

Stakeholder-Centric Scheduling

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Agenda

- “If you fail to plan, plan to fail”
- Planning in organisations
- Implementing the plans
- Stakeholder-Centric planning
- The *Stakeholder Circle*™ methodology and software

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If you fail to plan.....

- Inadequate planning
 - “You are spending too long on the planning”
 - “Just do it”
- Planned from whose perspective?
 - Management?
 - Technical specialists?
 - Users?
 - Stakeholders?

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...Plan to Fail

Consequences of poor planning

- Project Initiation
- Wild enthusiasm
- Disillusionment
- Chaos
- Search for the guilty
- Punishment of the innocent
- Promotion of the non-participants
- Definition of the requirements

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Why must you plan?

- Eliminate or reduce uncertainty
- Improve efficiency of the operation
- Obtain better understanding of the objectives
- Provide a basis for monitoring and controlling work
 - Kerzner
- Ensuring that the outcome meets stakeholder expectations
 - Bourne

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Planning in organisations

- Essential at all stages of:
 - Growth
 - 'Business-as-usual'
 - Change
- Essential for all stages of:
 - Business projects
 - Engineering projects

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Implementing the plans

- A plan that:
 - Cannot be implemented
 - That does not suit intended purposes
 - That is rejected by any of those who are impacted
- Has wasted the organisation's scarce resources
 - \$\$\$\$
 - People
 - Material

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Stakeholder-Centric planning

Stakeholder-centric planning seeks to understand:

- Who has a 'stake' in the plan
- Who is most important
 - Power and influence
- How to engage their interest and support

It is:

- The key to ensuring that plans meet requirements
- Can be implemented
- And will be accepted

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What is the *Stakeholder Circle*™

A methodology supported by software

- Shows a project's or organisation's unique stakeholder community
 - Identifies key stakeholders and their needs and expectations
 - Allows/supports analysis of this community
- Supports development of appropriate communications strategies

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The Methodology

- Identifies all stakeholders
 - For any particular time
- Prioritises and maps the key stakeholders
- Supports the planning team develop an engagement strategy
 - For all identified stakeholders
- Provides mechanisms for monitoring stakeholder issues and communications

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Supported by software...

- The software, a relational database
 - Collects all data necessary for prioritisation and engagement
 - Performs prioritisation calculations
 - Develops reports
 - Guides planning team through stages of developing their communications plan
 - Supports changes to stakeholder community as conditions change within and around the project

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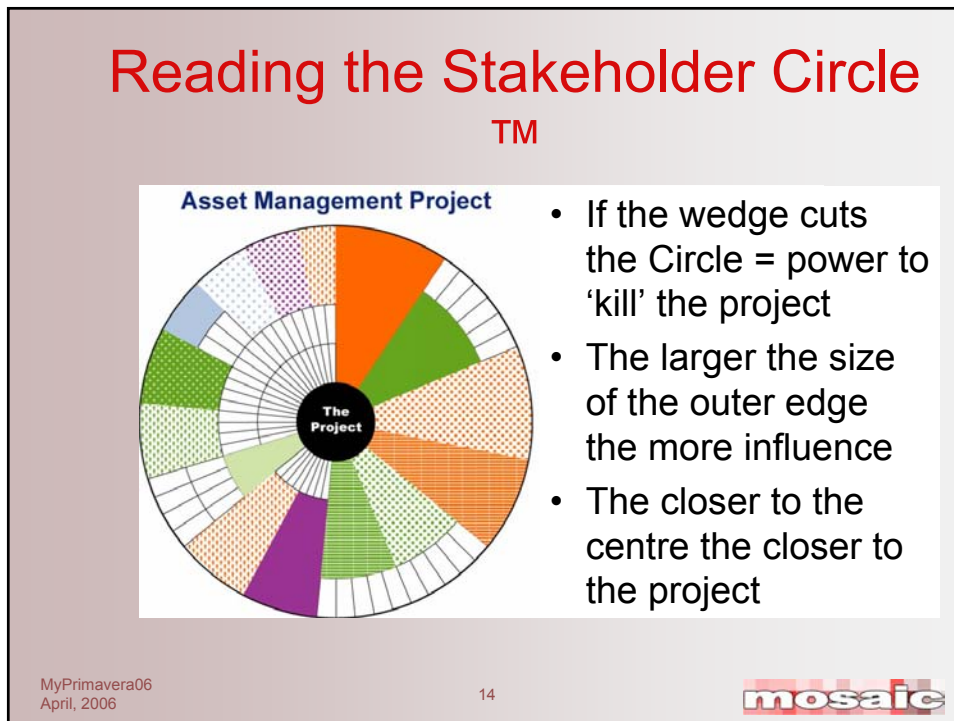
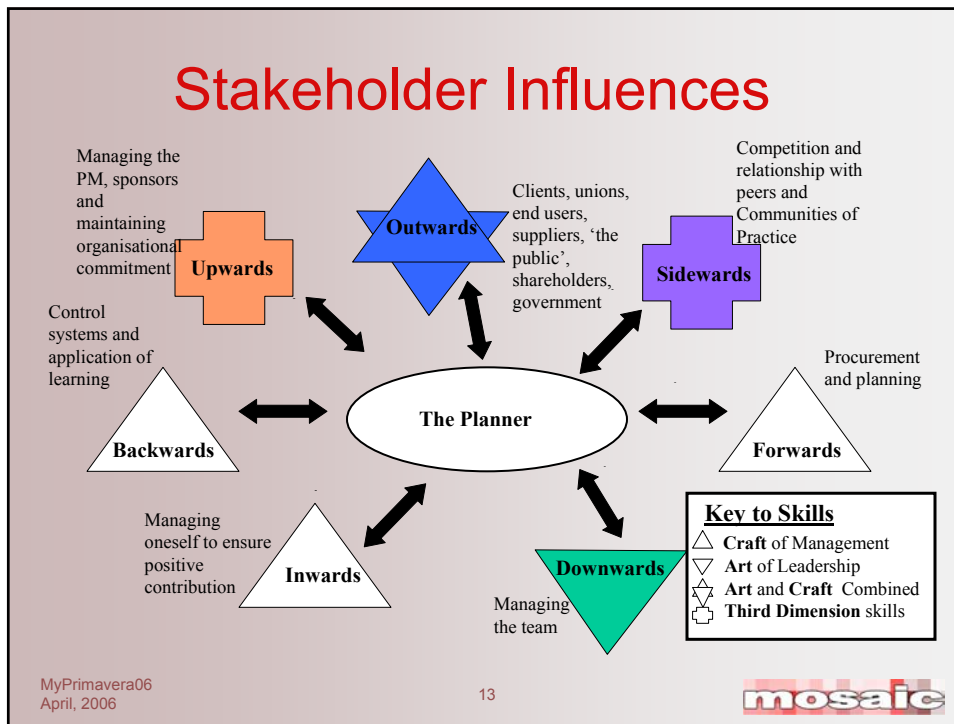
An Example



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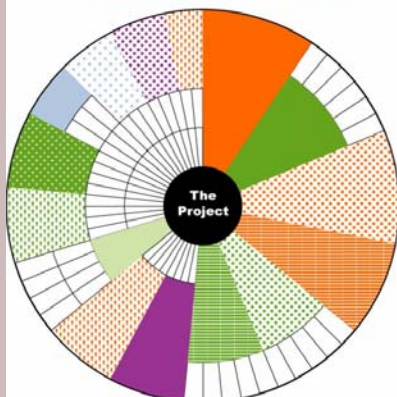
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Local Government

Asset Management Project



Legend

- Orange = upwards
- Blue = outwards
- Green = downwards
- Purple = sideways
- Dark = internal
- Light = external

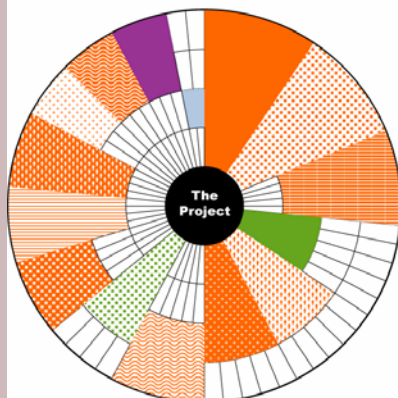
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State Government

Knowledge Net



Legend

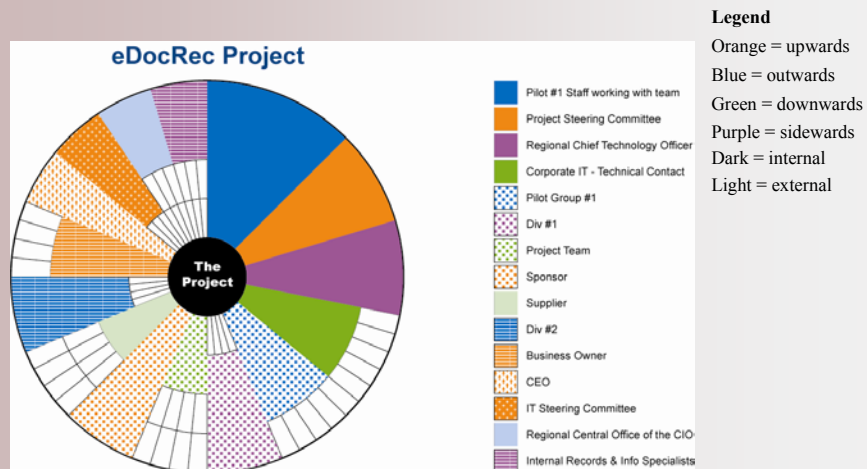
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State Government 2



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Engagement

Supports understanding:

- *Who* is important and *why*

Supports focus:

- On the communication needs of key stakeholders

Supports understanding of:

- Best ways to ensure the plan is aligned to the project's strategy
- How the plan can support successful projects/programs

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Value to the Organisation

- Reduction in ineffective plans
 - Perception of effective planning
- Reduce wastage of scarce resources:
 - \$\$\$\$
 - People and skills (CHAOS Report 2000, 2003)
- Encourages planners to understand and 'buy-in' to an organisation's culture
 - Planner career advancement

Value to the Program/Project

- Stakeholder-centric plans
 - Reduce the chances of project failure
 - Increase the chances of project success
- Coaching and career enhancement
 - 'politics', "early warning"

Value to the Stakeholders

- Stakeholder requirements expectations and needs are:
 - Understood
 - Managed
 - Negotiated with other stakeholders
 - Used to focus communications

Questions Please



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