Welcome! Ranking activity

1. Choose a marker

2. Rank impact of stakeholder management on a recent project
   a. On project objectives
   b. On scope or schedule
   c. Positive or negative
Who’s on Your Crew?
Manage Stakeholders to Ensure a *Smooth Sailing*
Project

SCGMIS Leadership Summit 2016
Session objectives

• Define stakeholder management and its connection to risk management
• List techniques to identify stakeholders
• Describe stakeholder analysis techniques
• Document elements of a stakeholder register
Stakeholder management:
*Just sit right back and hear a tale...*
Define stakeholder management and its connection to risk management

STAKEHOLDER MANAGEMENT AND RISK MANAGEMENT
## The research is in...

<table>
<thead>
<tr>
<th>Source</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standish Group 2013</strong></td>
<td><strong>2 top reasons for project success</strong>: strong <strong>sponsor engagement</strong> and <strong>user involvement</strong></td>
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<tr>
<td><strong>PMI study 2015</strong></td>
<td><strong>Project success rates remain flat (60%) between 2011-2015</strong></td>
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<tr>
<td><strong>Calleum Consulting 2015</strong></td>
<td><strong>Top sources for project failure</strong>:</td>
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<tr>
<td></td>
<td>• Lack of <strong>communication</strong></td>
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<td></td>
<td>• Failure to <strong>engage stakeholders</strong></td>
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<td></td>
<td>• Failure to address <strong>culture change</strong></td>
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**Dr. Clemith Houston**  
“Perspectives on Research and Case Studies on Primary Factors for Project Success”  
PMI Global Congress North America, 2015
When you effectively manage stakeholder risks...

You’ll be 3x more likely to **meet budget** and 4x more likely to **meet schedule**

You’re 6x more likely to meet project objectives

Stakeholder management

• **Identify** people, groups, etc. that can **impact** or are impacted by the project

• **Analyze** stakeholder **expectations** and impact on project

• **Develop strategies** to engage stakeholders in decisions and execution

Stakeholder management begins in the initiating process

Start in the project charter

Align stakeholders’ expectations with project purpose

Provide visibility about scope and objectives

Shows how participation can ensure their expectations are achieved
# Visual Project Charter

## Project Charter: e-Learning

**Project Purpose:** To develop and deliver online courses to create a new revenue stream and reach clients on an enterprise and global level in the maintenance and reliability space.

### Stakeholders
- CEO - Bob Fei
- CFO - Robert Blendet
- RCO VP - Brad Culnic
- Director, Life Cycle Institute – Bill Widner
- Marketing group
- Subject Matter Experts in WCM and RCM
- e-Learning Vendor
- Institute Learning SME – Tara Holzgaver
- Institute Business Manager – Sherri Large

### Business Needs
- Create an annuity revenue stream for classes
- Reach a more geographically dispersed audience
- Be the leader in work management and RCM e-Learning
- Grow exposure to our talent through our learning products

### Business Justification
The market is demanding online courses. We get multiple inquiries a month asking if we offer online classes. This demand is motivated by restricted travel budgets, resource constraints and geography. Our clients have already expressed a need to roll out training enterprise-wide through their internal LMS systems.

### Objectives, Goals and Success Criteria
- Grow revenue to $1nm for e-Learning in 5 years
- 15 organization licenses sold in 5 years ($45k per license)
- Or 666 individual subscribers at $1500
- Create an annuity revenue stream that maintains a constant presence with the client

### Project Scope
- **Organizational Impacts**
  - Processes
  - Registration
  - Billing
  - Course Development
- **Organizational**
  - RCO, Institute, Contracts, Accounting, Marketing, ED, Business Information
- **Data**
  - Registration data and tracking e-Learning subscriptions
- **Applications**
  - CRM, CostPoint, online LMS
- **Technologies**
  - e-Learning Platform, web site hosting

### Assumptions
- SMEs will be available for content review prior to development
- Learning SME will have availability
- Preferred vendor has capacity and willingness to commit to project

### Project Conditions
- **Constraints**
  - TSD

## Project Approach
- **Structure**
  - Initiation – Business case to be developed based on course summaries. Cost estimates and project feasibility to follow.
  - Planning – Work breakdown structure to start. Specific activities to follow. We will develop a quality plan and begin negotiations with vendors.
  - Execution – Approval of course summaries and content. Provide vendor with content. Review storyboards for each module. Follow project plan for due dates. Establish process for hosting and administration of e-Learning process.

### Project Team Roles and Responsibilities
- **Executive Sponsor – Funding, Support**
- **Sponsor** – Approve project plan & scope, business support
- **Project Manager – Manage project lifecycle**

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*Costs are inclusive of SME and project management time.*

**LIFE CYCLE INSTITUTE**

800-556-9589
education@LCE.com

Adapted from Braden Kelly’s Visual Project Charter™
Activity: Is Stakeholder Management a duplicate of Risk Management?
Stakeholder register is an input to risk management plan
List techniques to identify stakeholders

Describe stakeholder analysis techniques

IDENTIFY STAKEHOLDERS
Methods to identify stakeholders

• **Data gathering**
  – Project charter
  – Procurement documents
  – EEFs: culture, trends, regulations
  – OPAs: past project documentation

• **Brainstorming** meetings with key stakeholders

• **Stakeholder interviews**

• **Guidance** from senior management, key stakeholders, other business units, SMEs
Activity: Stakeholder Identification

• Select a project you are working on
• List five (5) stakeholders for your project
• Write their names and their role on the project
• Mark two (2) stakeholders you consider to be “key”
Jelly bean challenge!!!
Stakeholder analysis

Identifies **stakeholder position** in relation to your **project purpose**:

- Interests
- Expectations
- Influence
Stakeholder analysis tools

- **Power-interest**
  level of authority (power) vs. interest regarding project outcomes

- **Power/influence**
  level of authority (power) vs. active involvement (influence)

- **Influence/impact**
  level of active involvement (influence) vs. their ability to effect changes to the project plan or execution (impact)

- **Salience model**
  classes of stakeholders based on their power (ability to impose their will), urgency (need for immediate attention), legitimacy (involvement is appropriate)
Activity: CRM Project

- Highly visible project company-wide
- Largest project investment this year
- Strategic - tied to a new sales process and higher sales revenue target
Who are our key stakeholders?

• Kay
  – Role: End User
  – New account executive

• Dean
  – Role: Project sponsor
  – CIO

• IT Staff
  – Role: Installation, customer support, training
  – Well-skilled team
Key stakeholder profile analysis meetings

• Analyze major stakeholders

• Document information about:
  – Expectations or requirements for project
  – Potential influence
  – Phase with most interest

• Classify engagement
  – Current state

• Schedule next profile analysis meeting
Classify current engagement

**Unaware**: unaware of project and impacts

**Resistant**: aware of project and impact and resistant to the change

**Neutral**: aware of project and neither supportive nor resistant

**Supportive**: aware of project and impacts and

**Leading**: aware of project and impacts; actively engaged in ensuring success

**Key**:

- **C** = current engagement
- **D** = current engagement

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Unaware</th>
<th>Resistant</th>
<th>Neutral</th>
<th>Supportive</th>
<th>Leading</th>
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<td>C</td>
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</table>
Activity: Stakeholder Analysis

1. Two stakeholders
   Use analysis tool to determine power/influence:
   - Salience
   - Power/interest, power/influence influence/impact

2. Document current engagement level
Document elements of a stakeholder register

STAKEHOLDER REGISTER
Identify phase output: stakeholder register

- One place for all info
- Revisited periodically throughout the project

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder’s Role</th>
<th>Contact info</th>
<th>Power High/Low</th>
<th>Interest High/Low</th>
<th>Engagement focus</th>
<th>Requirements, priorities, expectations</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>High</td>
<td>Keep Satisfied</td>
<td></td>
<td>Sponsor may pull funding</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
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Engagement

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Management approach</th>
<th>Owner</th>
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<tbody>
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CLOSING ACTIVITY
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<th>Stakeholder management</th>
<th>Cybersecurity development</th>
<th>Direct hire and contract staffing</th>
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<td>Applications</td>
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<td>Change</td>
<td>System accreditation</td>
<td>Engineering</td>
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Stakeholder Management Class!

• Sponsored by PMOne, LLC
• Thursday, June 16, 8:00am – 4:00pm
• Lowcountry Graduate Center
• 7 PDUs!

Discount registration available for SCGMIS members! Use code: SCGMIS