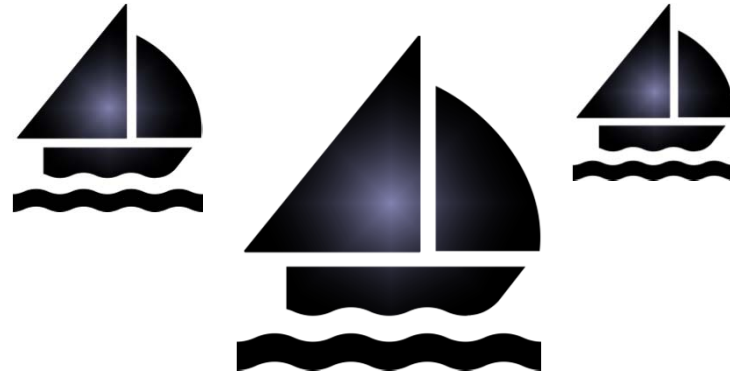


Welcome! Ranking activity

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





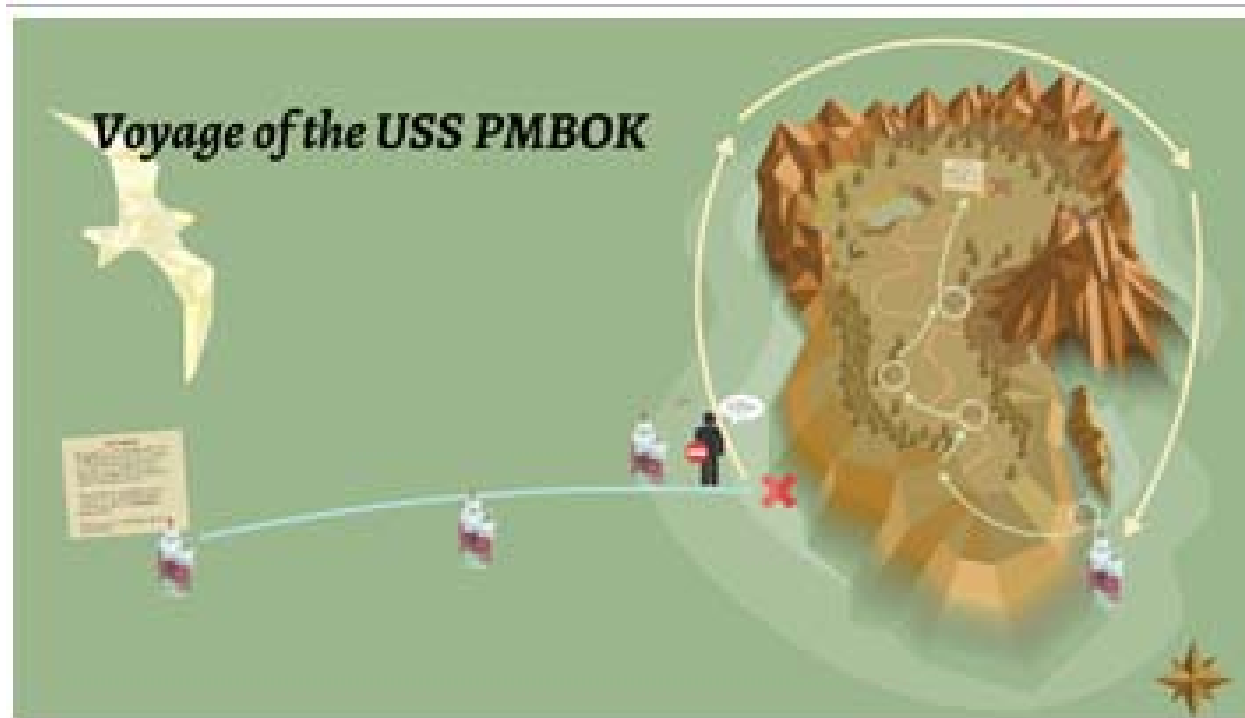
**Who's on Your Crew?
Manage Stakeholders to
Ensure a *Smooth Sailing*
Project**

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...



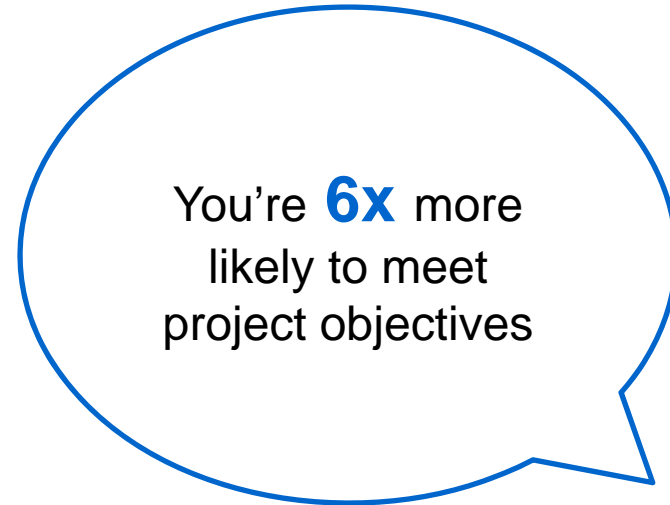
Standish Group 2013	2 top reasons for project success : strong sponsor engagement and user involvement
PMI study 2015	Project success rates remain flat (60%) between 2011-2015
Calleum Consulting “Why do projects fail” 2015	Top sources for project failure: <ul style="list-style-type: none">• Lack of communication• Failure to engage stakeholders• Failure to address culture change

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



©Prosci® Best Practices in Change Management Benchmarking Report, 2016

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

PMI. PMBOK® Guide, 5th edition. Newton Square: PMI, 2013

Stakeholder management begins in the initiating process

Start in the project charter

Align **stakeholders' expectations** with **project purpose**

Provide visibility about **scope and objectives**

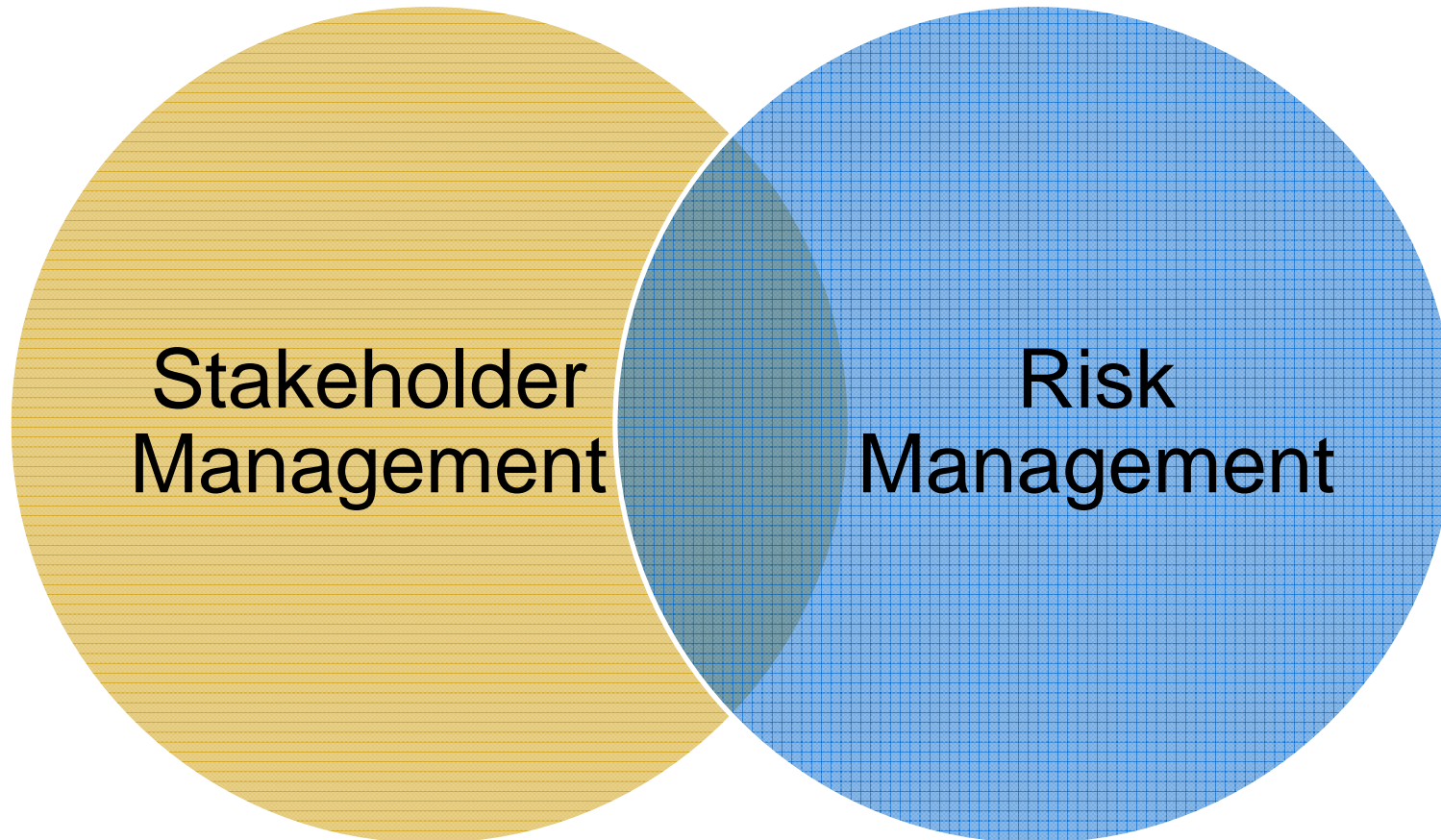
Shows **how participation** can ensure their **expectations are achieved**

Visual Project Charter

Project Charter: e-Learning		Project Kickoff: Q4 2016	Sponsor: Brad Cunic
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.			
Project Overview	Project Scope		Project Conditions
Business Needs <ul style="list-style-type: none"> 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 	Stakeholders <ul style="list-style-type: none"> CEO – Bob Fei CFO – Robert Bendetti RCG VP – Brad Cunic Director, Life Cycle Institute – Bill Wilder Marketing group Subject Matter Experts in WM and RCM e-Learning Vendor Institute Learning SME – Tara Holwegner Institute Business Manager – Sherri Large Institute Admin Contracts, Accounting Business Information Customers Business Development (RCG, Institute) 	Organizational Impacts <u>Processes</u> Registration Billing Course Development <u>Organizational</u> RCG, Institute, Contracts, Accounting, Marketing, BD, Business Information <u>Data</u> Registration data and tracking e-Learning subscriptions <u>Applications</u> CRM, CostPoint, online LMS <u>Technologies</u> 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 Issues Required capital expenditure funds have not been budgeted e-Learning vendor has not been secured Risks <ul style="list-style-type: none"> Budget may not be available Vendor may not have appropriate bandwidth to accommodate project within desired timeframe Many competitors already in this space
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. Clients have also expressed a need to roll out training enterprise-wide through their internal LMS systems.	Objectives, Goals and Success Criteria Grow revenue to \$1mm for e-Learning in 5 years <ul style="list-style-type: none"> 15 organization licenses sold in 5 years (\$65k per license) Or 666 individual subscribers at \$1500 Create an annuity revenue stream that maintains a constant presence with the client		Constraints TBD
Customers <ul style="list-style-type: none"> Personnel in maintenance and reliability - domestic Global personnel in maintenance and reliability (English-speaking) Training coordinators Director of Reliability or Maintenance, Plant Managers Chief Learning Officers 	Deliverables <ul style="list-style-type: none"> Work Management online course RCM online course Marketing plan Project administration process Continuous Improvement Plan 	Estimated Budget and Costs Work Management Development - \$175,500 RCM Development - \$175,500 Total: \$351,000* *Costs are inclusive of SME and project management time.	Project Approach Structure <u>Initiation</u> – Business case to be developed based on course summaries. Cost estimates and project feasibility to follow. <u>Planning</u> – Work breakdown structure to start. Specific activities to follow. We will develop a quality plan and begin negotiations with vendors. <u>Execution</u> – 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 access. <u>Closing</u> – Confirm satisfaction of final deliverables. Complete contracts. Lessons learned. Update project documents.
	Deliverables out of Scope N/A	Estimated Duration TBD	Project Team Roles and Responsibilities Executive Sponsor – Funding, Support Sponsor – Approve project plan & scope, business support Project Manager – Manage project life cycle Learning SME – Finalize content, module design, consistency with LOs

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



Stakeholder Register



Risk Management Plan

List techniques to identify stakeholders

Describe stakeholder analysis techniques

IDENTIFY STAKEHOLDERS

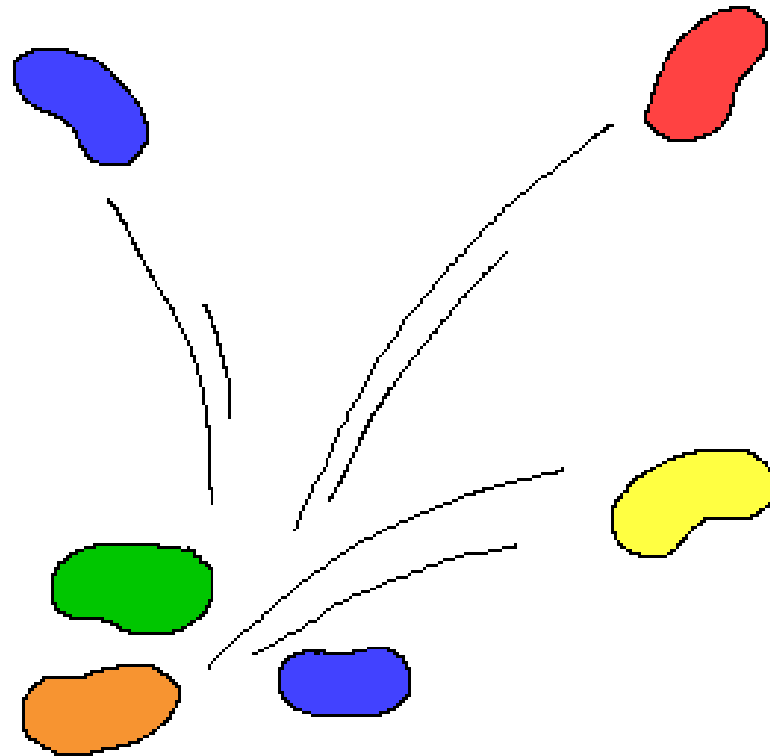
Methods to identify stakeholders

- **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**:

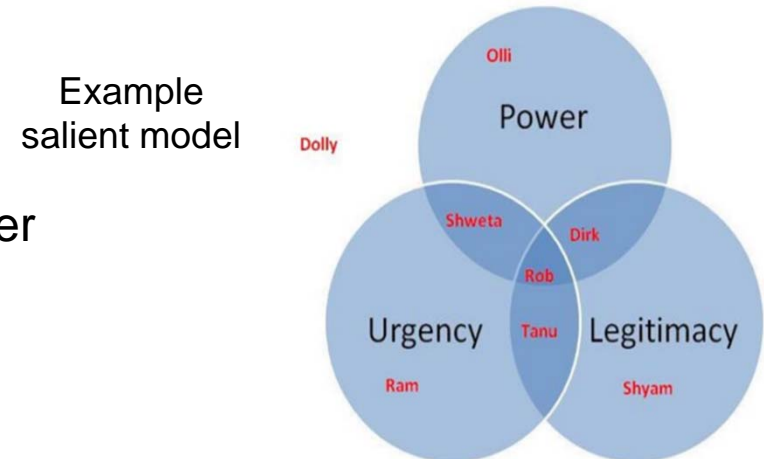
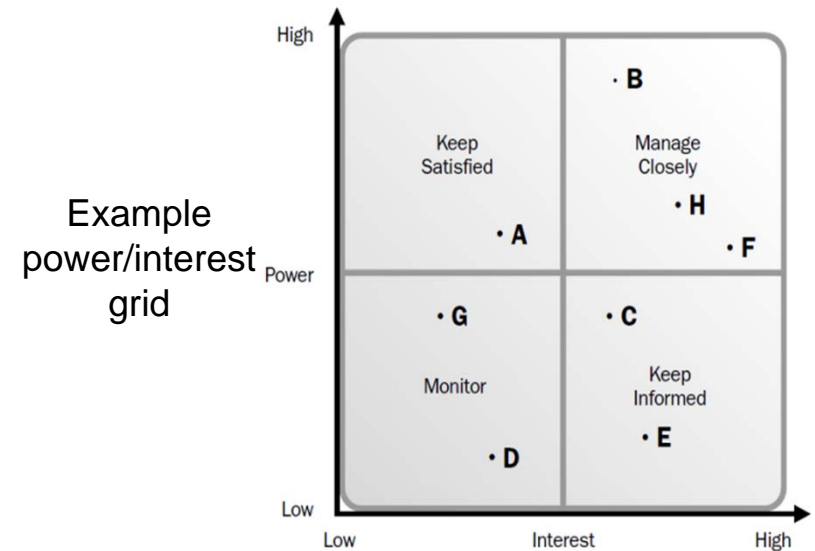
Interests

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

Engagement				
Unaware	Resistant	Neutral	Supportive	Leading
		C		

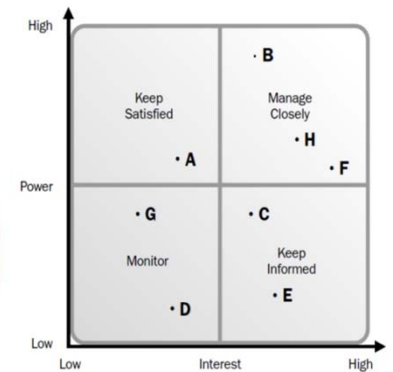
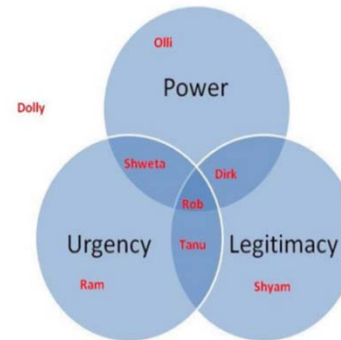
Activity: Stakeholder Analysis

1. Two stakeholders

Use analysis tool to determine power/influence:

Saliency

Power/interest, power/influence influence/impact



2. Document current engagement level

Engagement				
Unaware	Resistant	Neutral	Supportive	Leading
		C		

Document elements of a stakeholder register

STAKEHOLDER REGISTER

Identify phase output: stakeholder register

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

Stakeholder	Stakeholder's Role	Contact info	Power High/Low	Interest High/Low	Engagement focus	Requirements, priorities, expectations	Risk
			High	Low	Keep Satisfied	Sponsor may pull funding	

Engagement					Management approach	Owner
Unaware	Resistant	Neutral	Supportive	Leading		
		C	D			

CLOSING ACTIVITY



Stakeholder management

Cybersecurity development

Direct hire and contract staffing

Learning

Architecture

Network infrastructure

Project management

Remote monitoring

Cybersecurity

Communication

Training

Applications

Change

System accreditation

Engineering

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