

PMI Leadership Institute

Who are your Chapter's stakeholders really?

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Today

- Why stakeholders matter
- Who are stakeholders?
- *Mutuality*
- Typical chapter stakeholder community
- Effective communication
- Difficult stakeholders

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Why stakeholders matter

- Sydney Opera House
 - Way over budget and schedule
 - How is it perceived today
- Heathrow Terminal 5
 - Construction project – exemplary
 - Open to the public
 - How is it perceived today

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Sydney Opera House

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Chaos at Terminal 5

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Who are stakeholders?

- Stakeholders defined:
 - *Individuals or groups who are impacted by the work or its outcomes*
 - *Individuals or groups who can impact the work or its outcomes*
- Potentially a very large community
 - Depends on the activity

REQUIRES TEAM APPROACH FOR SUCCESS

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Mutuality

Successful stakeholder engagement requires

- Building and maintaining robust relationships with important stakeholders
- Relationships are two-way
 - Whether work or personal relationships

IT IS ESSENTIAL TO KNOW:

- What the team needs from each stakeholder
- What each stakeholder needs (expects)

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Stakeholder expectations

Personal:

- Enhanced reputation
- Career advancement (and money)
- More organisational power
- A quiet life

Managerial:

- Group reputation enhanced
- Delivery of benefits
- Customer satisfaction

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Stakeholder expectations: chapter

Personal:

- Enhanced reputation - Improved CV
- Learn new leadership skills
- Give something back (to the profession or Chapter)
- Specific experience for future ambition (such as serve on a commercial Board)
- Step to other roles in PMI hierarchy
- Other ?.....

TEAM EFFORT TO IDENTIFY

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A stakeholder community

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Typical chapter stakeholder community (President perspective)

Upwards

- Mentors, PMI staff,

Downwards

- Board team members

Sideways

- Other presidents (or Chapter leaders)

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Typical chapter stakeholder community (President perspective)

Outwards

- PMI Members and Chapter members
- Non-PMI PMs
- Sponsors
- Suppliers
- Government

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Effective Communication

Communication

- THE ONLY TOOL for stakeholder engagement
- Some communication will be general (newsletters)
- For special situations – additional analysis and delivery
 - Conflict, marketing, managing volunteers

NOT ONE SIZE FITS ALL!!!

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Effective Communication

- Purposeful
- Appropriate
- Targeted
- Monitored

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Purposeful Communication

- What is the purpose of the communication strategy?
- Raise profile?
- Provide information to get more support?
- Enhance credibility or reputation?
- Change attitudes?

HOW MESSAGE IS CRAFTED WILL BE DIFFERENT

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Appropriate Communication

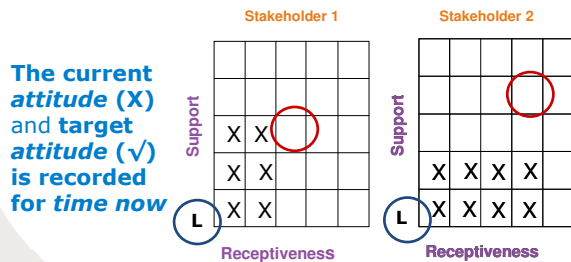
- Format and content depends on *direction of influence*
- Upwards – summary focused on relevance
- Downwards – detail instructions for the team
- Sideways – usually informal to enhance collaboration
- Outwards – depends on the need of the work and the purpose of the communication

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An engagement profile

Stakeholder's attitude



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Targeted Communication

- Based on the gap between current *attitude* and target *attitude*
- The wider that gap the greater the need to focus communication effort on these stakeholders

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Monitored Communication

- How will you know if your communication efforts have been effective?
- Look at the trends in stakeholder *attitude*
- If the gap between current and target *attitude* has become smaller – your communication effort is working!
- IF the gap has not changed or has got bigger...

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Measuring effectiveness

no change in the gap, or the gap widens a different communication approach must be considered

First

3 Months later

What happened here?

What should happen next?

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Measuring effectiveness

**Stakeholder lost power?
Other work more important?**

3 Months later

6 Months later

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Difficult stakeholders

- Sometimes a stakeholder:
 - May be antagonistic to the team, the work,
 - May be totally unresponsive to messages
 - May not want to speak to any member of the team
- The team will need to investigate the influence networks

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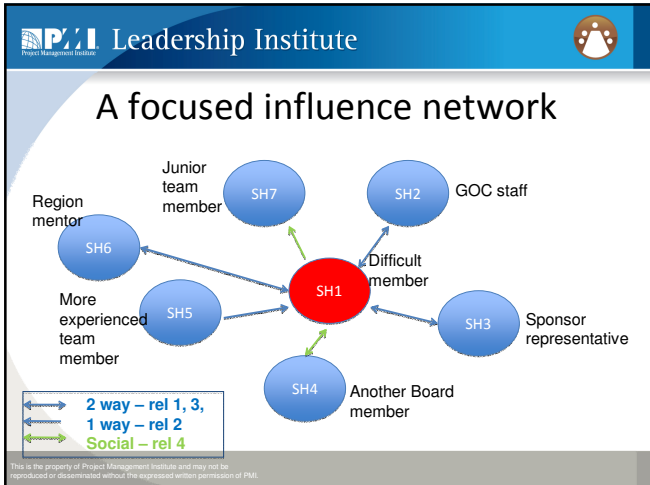
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Finding influence networks for the Chapter

1. Who does he/she work with?
2. Who does he/she ask for help/Who does he/she give advice to?
3. Who does he/she communicate with? How often? E.g. never/monthly/weekly/daily?
4. Who does he/she socialise with or meet away from work?

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- ### Using the influence network
- Which supportive stakeholder is most likely to have most influence?
 - NOT necessarily the most powerful stakeholder
 - Often the informal(or social) networks are best
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- ### Today
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- A TEAM EFFORT + NOT ONE SIZE FITS ALL**
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End of Session

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