

Communication ≠ Engagement



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Communication ≠ Engagement

- **Mass verbal 'Tweet'**
- **Communication is the Key**
- **Engagement**
 - *Why it matters*
 - *Option 1 - *****
 - *Option 2 - Credibility*
- **Focusing the effort for Effect**
- **Conclusions**



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A Verbal 'Tweet'

- Follow my instructions carefully.....



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A Verbal 'Tweet'

- Did you communicate?



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Communications Overview

- **Sending a message is not communication**
 - *Distributing reports*
 - *Tweets / SMS*
 - *Emails (even with the 'read' switch set to on)*
- **A communication starts with sending a message**
- **It finishes when you know the message has been understood**

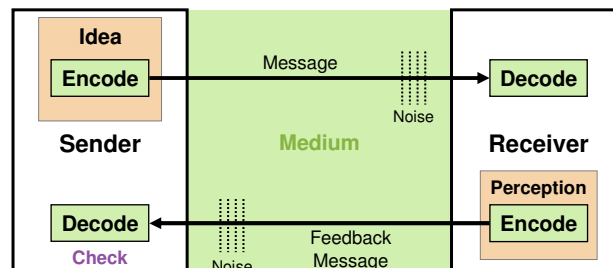


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Communications Overview

- **A complete communication**



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Communication: A Dance

Communication is a dance between two people.

The sender needs to adapt to the needs of the receiver.

The receiver needs to reflect the message back



It takes two to tango!



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Filters

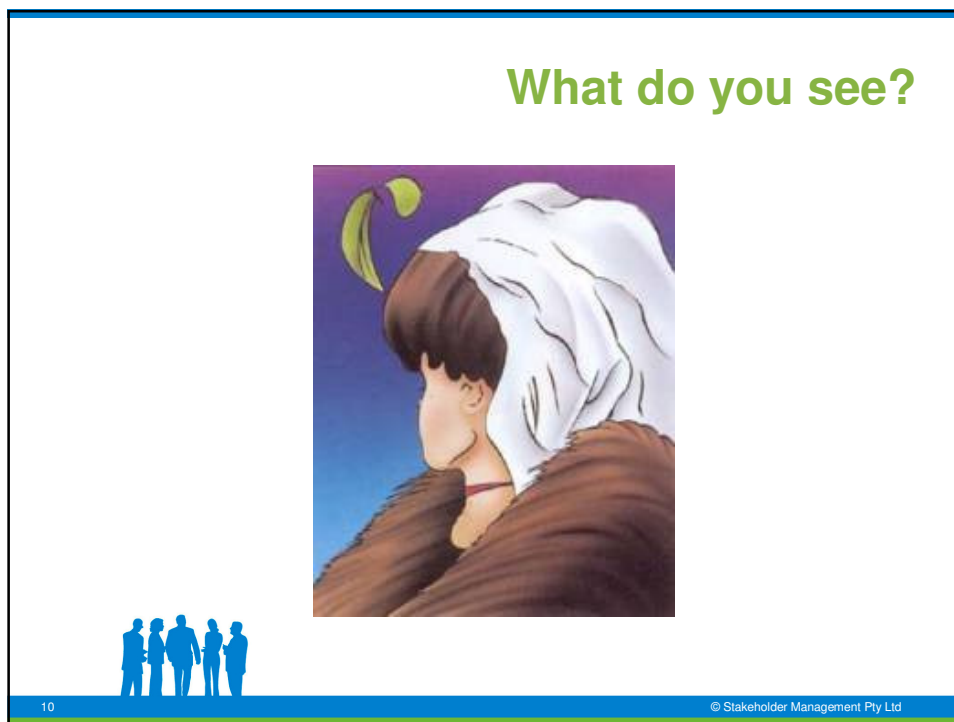
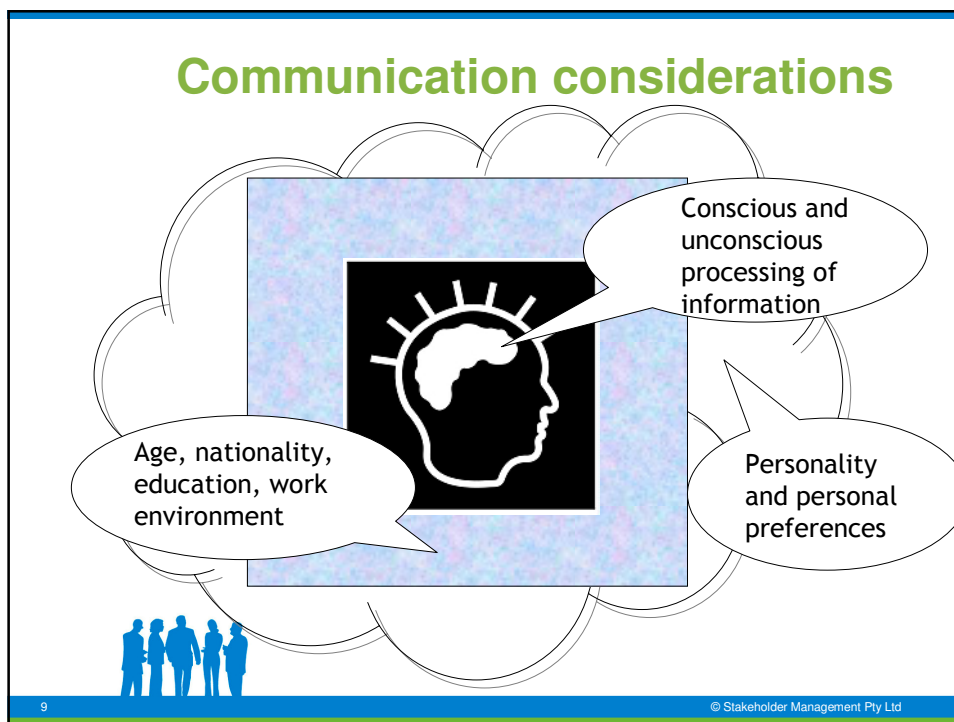
- **How we send and receive messages is affected by:**
 - *The objectives of the communication (business or pleasure)*
 - *Our cultural background and personality*
 - *How we are feeling at the time*
- **The way our individual brain 'sees' things**



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Communicating with Purpose

- Defined purpose – you want an effect
- Short focused messages
- Targeted to work for the receiver – KISS
- Reports are not communication
- But they are important

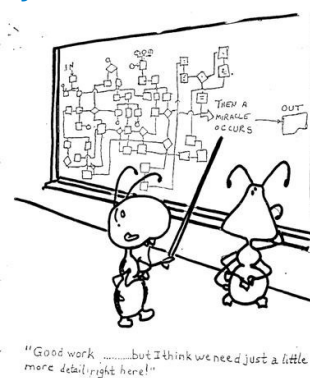


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Reports and Charts

- Mark Twain: *Clothes make the man. Naked people have little or no influence in society.*
- Reports & charts are a repository of information in a time series
- Are the 'clothing' needed to be credible as a project manager
- May be referenced
- But are never read by anyone important



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Engagement

- **Engaged stakeholders**
 - *Help you to help them be successful*
- **You need their commitment**

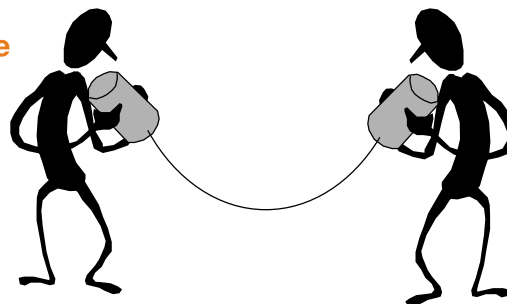


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Engagement Requires

- **A robust relationship built on empathy and trust**
- **Mutuality, a shared objective for Win-Win**
- **Your leadership to bring different stakeholder viewpoints into alignment**
- **Focused, effective communication is the key**
- **But it is not enough!**



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Building the Relationship

- **Effective communication starts the process**
 - *No communication – no relationship*
- **Empathy – you understand my feelings and emotions**
- **Trust – I'm prepared to open up to you**
 - *Trust is being prepared to be vulnerable to someone else*
- **Credibility – I feel you have the ability to help me**
 - *I value what you say*
- **Mutuality – by helping you I achieve my objective**
 - *WIIFM -v- Altruism*



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Communication ≠ Engagement

- **The primary purpose of communication is to get your stakeholder engaged in the project**
- **Successful engagement means your key stakeholders are:**
 - *Committed to its success*
 - *Prepared to do what's needed to achieve success*
 - *Believe its success is important to them personally*
- **Engaged stakeholders make your job easier!**



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Engagement

- **Committed stakeholders**
 - *Support you*
 - *Help you*
 - *Provide needed resource to you*
- **Because they want you to be successful**



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Achieving Engagement

- **Option 1: Be cute and cuddly**



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Achieving Engagement

- **Option 2: Be credible**
- **Credibility**
 - Lets you be heard
 - Allows **Mutuality** to be used effectively
 - Means you are empowered to 'Advise Upwards'
- **But credibility has to be built!**



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Building Credibility

It is all in the
mind of the
'other person'



An
Assumption?



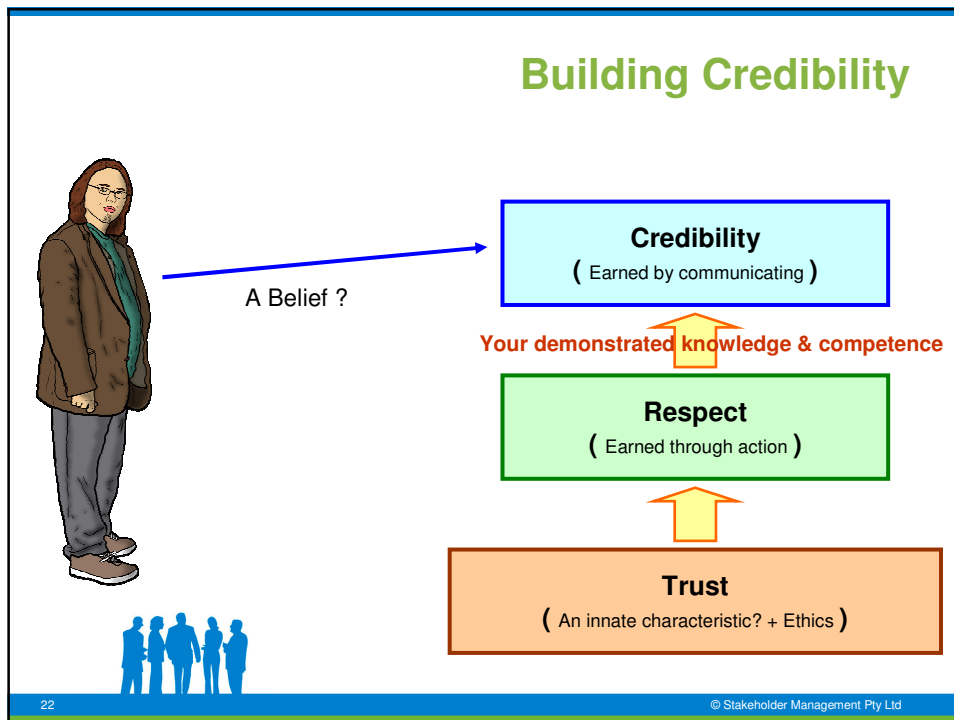
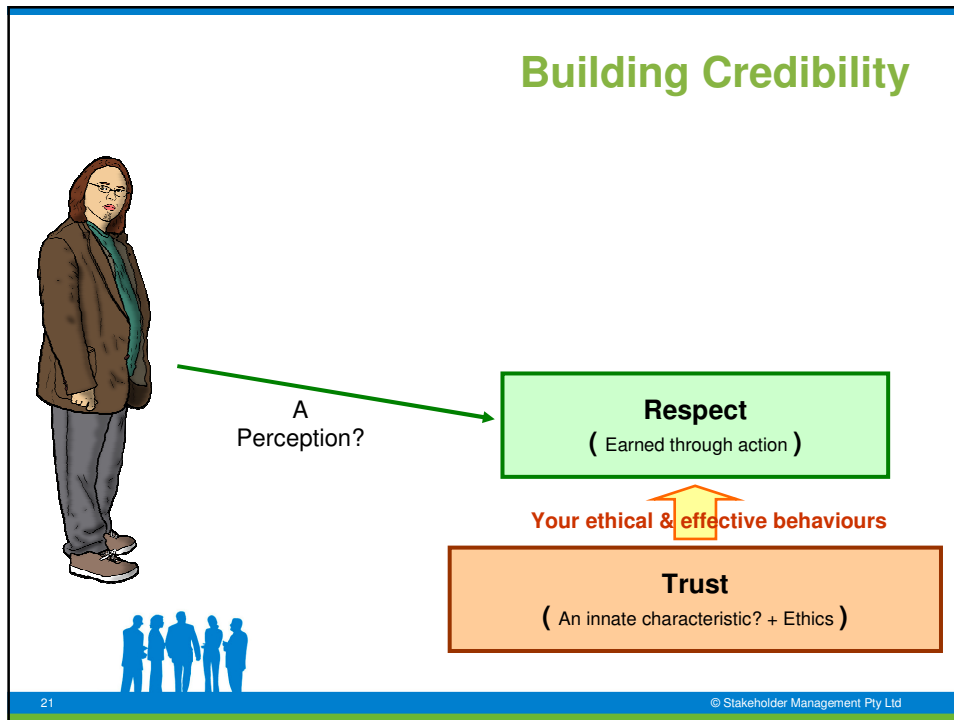
Trust

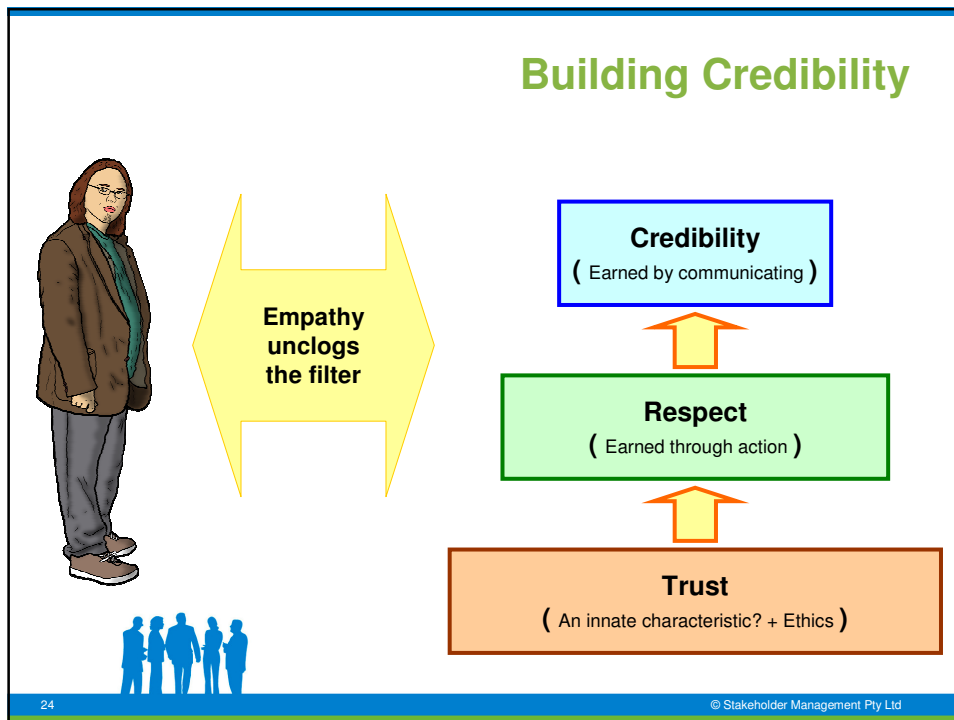
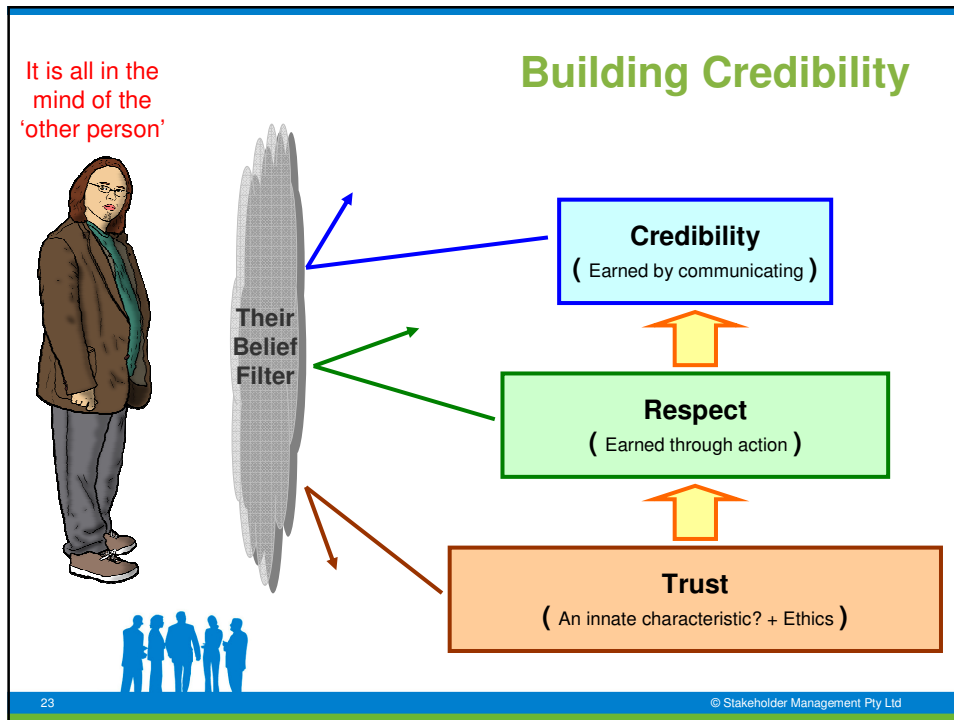
(An innate characteristic? + Ethics)

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Mutuality

- Understand their needs and objectives
- Understand what you require from them
- Link their needs to your requirements
- Demonstrate that by helping you, they achieve their objectives – WIIFM
- Relying on altruism is a high risk strategy



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Stakeholders - Who to engage?

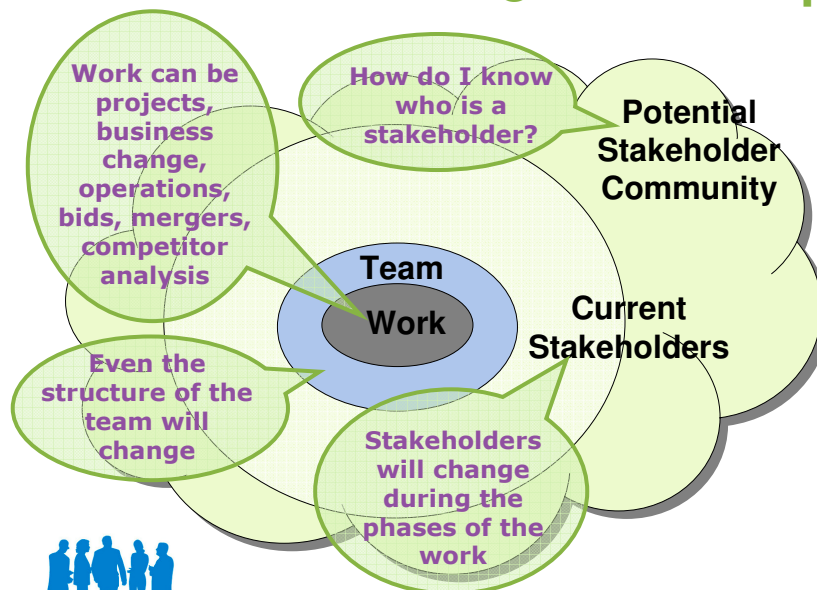
- **Engaging stakeholders effectively is hard work!**
- The challenge is identifying the right stakeholders 'at this point in time'
- Assess their current attitude to your project
- Determine the desired attitude for optimum success
- Then chose the right messages to communicate to build engagement



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Stakeholder Circle®: the concept



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Stakeholder Circle®: the concept

The **Stakeholder Circle®** Methodology

"Are you managing the right stakeholders?"



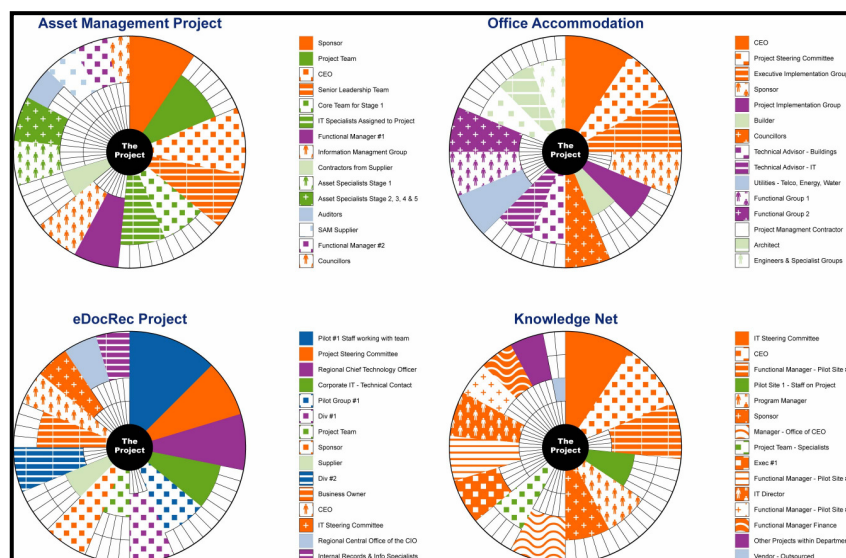
| | | | | |
|--|---|--|---|--|
| <input type="checkbox"/> Name <input type="checkbox"/> Role <input type="checkbox"/> Direction of influence (U, D, O, S, I, E) <input type="checkbox"/> Importance and 'stake' <input type="checkbox"/> Requirements: 'expectations' | Team ratings of: <input type="checkbox"/> Power <input type="checkbox"/> Proximity <input type="checkbox"/> Urgency <input type="checkbox"/> Index # <input type="checkbox"/> Priority | Results of Steps 1 & 2 <input type="checkbox"/> Categorised list <input type="checkbox"/> Excel form <input type="checkbox"/> <i>Stakeholder Circle</i> | Engagement Profile <input type="checkbox"/> Support <input type="checkbox"/> Receptiveness <input type="checkbox"/> Targeted Communication Plan <input type="checkbox"/> Relationship Manager | <input type="checkbox"/> 'Baseline' communication plan <input type="checkbox"/> Subsequent assessment <input type="checkbox"/> Direction of influence (U, D, O, S, I, E) <input type="checkbox"/> Reports |
|--|---|--|---|--|



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Stakeholder Circle®: the result



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How to engage?

- Understand their attitude

Edit / Set Stakeholder Engagement Profile for:-
Paradise Island PMO

Data Version 1.00, Data Date 28/09/2007. [Previous](#) [Next](#)

Name: **Tony White** Power: 2 Informal Power
Role: Manager of the PMO of the Innovation Support Office (ISO) Proximity: 2 Detached from the project
Urgency: 3 Medium level of Urgency

Direction: ☐ U ☐ O ☐ S ☒ D Downwards (eg, Team) ☒ Internal ☐ External To the organization

Significance to Project

Importance to Project: Required
Requires From Project: Career advancement

Set current and optimal levels of Receptiveness and Support

Current level of:
The 'current' level of receptiveness and support are based on your assessment of the stakeholder's existing attitudes to the project.

Receptiveness: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 Ambivalent: may agree to receive information, unlikely to respond
Support: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 Neutral: is neither opposed or supportive
Engagement Index: 50.00

Target level for:
The 'target' level of receptiveness and support are based on your assessment of the optimal level of support needed from the stakeholder to achieve project success.

Receptiveness: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 Ambivalent: may agree to receive information, unlikely to respond
Support: ☐ 1 ☐ 2 ☒ 3 ☐ 4 ☐ 5 Passive support: supportive, but not actively supportive

Notes & Comments: This is Tony's first job; he is honoured to be given the responsibility of managing the ISO, but doesn't really understand the importance of the project. He does want to please the Prince however, and will do the best he can to introduce many of the Prince's innovations into the company-wide PMO. The Prince has more power, so Tony that indirectly he has more stake in the success of the project. 23 December, 2007: now that the royal family has gone, Tony's power base is diminished

Stakeholder Active: ☒ Active ☐ Inactive

[Return Stakeholder List](#) [Edit Stakeholder Priority](#) [Help - Engagement](#)

S/H Profile

Support

Receptiveness

Target -> Current
The current situation is shaded as dark purple.
The 'target' is colored:
Green if achieved
Orange if missed on one dimension
Red if missed on both dimensions

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How to engage?

- Develop a communication strategy for each key stakeholder to:
 - Achieve the appropriate relationship,
 - Achieve the appropriate levels of engagement and support
- Select the best: messages, messenger and medium
- Communicate effectively with the rest of the stakeholder community
 - Use a combination of 'push' and 'pull' processes
- Periodically review and revise the communication strategy for optimum outcomes

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Conclusion

- **All stakeholders are equal but some stakeholders are more equal than others.**
George Orwell, "Animal Farm"
- **Success = happy stakeholders**
— *The 'right stakeholders'*
- **Engaged stakeholders help you make them happy!**
- **But to achieve this you need to move beyond communication to active engagement**



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Questions Please

Communication ≠ Engagement



Conclusion

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