

Driving Project Success Through Effective Stakeholder Management

Neeraj Shah, MBA, PMP, SAPM

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Objective

- **Why do projects or change initiatives fail?**
- **Who is a stakeholder? Why are they so crucial?**
- **Challenges faced in stakeholder management**
- **Managing Stakeholder(s)**
 - **Identifying**
 - **Engaging**
 - **Monitoring**
- **Continuously improve stakeholder's participation**



Managing Stakeholders at Apple Inc.



MANAGING STAKEHOLDERS AT APPLE
STEVE JOBS



Why do Projects or Change Initiatives Fail?

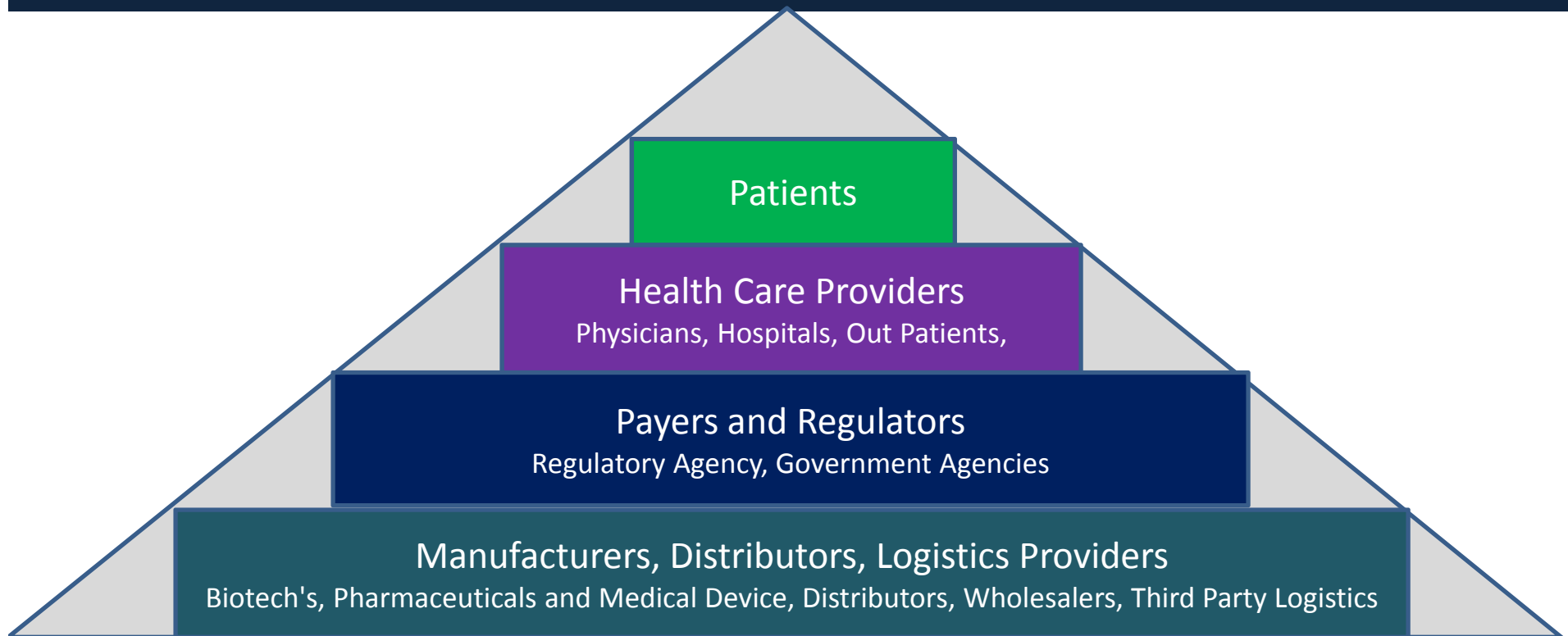


Who is a Stakeholder

An individual, group or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of the project.

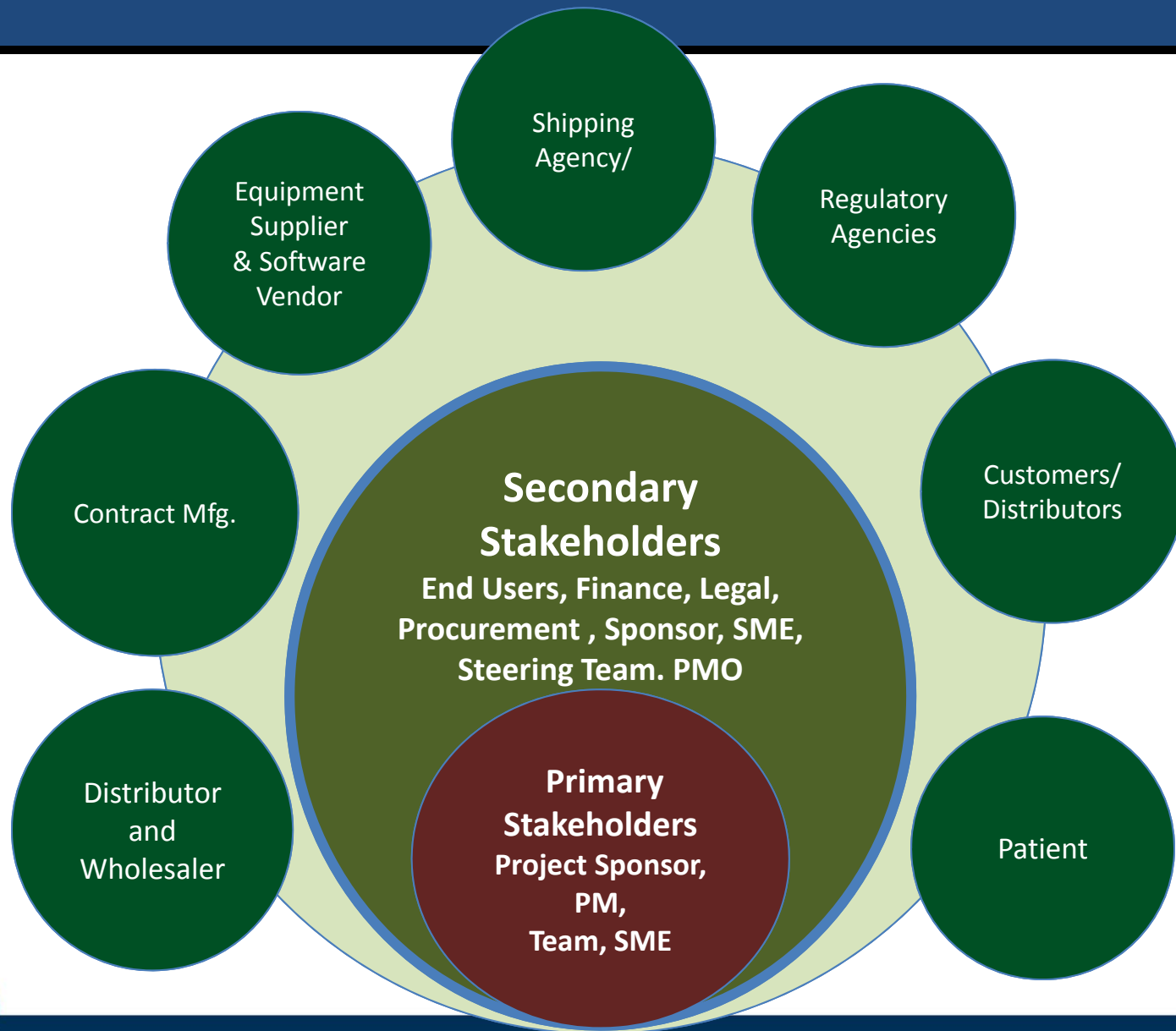
(e.g., A Customer, The Sponsor, Supplier, Government Agency, Patient, Stock Holder)

Project Management Institute



Stakeholders in Healthcare Industry

A Project Stakeholder Ecosystem

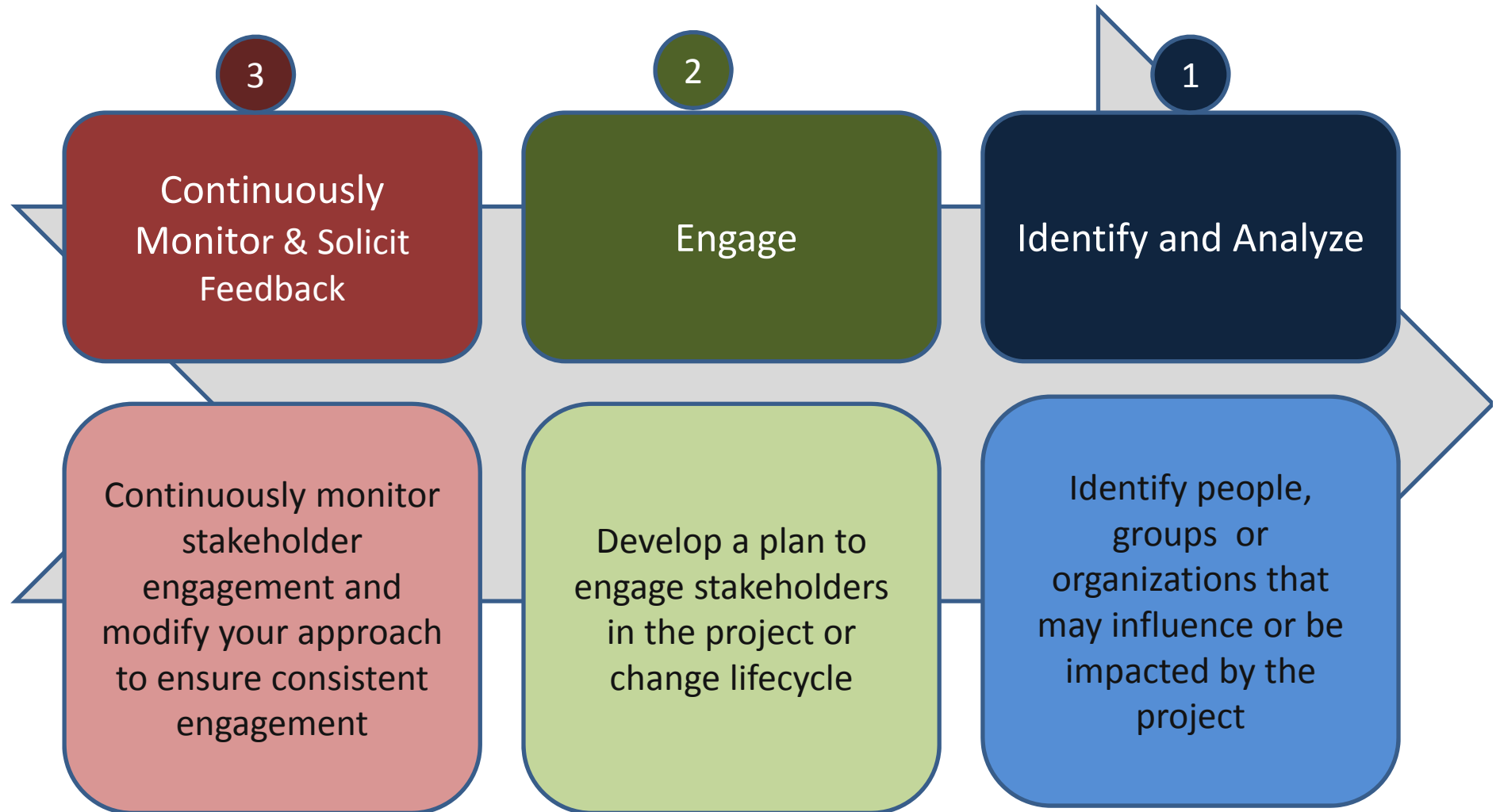


Challenges in Stakeholder Management

- **Identifying Stakeholders**
 - Stakeholders not identified during the early stages of project
- **Unclear Goals and Objectives or Business Requirements**
 - Extracting Requirements and understanding expectations
- **Lack of Trust with your Stakeholders**
 - Stakeholders have little trust in each other
- **Managing your Stakeholder's Expectations**
 - Unrealistic, Conflict of interests, Assumptions
- **Disengaged/Uninvolved Stakeholders**
- **Managing Conflict**
- **Devil's Advocate/Nay Sayers**
 - Could be negative and could be contagious



Stakeholder Management – 3 Steps



Identifying your Stakeholders

1

INPUTS

Review Current Business Process

Document Project Charter

Document Statement of Work

Map Future State Business Process

2

PROCESS

Stakeholder Analysis

- Stakeholder Planning and Analysis Matrix
- Power & Interest Grid
- Leverage Internal Resources & External Experts

3

OUTPUTS

Stakeholder Register

- Prioritized list of Stakeholders

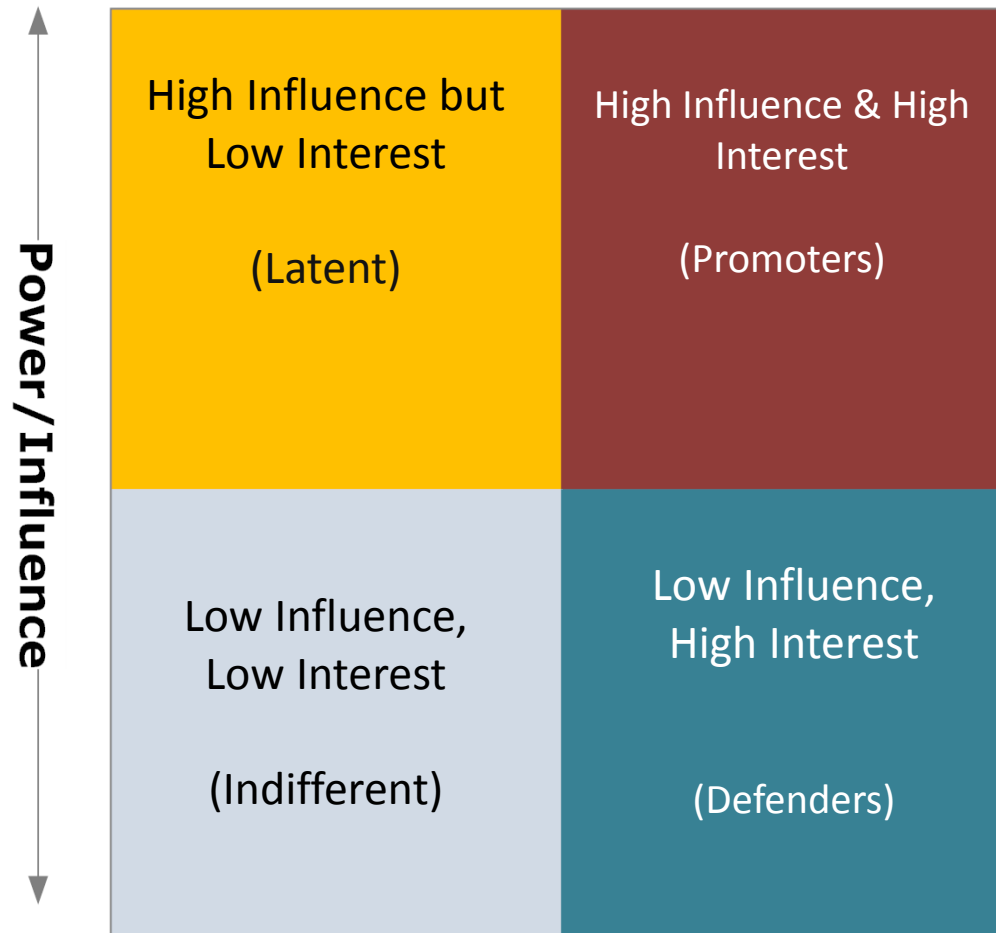


Analyzing your Stakeholders

POWER/INTEREST GRID

Prioritize Stakeholder based on Power/Influence & Interest

High



Low

Interest

High

Engaging Stakeholders

Plan and execute a strategy to engage stakeholders

- Clarify roles and responsibilities using RACI Chart
- Develop an effective communication strategy
- Continuously monitor, identify, engage & manage

Stakeholder Analysis Matrix							
Project:					Date:		
Stakeholder Name	Planned Role	Interest Level	Level of Influence/ Power	Subject Matter Expertise	Current Level of Engagement	Target Level of Engagement	Management Strategy
	Sponsor	High	Medium	Low	Medium	High	
	Business Process Owner	High	High	High	Medium		



Tools for Engaging Stakeholder- RACI

RACI is a tool used to indentify 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 prior to making a decision or taking any action

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

Stakeholders			
Deliverables	Business Process Owner	Sponsor	Project Manager
Business Case	R	A	C
Author Project Charter	C	A	R
Review and Approve Charter			
Define Scope			
Prepare Project Schedule			
Review Design Solution			



Creating a RACI

1. The stakeholders assigned to RACI must be present in the meeting
2. Reach consensus on all Accountabilities and 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



Engaging Stakeholders through Communication

- Thoroughly understand the needs of your target audience
- Plan your communication
 - Review Content be distributing
 - Frequency of communication
 - Delivery method
 - Assess Communication effectiveness



Strategies for Engaging Stakeholder

Case #	Stakeholder Description	Stakeholder Management Options
1.	High Interest and Low Power Subject Matter Experts	Engage them in all relevant meetings (Keep Informed)
2.	Low Interest and High Power	<ul style="list-style-type: none"> Investigate and address root cause for low interest Educate the stakeholder on project benefits Provide incremental value & build trust (Keep Satisfied)
3.	High Interest & High Influence	<ul style="list-style-type: none"> Communicate frequently Provide more visibility through status updates Request for suggestions & recommendations (Manage Closely)
4.	Moderate Interest, Low Influence	<ul style="list-style-type: none"> Understand the challenges faced by this stakeholder Support the stakeholder in effectively managing their activities (Monitor)



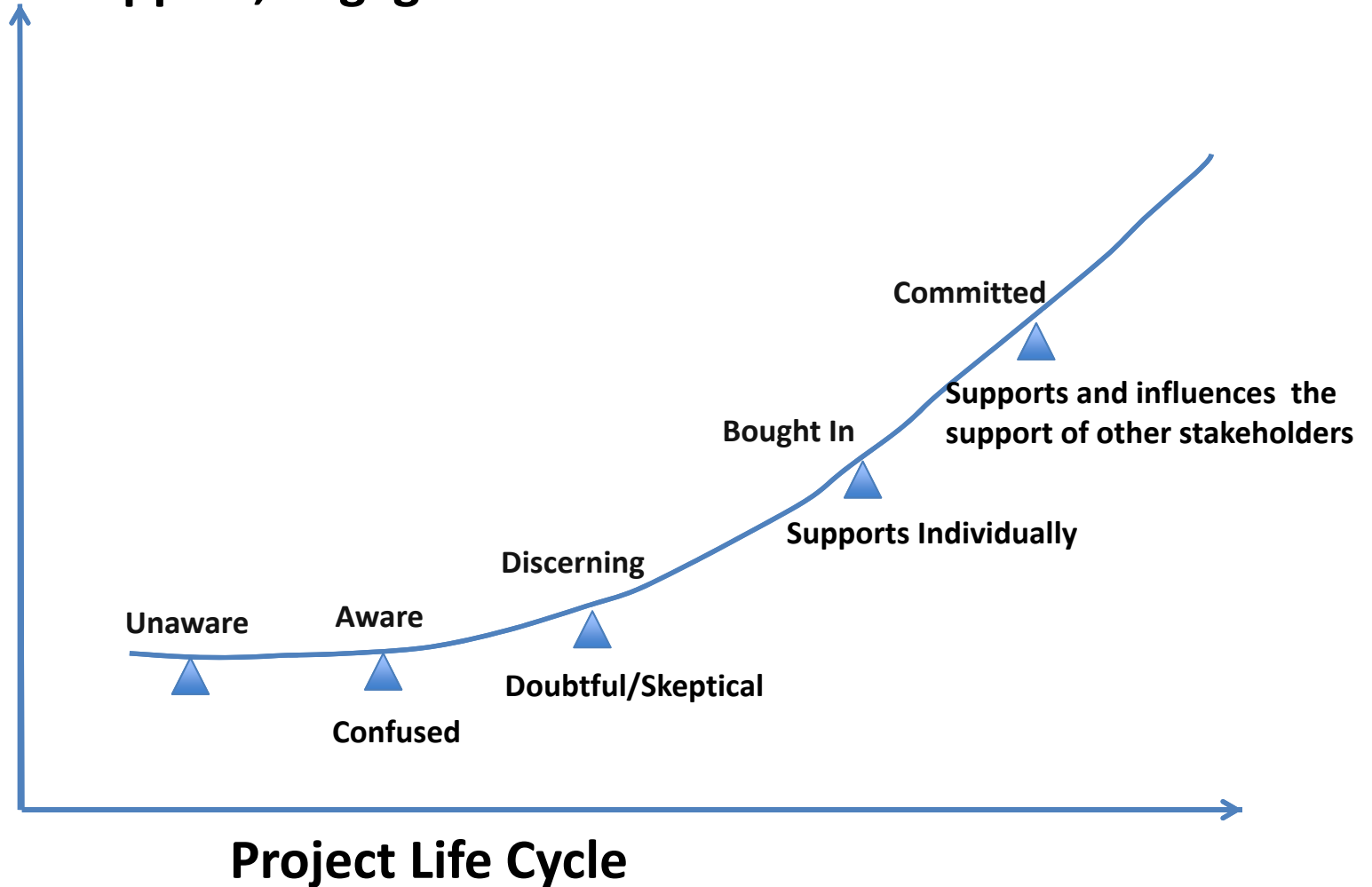
Monitoring Stakeholder Engagement

- **Consistently monitor stakeholders engagement**
- **Measure your stakeholder engagement by**
 - Assessing stakeholder's participation level/ involvement
 - Monitor your project performance,
 - Request feedback from your stakeholders
- **Adjust strategies to improve stakeholder management**



Monitoring Stakeholder's Engagement and Support

Stakeholders Support, Engagement and Trust



Continuously Improve Stakeholder Involvement

- Continue to listen to the voice of your stakeholders
- Use every opportunity to develop relationship and trust
- Actively negotiate and influence
- Be flexible and think out of the box
- Proactively foresee and mitigate conflicts



Building Trust and Credibility

- Share information, over communicate if it helps
- Identify common ground
- Tell the truth and admit mistakes
- Deliver on your promise, and try not over commit
- Use compelling evidence
- Listen with empathy and be approachable and accessible



Benefits of Happy Stakeholders

- Early buy-in can lay the foundation of a successful project
- Win more resources for the project
- Drive faster decision making and approvals of deliverables
- Collaborative decision making, Risk Management
- Minimizes Conflicts by improving trust and relationship
- Faster Adoption of Change





Thank You
Neeraj Shah,
Shire Pharmaceuticals

nshah@shire.com, neerajkshah@yahoo.com

