



**Driving Project Success
Through Effective
Stakeholder
Management**

Neeraj Shah, MBA, PMP, SAPM

ISPE[®]

Driving Project Success through Stakeholder Engagement

Seminar Objective

Attending this seminar will prepare you to manage your projects confidently because...

- You will find out about the key factors that lead to project failure and their root cause
- You will know how to identify your stakeholders
- Learn about the significance of your stakeholders and their influence on the success of your project
- Understand the challenges faced in managing your stakeholders
- Learn about the Stakeholder Management Framework
 - Identifying, Engaging and Continuously Managing Your Stakeholders
- Learn to use Tools to Manage Your Stakeholders
 - Stakeholder Analysis Tool
 - Stakeholder Prioritization Tool (Power/Influence Grid)
 - RACI – Stakeholder Roles and Responsibility
 - Stakeholder Communication Strategy



Imagine Engineers @ Work



NASA's Goddard Space Flight Center

A few geniuses concocting brilliant devices, experimenting and redesigning until his concept or design works perfectly.

The Project Engineer in a Project Manager Role

Traditionally PE's have played the role of a Subject Matter Expert



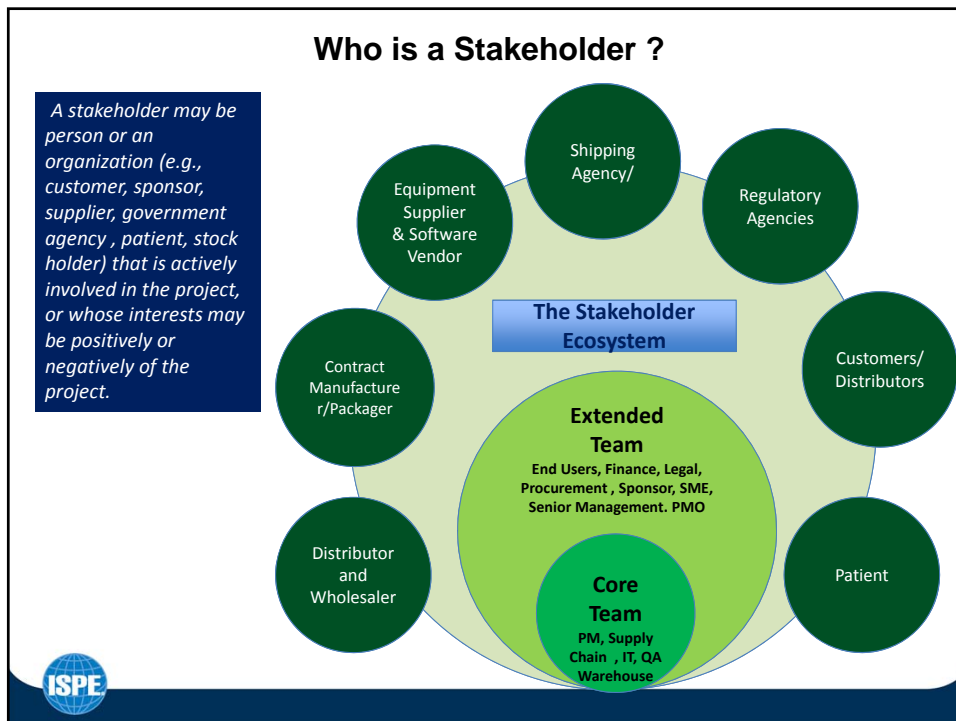
PE Strengths/Comfort Zone

- Creative/Imaginative
- Critical Thinking
- Attention to Detail /Perfectionist
- Analytical/Data Driven
- Meticulous
- Focused on Methods & Processes

Gaps in PM Skills/Challenged

- Managing Ambiguity
- Understanding the big picture
- Managing Stakeholders
- Driving Communication
- Negotiating
- Conflict Management
- Effective Delegation



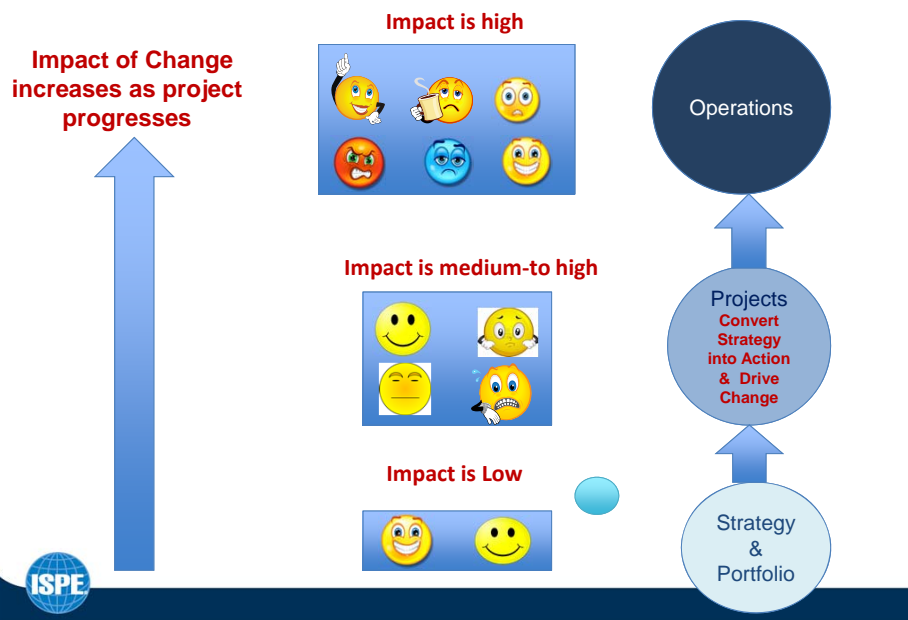


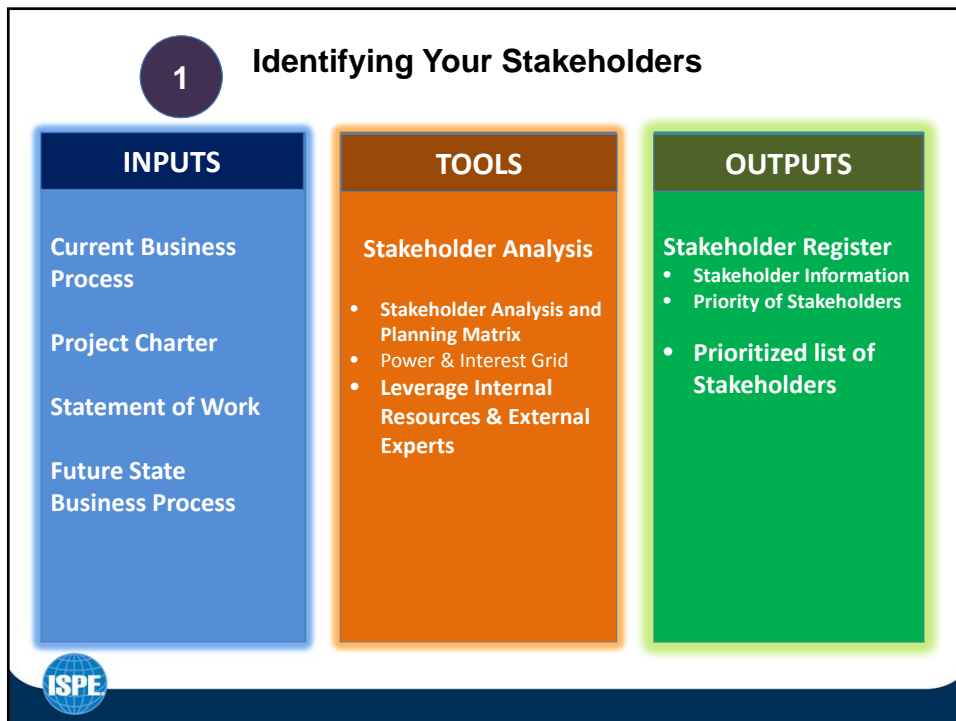
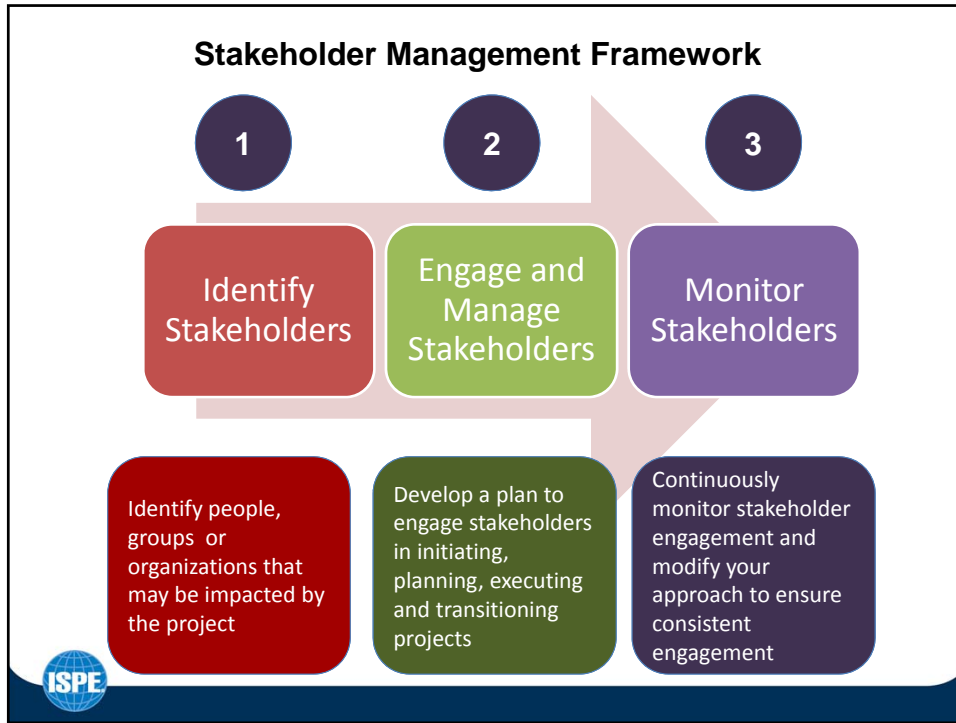
Challenges in Stakeholder Management

- **Unidentified Stakeholders**
 - Stakeholders not identified during the early stages of project
- **Unclear Stakeholders**
 - Those who do not clearly articulate their needs and expectations
- **Stakeholders with Unrealistic Expectations**
 - Based on Perception or Historical information
- **Unengaged/Partially Engaged Stakeholders**
- **Stakeholders who are Perpetual Devils Advocate**
 - Can be considered Negative and could be contagious
- **Managing Expectations and Building Trust**
- **Managing Stakeholder Conflicts** (Cross functional teams)



Projects Drive Change *and* Change Impact Stakeholders





Stakeholder Analysis Matrix

Stakeholder Management Plan							
Project:					Date:		
Stakeholder Name	Role	Level of Interest	Level of Influence/ Power	Subject Matter Expertise	Current Level of Engagement	Target Level of Engagement	Management Strategy
Tim	Sponsor	High	Medium	Low	Medium	High	
Sarah	Business Process Owner	High	High	High	Medium		
Christine	Supply Chain Manager						
Dave	Quality						
Tom	Validation Manager						
Dan	CMO Manager						
Kelly	Finance						
Joe	Portfolio Manager						
Kelly	Warehouse Manager						



POWER/INTEREST GRID Prioritize Stakeholder based on Power/Influence & Interest



Managing Stakeholder Categories

Case #	Stakeholder Description	Stakeholder Management Options
1.	High Interest Low Power/ Influence Highly Knowledgeable SME	Involve the SME in all relevant meetings related to business requirements, risk assessments, planning and change management
2.	Low Interest Provider of Key Requirements Highly Influential Not easy to work with	<ul style="list-style-type: none"> ▪ Investigate the root cause for low interest ▪ Educate the stakeholder on project benefits ▪ Elicit requirements as efficiently and effectively ▪ Provide incremental value & build trust
3	High Interest & Influence Supporter of project but blames PM for every issue	<ul style="list-style-type: none"> ▪ Communicate as frequently as feasible ▪ Provide more visibility through status updates Request for suggestions & recommendations
4	Moderate Interest Concerned about finishing assigned activities	<ul style="list-style-type: none"> • Understand the challenges faced by this stakeholder • Support the stakeholder in effectively managing their activities



2

Engaging & Managing Stakeholders

- Clarify Roles and Responsibilities using RACI
- Develop an Effective Communication Strategy
- Continuously Engage & Manage



RACI Chart

RACI is a tool used to identify critical project activities and clarify roles and responsibilities of the stakeholders in delivering those activities

Responsible, is the person or position who must actually do the work

Accountable, is the person or position who must make sure the work is done

Consulted, is the person(s) or position(s) who must be consulted for inputs prior to decision or action

Informed, is the person(s) or position(s) who must be informed of the decision after the decision or action is taken



RACI Chart

Stakeholders 

Deliverables 

RACI					
Stakeholder/ Deliverables	IT Manager	Business Process Owner	Sponsor	Project Manager	Technical Lead
Business Case	I	R	A	C	I
Author Project Charter	I	C	A	R	I
Review and Approve Charter					
Define Scope					
Prepare Project Schedule					
Review Design Solution					



Steps to Creating a RACI

1. The stakeholders assigned to RACI must be present in the meeting
2. Reach consensus on all Accountabilities and most Responsibilities
3. Assign one accountability per deliverable
4. Ensure that your stakeholders agree with the RACI and sign off
5. Do a RACI for critical or value added activities
6. Eliminate excessive Cs and Is



Develop Stakeholder Communication Strategy

- **Target Audience Needs Assessment-** Communication needs of various groups of stakeholders based on their role and priority in project
- **Frequency of Delivery-** When and how often should you communicate with each group
- **Delivery Method-** (Meetings, Emails, Workshops, Video Conference, Tele-Conference) based on type of message/ information that will be communicated
- **Communication Effectiveness-** How would the stakeholders measure the effectiveness of communication they receive
- **Communicator's Responsibility-** The person(s)/ stakeholders responsible for communicating and their responsibility



Communication Plan

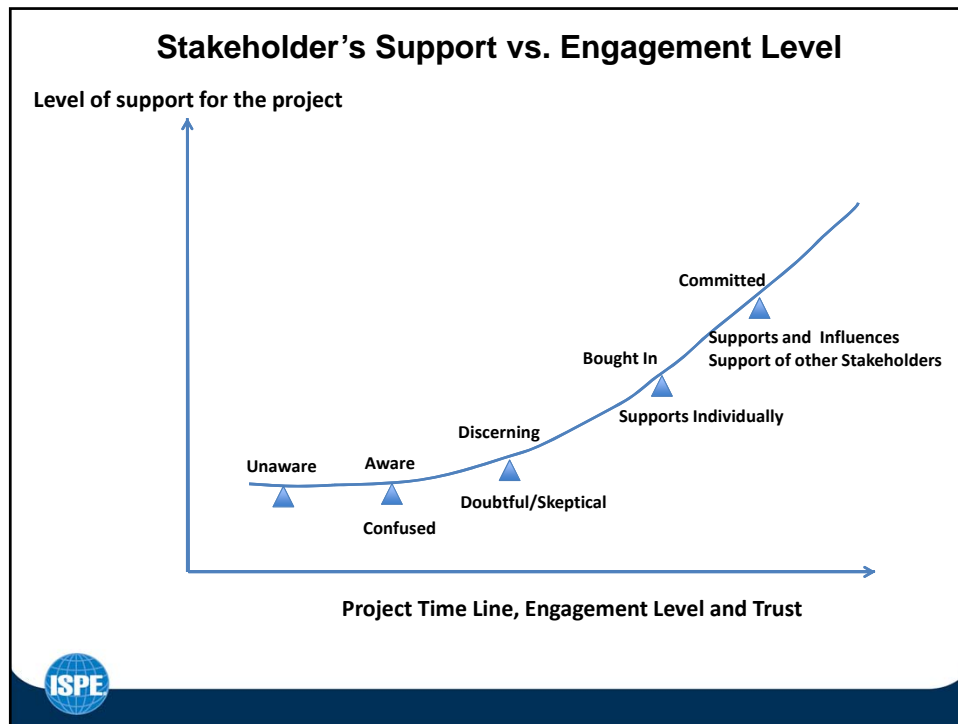
Communication Planning					
Deliverable	Type	Target Audience/Stakeholders	Delivery Method	Frequency of Delivery	Responsible
Awareness Building Sessions	Informational	Process Owners & Leadership	1:1 Meetings, Team Meetings or Conf. Calls	Twice Weekly	PM & BPO
Weekly Progress Reports	Mandatory	Project Team	Email Status Dashbaords	Weekly	Track Leads
Milestone Status Reports	Mandatory	Steering Team	Risk Plan Status Meeting and Presentation	Bi-Weekly	PM
Project Risk Review	Mandatory	Project Team, PMO & SME	Risk Review Meeting and Presentation	Bi-Weekly	PM & SMEs
Change Implementation Progress	Mandatory	Project Sponsor, PM & Functional Leads	Bulletin Board	Monthly	Change Lead
Capital Investment Plan	Mandatory	Capital Review Comittee	Meeting to Capital Investment Plan	Once	PM & Sponsor
Project Roll Out Communication	Mandatory	End Users	Email followed by Face to Face Meeting	Weekly (Few Weeks before Roll-Out)	PM & Change Lead



Engage & Manage Stakeholders

- Listen to your Stakeholders
- Understand their Expectations
- Build Trust by developing Relationship and Partnership
- Leverage your Persuasion and Negotiation Skills
- Be Flexible and Creative
- Proactively Manage Conflicts
- Consistently Foster Engagement





Building Trust and Relationship

- **Establish Credibility**
An attribute (trustworthy behavior), a capability, power to elicit belief
- **Identify Common Ground**
Frame your goal in a way that identifies common ground with those you intend to persuade
- **Use Compelling Evidence**
Reinforce your position with vivid language or compelling evidence

3

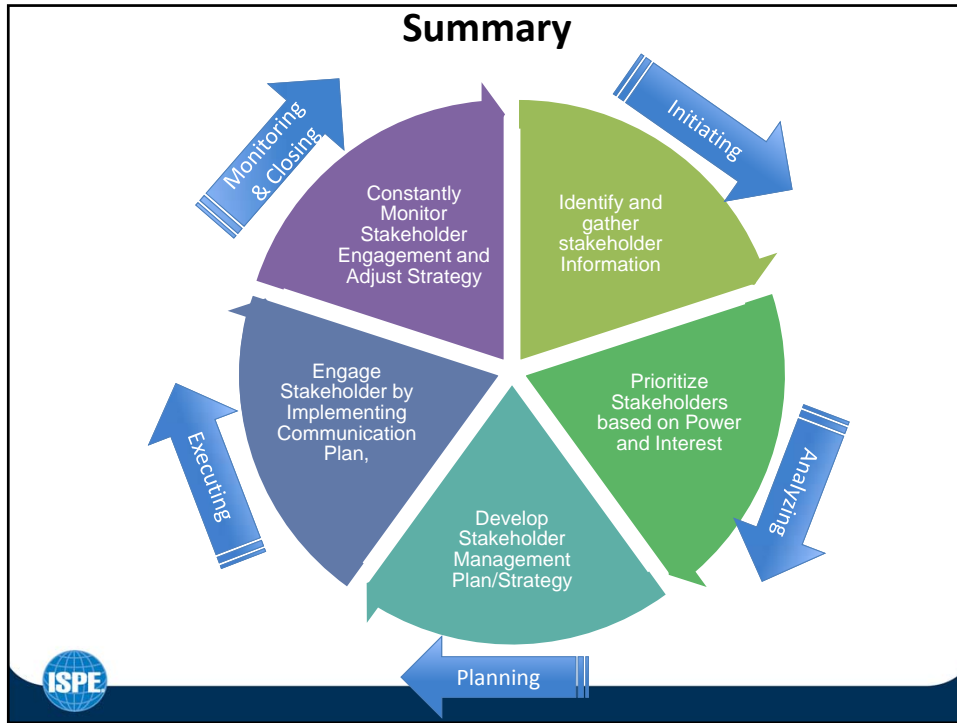
Monitor and Control Stakeholder Engagement

- Constantly monitor stakeholders engagement
- Adjust strategies to improve stakeholder engagement
- Measure your stakeholder engagement by
 - Measuring your project performance,
 - Adoption of change by your stakeholder,
 - Feedback from your stakeholders

**Benefits of Effective Stakeholder Management**

- **Buy-in and Positive Opinions** of key and influential stakeholder's can shape the success of your projects at an early stage
- **Gaining support from powerful stakeholders** can help in winning support for more resources
- **Faster Project Decision Making** and Approval of Project Phases Business Case, Project Charters, /Deliverables
- **Collaborative Decision Making, Risk and Change Management**
- **Minimize Conflicts** by Improving trust and relationship
- **Anticipate your stakeholders reaction**, and plan actions that will win their support





Thank You
Neeraj Shah,
Shire Pharmaceuticals
nshah@shire.com, neerajkshah@yahoo.com

ISPE logo is located in the bottom left corner of the slide.