



STAKEHOLDERS

in Legoland



But first

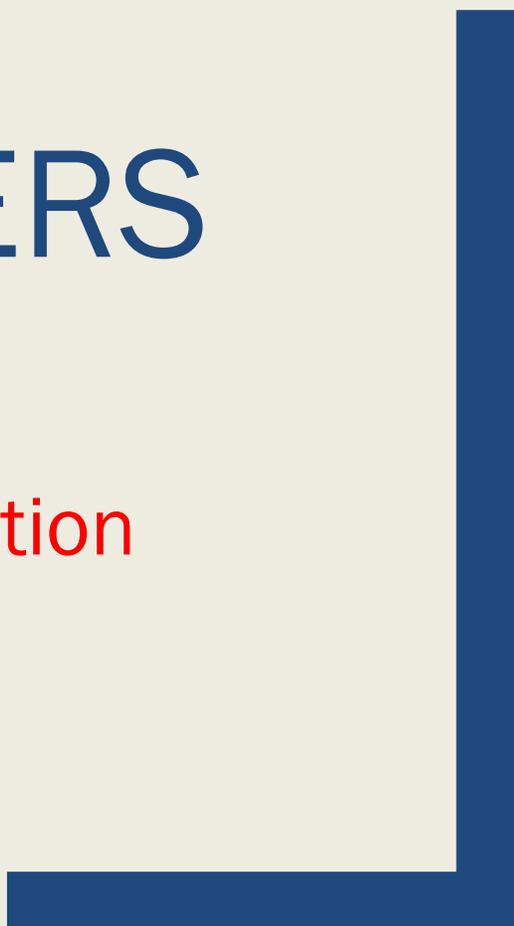
A public service
announcement



STAKEHOLDERS

In Legoland

A Participatory Exploration



Question?

Which of these stakeholder behaviors most often happens in your projects?

- a) Lack of clear requirements or goals
- b) Unable to make timely decisions
- c) Not able to fully pay attention
- d) Being resistant to change
- e) None of the above

What is a stakeholder to you?

The correct answer will

- a) not be a definition
- b) be something insightful

Someone had better say:

The key to success

To that end:

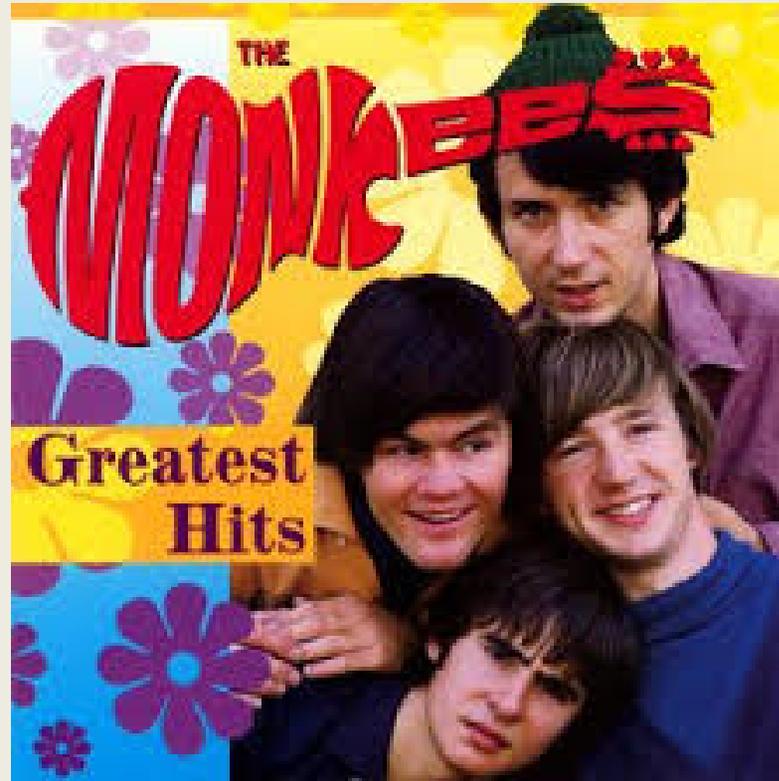
We meet with stakeholders



We entertain them



We try seeing from
their perspective



We listen to their troubles



So that we can ...

draw stakeholder maps



categorize them by type



understand their show
of appreciation



sympathize with
their displeasure



share in their joys of success



But when things aren't going quite right

we sometimes feel
outnumbered



and sometimes question
their perceptive abilities



So ... all in all ...

... what do we really know about stakeholders?

- They can help or hurt you
- They are likely in a different organization or group
- They take on the costs
- They take on the output
- They don't usually know much about managing projects
- They also have stakeholders
- They need motivation
- They need attention

And they need analysis!





Analysis tools?
How useful are they?

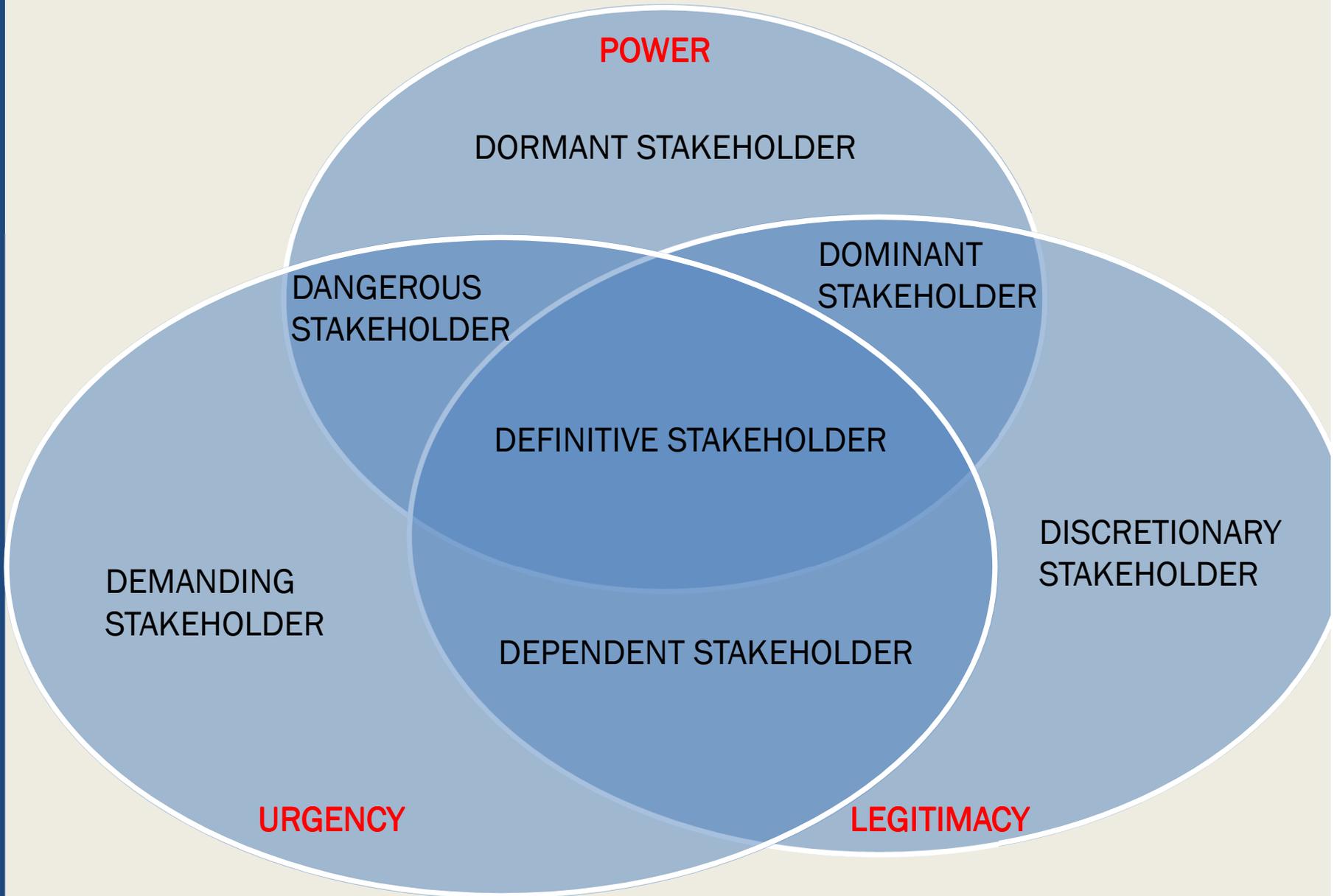
Attitude-Information

	Positive Attitude	Negative attitude
High level of information		
Low level of information		

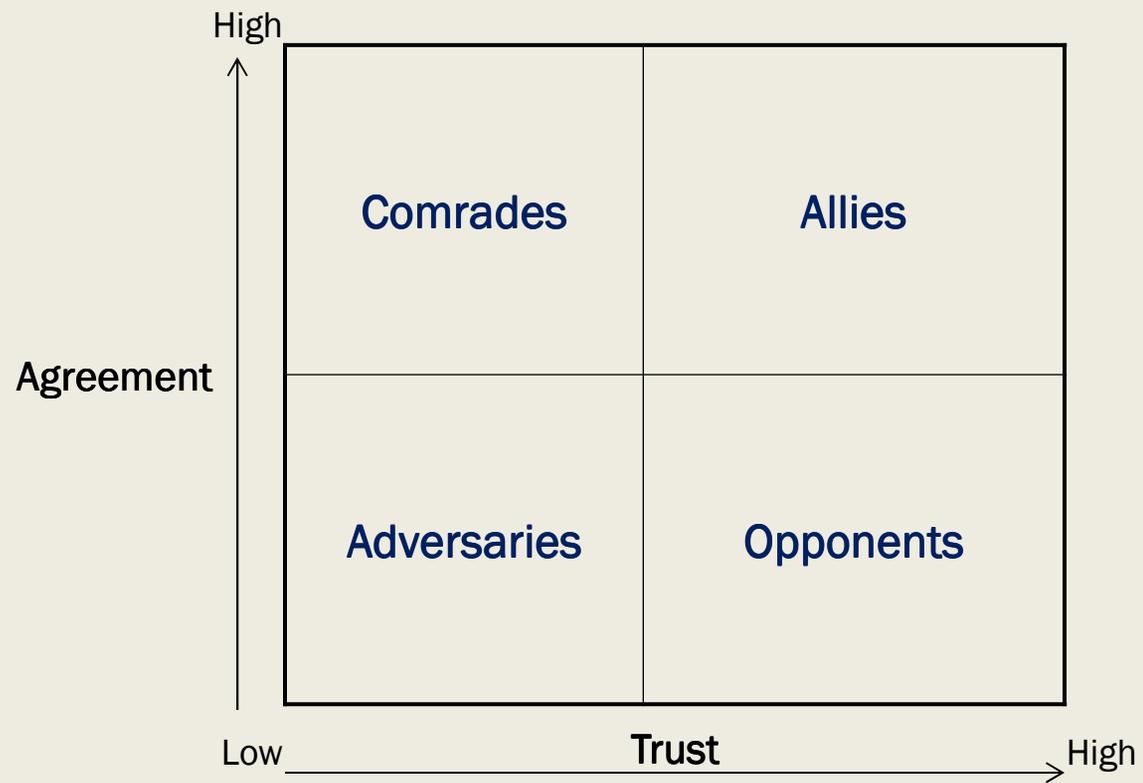
Power-interest

	Low power	High Power
High level of interest		
Low level of interest		

Stakeholder salience theory



Political Landscape



Whichever resonates
will work!

Time to Be Lego Stakeholders



Stakeholders for X

Reactive stakeholder management

Tactics	Activities
Adapt	Agree to wishes and requirements
Compromise	Negotiate on costs and benefits Lobby for change
Dismiss	Just say no Stick with agreements
Ignore	Delay Refrain from answering

Pro-active stakeholder management

Aims	Tactics	Tools
Sustain position	Affirm beliefs, inform, acknowledge, engage	Newsletters, meetings
Change attitudes	Change measurements, alter reporting structure, sooth conceptions of unfairness	Conversations, workshops, involve, realign
Inflate Helpers	Gives cues to action, use power pressure	Instruction, involvement, role modeling
Reduce Harmers	Reduce power base, identify replacements	Networking, reduce reliance

Tip of the hat to

*Project Management Institute –
Baltimore Chapter*

*“Managing Your Stakeholders and Their
Expectations”*

*Mike Berendt, PMP, RMP
June 26, 2012*

Problem Stakeholders

- The Meddling Stakeholder
- The Overbearing Stakeholder
- The Poor Stakeholder
- The Untrustworthy Stakeholder
- The Indecisive Stakeholder
- The Unavailable Stakeholder

One or more of these
will show up on every
project!

e.g. Meddling Stakeholders

- Develop “Rules of Engagement” for all stakeholders and enforce them
 - *Written or verbal*
 - *Document how often and what format will be used to communicate with stakeholders (Plan Communications, Stakeholder Management Strategy)*
- Assess the cause for the meddling
 - *Does he not trust the Project Manager?*
 - *Will his experience help in any way?*
 - *If they insist on being involved, then involve them*
- Some Stakeholders are just Control Freaks – Keep them informed and let them participate without taking over



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Overbearing Stakeholder

- Because of their position of power or personality, they can be domineering and put the program at risk
- Make sure this stakeholder does not destroy other project relationships or teamwork
- Seek help with this one – look for another stakeholder of equal power to neutralize this one
- Build the team – Build a “Performing” organization that tolerates but largely ignores the overbearing stakeholder – Let them have their say but do what the group decides



Poor Stakeholder

- Has interests and is impacted by the project but has no significant budget authority
- May play politics in order to gain influence
- Understand his objectives
 - *Do they line up or conflict with more powerful stakeholders?*
 - *How do we leverage opportunities with him?*
 - *His opinions may be a predictor of future issues*



Untrustworthy Stakeholder

- Plays both sides, won't stand by his word, refuses to document anything with a signature
- Root cause may be fear of accountability, inexperience, or ignorance
- Team must document all important communication
 - *Solid Communication Plan*
 - *Document decisions (Minutes and Action Items)*
- Keep a record of his behavior
 - *Take Proactive action or partner with others*
 - *Watch what you say – It may come back to you!*



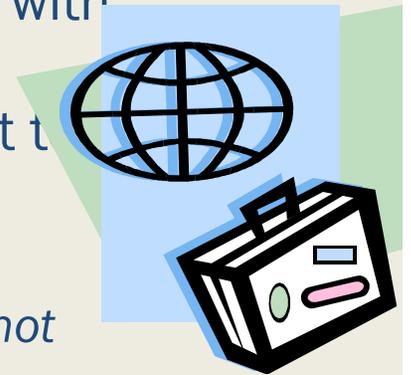
Indecisive Stakeholder

- Can never make decisions in a timely manner; does not remain committed to previous decisions
- Set up processes and structures that clearly communicate when the decision is required and the impact of delays
 - *Milestones on Schedules*
 - *Capture lost time/money due to delayed decisions*
 - *Action Logs and suspenses*
 - *What would your boss say if he knew that your inaction was the primary reason the project could not deliver?*



Unavailable Stakeholder Strategies

- Always “too busy” to participate when their input or approval is required. Never available to help but always available to critique the results.
- Keep a detailed log of efforts made to communicate with this stakeholder
- Get them to delegate authority to someone they trust to represent them
- Eliminate the excuses
 - *Maintain scheduled meetings and timeframes that do not conflict with other events*
 - *Publish schedules and topics well in advance and follow up with email and phone reminders*
 - *Find a way to include them without their physical presence – video-conferences, webinars*
 - *One-on-one contact for important decisions – visit them personally (respect their power)*



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