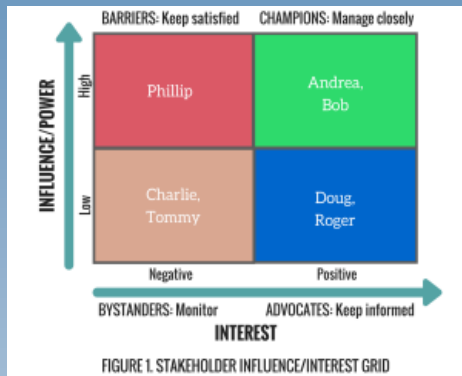
- Importance of Both Processes
- Initiation / Planning Phase Steps
- Execution Phase Steps

Power / Interest Grid

* Sometimes influence / interest grids are also used

* Classifies stakeholders by:
  - Level of power or influence: High or low
  - Level of interest in the project: Positive or negative

* Stakeholder classifications
  - High power and positive interest – **Champions** – Manage Closely
  - Low power and positive interest – **Advocates** – Keep Informed
  - High power and negative / no interest – **Barriers** – Keep satisfied
  - Low power and negative / no interest – **Bystanders** – Monitor

Power / Interest Grid Example

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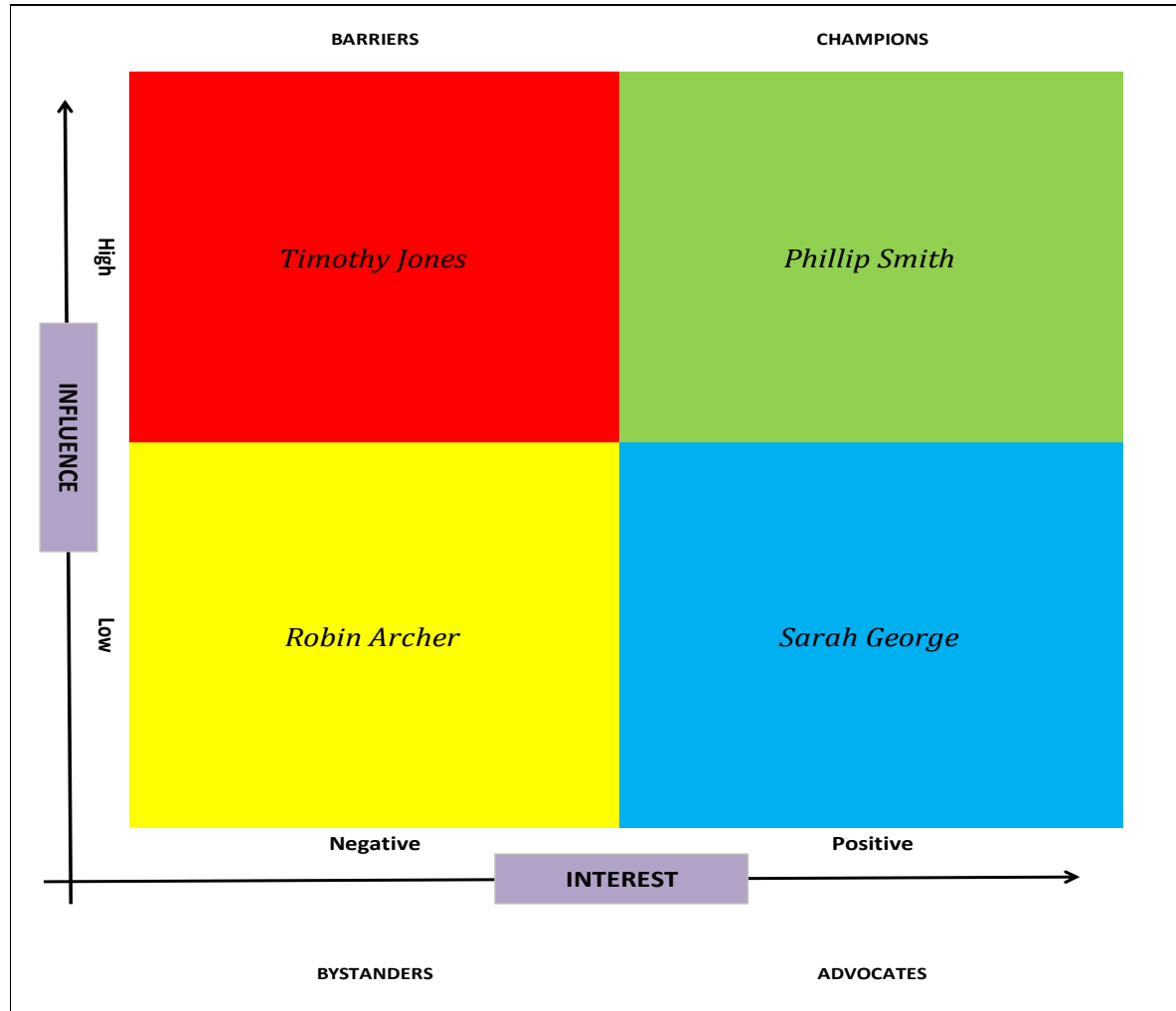**Stakeholder Engagement Matrix**

Project: Data Migration

1. List all internal and external stakeholders.
2. List all the stakeholder information and fill the respective columns.
3. Attempt to move stakeholder engagement from left to right. (C=Current, D= Desired, level of engagement)

S.No	FirstName	LastName	Department/ Group	Role	Internal/ External	Preferred Communication	Expectations	Interest	Influence	Result
1	Phillip	Smith	PMO	PM	Internal	Email	Well-run project	Positive	High	Champions
2	Timothy	Jones	IT	Manager	Internal	Phone	Project finished in 3 months	Negative	High	Barriers
3	Sarah	George	IT	Lead	Internal	Weekly Meeting	Meets all requirements	Positive	Low	Advocates
4	Robin	Archer	Legal	Manager	Internal	Face to Face	Complies with law	Negative	Low	Bystanders
5										
6										

Power / Interest Grid Example

BARRIERS   CHAMPIONS

Timothy Jones   *Phillip Smith*

INFLUENCE   High

Robin Archer   *Sarah George*

Low

Negative   Positive

INTEREST

BYSTANDERS   ADVOCATES

Integrating Stakeholder Analysis and the Communication Plan

- Importance of Both Processes
- Initiation / Planning Phase Steps
- Execution Phase Steps

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Importance of Both Processes

* Stakeholder register and communication plan are critical

* Stakeholder register: Identifies stakeholders

* Communication plan: Reaches stakeholders

Updating both helps keep stakeholders satisfied

Initiation / Planning Phase Steps

* Initiation Phase
  - ✓ Identify stakeholders

* Planning Phase
  - ✓ Build the stakeholder register
  - ✓ Build communication plan based on stakeholder register
  - ✓ Update both plans with any new stakeholders or changes (during planning)

Execution Phase Steps

* Make updates based on any changes
  * ✓ Example: new stakeholders entering or existing stakeholders leaving
  * ✓ Update the stakeholder register

* When a change happens:
  * ✓ Update stakeholder register
  * ✓ Update communication plan to match

Update consistently to get the most out of planning

Using the Stakeholder Engagement Matrix

Unaware
Resistant
Neutral
Supportive
Leading

- What is a stakeholder engagement matrix?
- Levels of Engagement
- Stakeholder engagement matrix Example
- Why use a stakeholder engagement matrix?

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Stakeholder Engagement Matrix

* Tracks stakeholder engagement on projects

* C = current level of engagement

* D = desired level of engagement

* Can be taken at different times on the project

Levels of Engagement

* **Unaware:** No knowledge or awareness of project

* **Resistant:** Aware of project but against it

* **Neutral:** Aware of project but not involved

* **Supportive:** Aware of project and in favor of it

* **Leading:** Aware of and championing the project

Engagement Matrix Example

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Stakeholder Engagement Matrix

Project: Data Migration

1. List all internal and external stakeholders.
2. List all the stakeholder information and fill the respective columns.
3. Attempt to move stakeholder engagement from left to right. (C=Current, D= Desired, level of engagement)

S.No	FirstName	LastName	Unaware	Resistant	Neutral	Supportive	Leading
1	Phillip	Smith					C, D
2	Timothy	Jones		C		D	
3	Sarah	George				C	D
4	Robin	Archer		C	D		
5							

Why Use an Engagement Matrix?

* Get a sense of where stakeholders are

* Develop strategy to get them where you want them

* Determine where they can realistically go
  - ✓ Not every stakeholder can be leading
  - ✓ Sometimes getting them to supportive is enough
  - ✓ Even getting them from resistant to neutral is enough

Tracking Engagement with Net Promoter Score (NPS)

Net Promoter Score

NPS = Promoters - Detractors

Promoters Passives Detractors
10-9   8-7   6-0

- What is NPS?
- How to Use NPS
- Value of NPS

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What is NPS?

* Customer loyalty metric based on one question

* "How strongly do you recommend us on a 1-10 scale?"

* Responses are not anonymous

* Stakeholders are classified by their scores:
  - ✓ 9-10: Promoters
  - ✓ 7-8: Passives (or neutrals)
  - ✓ 0-6: Detractors

NPS = Promoters – Detractors

How to Use NPS

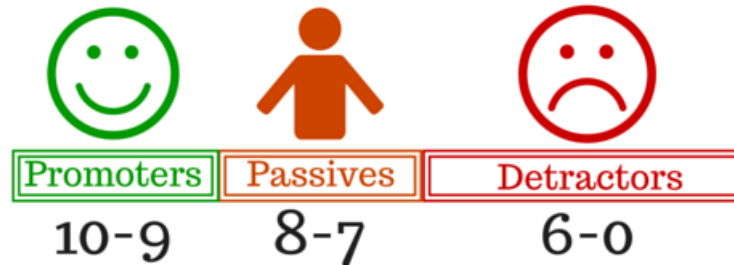* Analyze initial results
  - ✓ Positive NPS is good but may be hard to get at first
  - ✓ Negative is not immediate cause for concern

* Analyze long-term results
  - ✓ NPS that is consistently negative could be a red flag
  - ✓ NPS that turns negative quickly could be a red flag

Net Promoter Score

NPS = Promoters - Detractors

Promoters	Passives	Detractors
10-9	8-7	6-0

Value of NPS

* NPS is a subjective question but an important one

* Desire to do business again is a measure of stability

* If the NPS is low, project managers need to communicate
  - ✓ Find out how to make things right

Why else is NPS valuable?

NPS Exercise

**Calculate the NPS for the project at each 1-week interval.
Remember, NPS = Promoters – Detractors.**

Stakeholder	Week 1 Score	Week 2 Score	Week 3 Score	Week 4 Score
Phillip	7	8	9	9
John	10	6	8	7
Sarah	5	5	6	7
David	8	9	10	10
Patty	8	7	8	9
Amanda	9	9	10	9
NPS	**1**	**0**	**2**	**4**

What conclusions you can draw from this data?

Conclusion

* Stakeholder management may seem like a lot of work

* The effort pays off, however, in the form of:
  - ✓ Increased engagement
  - ✓ Better predictability of project success
  - ✓ Better customer satisfaction

Become a star project manager with stakeholder management

More Training Opportunities From RefineM

Training Title	Springfield	Kansas City	St. Louis	Instructor-Led Online
Is Quality Really Important?		May 02		
Lean 101	Aug 26	May 03	Oct 21	
Change Management	Sept 01	May 04	Oct 22	
Agile Fundamentals / Agile 101		May 04-05*	Oct 20-21	
PMI-ACP® Exam Prep		May 04-06*		
PMP® Exam Prep	May 09-12*			
Advanced Techniques in Stakeholder Management				May 19
First-Time Manager	Aug 24	Oct 07	Jun 01	
Risk Management for Projects		Nov 14	Jun 01	
Leadership Skills for Project Managers	Sept 01*	Oct 06*	Jun 02*	
Advanced Techniques in MS Project		Jun 03		Aug 18-19
Project Management Fundamentals	Aug 25		Oct 19	
Adv. Techniques in Risk Management				Sept 15

* Courses with red asterisk are guaranteed to run.
Please visit https://refinem.com/training/ for more details.

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* *Project Management,*

* *Process Improvement,*

* *Leadership and*

* *PMI & SAFe Certifications.*

PMI Registered Education Provider - Project Management Institute

More info at https://refinem.com/training/

Contact us at Contact@RefineM.com

Next Lunch and Learn

* ***Advanced Scope / Change Management Techniques***
  - ✓ How do you manage scope and change on your projects?
  - ✓ What are some advanced techniques you can use?
* ***Monday, May 2, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

How to Claim 1 PDU for this Webinar?

* PDU Category – B, Continuing Education
* Program Title – Webinar on "Advanced Techniques in Stakeholder Management"
* Talent Triangle – 1.00 Technical
* Date Started – Today's date
* Date Completed – Today's date
* Hours Completed – 1.00
* Provider
  * Name – RefineM
  * Phone # 417-763-6762
  * Email – Trainings@RefineM.com
* PDUs Claimed – 1.00 Technical

Rewarding Our Star Attendees

* **Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a $10 Amazon gift card.**

Winner: Jaimee S.

Congratulations to the winner!
Stay tuned for our next drawing in May.

Questions from Attendees

1. "What is the method for eliciting a timely response from key stakeholders?"

2. "What are the various techniques used to handle a conflict and bring all the stakeholders to a common understanding?"

3. "How do you deal with stakeholders who feel that we are accountable to them for specific expectations when we feel that we are not ?"

4. "How to clearly set expectations?"

5. "Does Agile and Product Manager change?"

Questions?

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NPS Exercise – Answers

	Week 1	Week 2	Week 3	Week 4
Promoters	2	2	3	4
Detractors	1	2	1	0
Passives	4	2	2	2
Total NPS	1	0	2	4