



Transforming Stakeholder Resistance into Commitment

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Objectives

- Define and identify Stakeholders
- Plan desired Stakeholder engagement for your project
- Explore proactive strategies to engage reluctant Stakeholders
- Review strategies to limit overactive Stakeholders
- Identify “next steps” for your project



What are Stakeholders?

- Individuals (or groups) that are impacted by the project outcomes
- Obvious Stakeholders
 - Sponsor (customer)
 - Core project team members
 - Senior Management of the performing organization
 - End users



PMBOK Adds

- Individuals (or groups) who can influence the outcome of your project
 - Other members of performing organization
 - Vendors, subcontractors, etc
- View of Stakeholder importance over time
 - Version 3 – one process
 - Version 4 – two processes
 - Version 5 – Knowledge Area with four processes



PMBOK Best Practices

- Chapter 13:
Project Stakeholder Management
 - Identify Stakeholders
 - Plan Stakeholder Management
 - Manage Stakeholder Engagement
 - Control Stakeholder Engagement



Proactive Consideration

- By the Project Manager of
 - Who (Identify Stakeholders)
 - How engaged (Stakeholder Management Plan)
 - When
- Implement management strategies based on observation



Who

Identify Stakeholders

- Who is impacted by project success or failure?
- Who can *influence* the outcome of each deliverable?
 - Who can help?
 - Who could become an obstacle?
 - Who is a parameter or constraint?
- Document via the Stakeholder Register



Stakeholder Register

STAKEHOLDER REGISTER

Project Title: _____ Date Prepared: _____

| Name | Position | Role | Contact Information | Requirements | Expectations | Influence | Classification |
|------|----------|------|---------------------|--------------|--------------|-----------|----------------|
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How Engaged

Plan Stakeholder Management

- For each Stakeholder (or group), determine their 'ideal' engagement in the project
 - Unaware
 - Resistant
 - Neutral
 - Supportive
 - Leading



Stakeholder Management Plan

STAKEHOLDER MANAGEMENT PLAN

Project Title: _____ **Date Prepared:** _____

| Stakeholder | Unaware | Resistant | Neutral | Supportive | Leading |
|-------------|---------|-----------|---------|------------|---------|
| Sponsor | | | C | | D |
| End user | | | | D | C |
| PMO | C | | | D | |

C = Current level of engagement D = Desired level of engagement

| Stakeholder | Communication Needs | Method/Medium | Timing/Frequency |
|-------------|---------------------|---------------|------------------|
| | | | |
| | | | |
| | | | |
| | | | |



When

- During the Project Life Cycle, will the 'ideal' Stakeholder engagement change?
 - During requirements gathering, you may need "Leading" engagement from Sponsor and "Supportive" from core team SME
 - During Implementation, you may need "Neutral" engagement from Sponsor and "Leading" from core team SME



Encouraging Engagement

Manage Stakeholder Engagement

Control Stakeholder Engagement

- Strategies to increase engagement
 - Solicit Opinions
 - Ask for feedback on Project Plan or Acceptance Criteria
 - Invite participation in Change Control Process
 - Educate Stakeholder on their role and project processes
 - Clarify Communication Plan protocols



Limiting Engagement

- Set boundaries of involvement and information
 - *The Power of a Positive No* – William Ury
- Rely on contract-specified communication
- Regulate contact with core project team
- Educate on the consequences (impact) on project progress
- Clarify Communication Plan protocols



Your Next Steps

List three actions you can implement
on your current project



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