Advanced Topics

Managing Stakeholder Expectations

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Project & Portfolio Management Software

Initiate Project Intelligence®

Moderator

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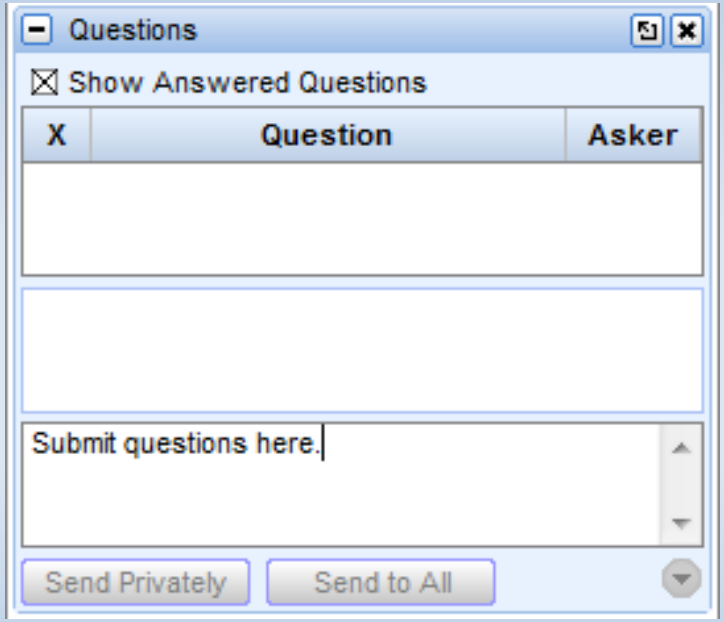
Things to know…

- All participants will be on mute
- Questions are welcome
  - Please use the questions box to ask questions
  - The moderator will select questions
  - All questions will be answered today or by email at info@projectinsight.net
- Webinar recording available in the PI Community



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Presenter

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Who is on the call?

- Are you:
  - A Project Manager without your PMP certification?
  - A PMP in the role of a Project Manager?
  - A program manager?
  - Just looking for ways to use Project Insight more effectively?

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Goals of the Advanced Series

- Expand your knowledge of more complex tools and techniques
- Build leadership skills to manage people more effectively
- Identify practical ways to begin using advanced techniques
- Explore other methodologies or techniques that enhance project management competency

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Objectives of This Webinar

- Identify key stakeholders
- Develop a power and interest matrix to analyze stakeholders
- Use techniques to set expectations with stakeholders
- Respond to stakeholders during project execution

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Managing Stakeholder Expectations

- What does it really mean to manage expectations?
- Stakeholders are demanding people and many times don't always have the same objectives.
- How do you identify their needs and build communication mechanisms within project insight for increased communication?
- We will identify ways for you to identify the expectations of each stakeholder and provide tools for you to manage differing expectations between stakeholders.

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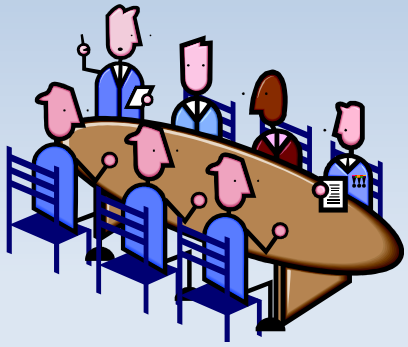
Managing Stakeholder Expectations



Identify & Analyze Key Stakeholders

Set Expectations

Manage Expectations

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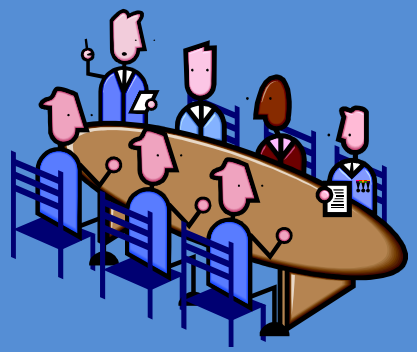
Identify & Analyze Key Stakeholders

Why Stakeholders Matter



- Stakeholders determine a project's success
- They are a broad and diverse group with competing needs
- Unidentified stakeholders cause havoc on projects
- Even small projects touch more stakeholders than anticipated

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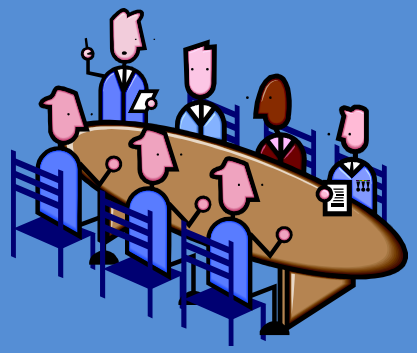
Identify & Analyze Key Stakeholders

Why Stakeholders Matter



- **Stakeholder.** Persons and organizations such as customers, sponsors, performing organization, and the public, that are actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project.

PMBOK Guide®

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Quote

Success in a project depends more on the people than the project management process.

D. W. Nesper, PMP

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Use a Systematic Approach

- Systematic approach
  - Investigations and interviews
  - Organization reviews
  - Brainstorming

- **Ask:**
  - Who wants the project?
  - Who will benefit?
  - Who may be affected?
  - Who are the customers and end users?
  - Who are the SMEs?
  - Who on the outside may be affected?
  - Who are other stakeholders?

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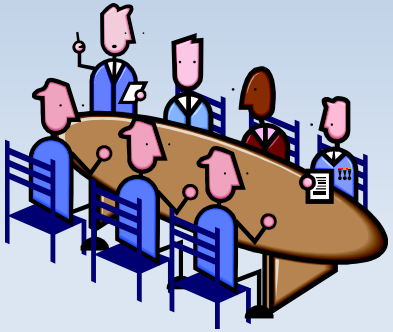
Key Stakeholders to Manage

- Project team
  - Complete work on time, on budget
  - Stay focused and involved
- Project sponsor
  - Support and be a liaison to management
  - Make decisions
  - Create boundaries and remove obstacles
- Customer or end user
  - Identify and meet their needs



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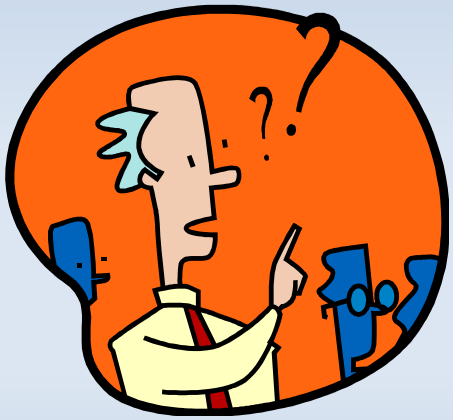
Question for YOU



What stakeholders are hardest to manage?

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Analyze Stakeholders

- **Power –** ability to positively or negatively impact project success; who has influence over resources?
- **Interest and involvement –** what is their beneficial or detrimental affect on the project
- **Communication and behavioral style –** what personal characteristics are at work?
- **Relationships –** who works well together? Who doesn't?
- **Risk tolerance –** how much risk are they willing to take?

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Assess Stakeholder Power

- **Project sponsor –** typically has greatest power
- **Resources controlled –** delivers power over the project into those who control resources
  - Moderated by available alternatives
- **May have influence without formal authority**

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Assess Stakeholder Power

- **Ask:**
  - What project-related power do they have?
  - What beneficial or detrimental stake in the project do they have?
  - What project resources do they control?
  - Which of these is critical to project success?
  - What other sources of control do they have?

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Assess Interest & Attitude

- **Interest**
  - Related to their personal benefit
  - Involvement is combo of interest and available time
- **Attitude**
  - Positive, negative, indifferent

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Power & Interest Matrix

High Power Low Interest	High Power High Interest
Low Power Low Interest	Low Power High Interest

- **Power –** stakeholders' ability to assist or resist project objectives
- **Interest –** may be beneficial or detrimental

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Set Expectations

Actions to Set Expectations

- Get key stakeholders involved
- Influence the project requirements
- Negotiate the project deliverables
- Communicate to help their understanding of project limits
- Identify and plan responses to risks early; communicate plans
- Build trust and constructive interdependence

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Key Stakeholders and Planning

- **Key stakeholders should help:**
  - Define requirements and convert requirements to scope
  - Specify quality acceptance criteria
  - Estimate time and cost to create a schedule and budget
  - Influence staffing
  - Manage procurement
  - Plan for risk
  - Develop a communication plan
  - Monitor and control

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Building Trusting Relationships

- **Why create a climate of trust?**
  - Trusting others pays off
- **Characteristics of trusting relationships**
  - Confidence among team members
  - Their peers' intentions are good
  - There is no reason to be protective or careful around the group
  - Teammates are comfortable being vulnerable with one another

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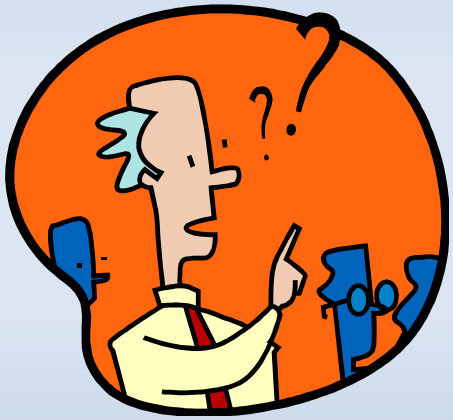
Question for YOU



- **What can you do to build trusting relationships:**
  - With a new team?
  - With a virtual team?

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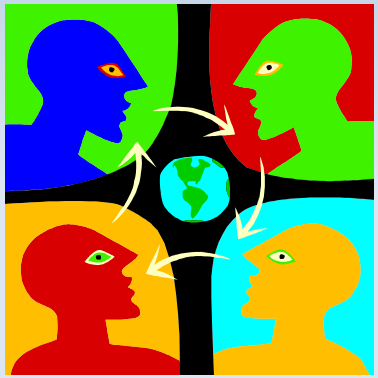
Constructive Interdependence

- Establish climate of constructive interdependence
- Develop cooperative goals and roles
- Support norms of reciprocity
- Reward joint effort
- Support interactions
- Sustain ongoing interaction with staff and peers
- Create a learning environment
- Make your support visible
- Share power, information, and resources



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Manage Expectations

Take Action Steps

- Acknowledge and deal with levels of power and interest
- Plan for and monitor stakeholder roles
- Proactively respond power and influence
- Draw on stakeholder interest and attitude for the benefit of the project
- Use the power and interest matrix to help develop communication plans

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Action Steps: Stakeholder Roles

- Get commitment from stakeholders
- Document commitments
- Differentiate duration and effort estimates
- Make provisions for geographically distributed stakeholders

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Action Steps: Power & Influence

- Talk to stakeholders individually
- Build trust
- Listen to their concerns
- Ask stakeholders for help
- Review project priorities
- Provide information on progress
- Escalate to project sponsor

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Action Steps: Interest & Attitude

- Ask for stakeholders' opinions; give them visibility
- Be ready for an attack
- Let them know they've been heard
- Document their issues
- Involve them on personal level
- Communicate action steps

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Action Steps: Power & Interest Matrix

- Perform detailed stakeholder analysis at beginning
- Anticipate stakeholder responses
- Brainstorm actions

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Power & Interest Matrix

Power	Low Interest	High Interest
High	Communicate less frequently Provide summary information Give personal attention Give credit where due	Invest higher portion of your communication effort Provide summary information Give personal attention Use multiple media
Low	Use low cost, mass media Encourage any interest Monitor for changes	Give them a voice and visibility Expand responsibilities for communication Use low cost, mass media

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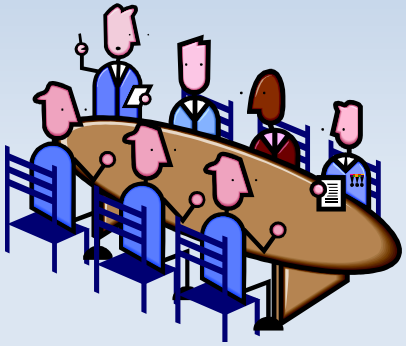
Managing Stakeholder Expectations



Identify & Analyze Key Stakeholders

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Action Steps: Power & Interest Matrix

- Perform detailed stakeholder analysis at beginning
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Review

- Identify key stakeholders
- Develop a power and interest matrix to analyze stakeholders
- Use techniques to set expectations with stakeholders
- Respond to stakeholders during project execution
- Questions & Answers ???

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Goals of the Advanced Series

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- Identify practical ways to begin using advanced techniques
- Explore other methodologies or techniques that enhance project management competency

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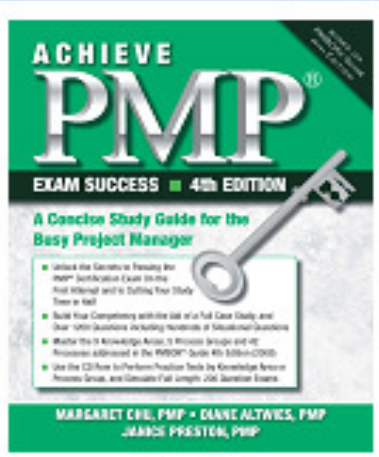
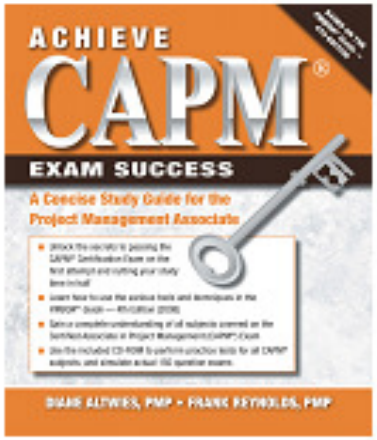
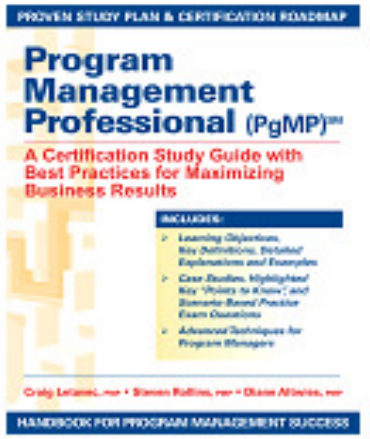
Books for Credentials

- *Achieve PMP® Exam Success*
- *Achieve CAPM® Success*
- *Program Management Professional (PgMP®) Study Guide*







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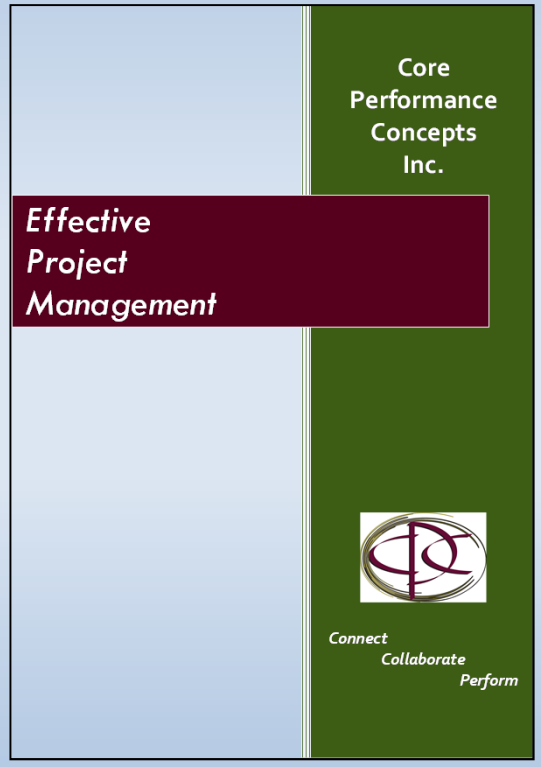
- Find tips and techniques to help you gain control of projects
- Learn about more complex topics in project management
- Discover concepts, tools and ways to better manage projects



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2012 Advanced Webinar Series

- **The 4th Wednesday of Every Month - 8:00am PT**
- **Topics**
  - **Jan –** Managing Stakeholder Expectations
  - **Feb –** Agile Project Management : What It Is and Isn't (NEW!)
  - **Mar –** Creating Use Cases
  - **April –** Validating Requirements
  - **May –** Collaborating within the Politics (NEW!)
  - **June –** Asking the 4 Questions Many Leaders Overlook (NEW!)
  - **July –** Creating Test Plans
  - **Aug –** The Art of Negotiating (NEW!)
  - **Sept –** More Agile News (NEW!)
  - **Oct –** Meeting Effectiveness (NEW!)
  - **Nov –** Managing Business Networking (NEW!)
  - **Dec –** no webinar; enjoy the holidays!

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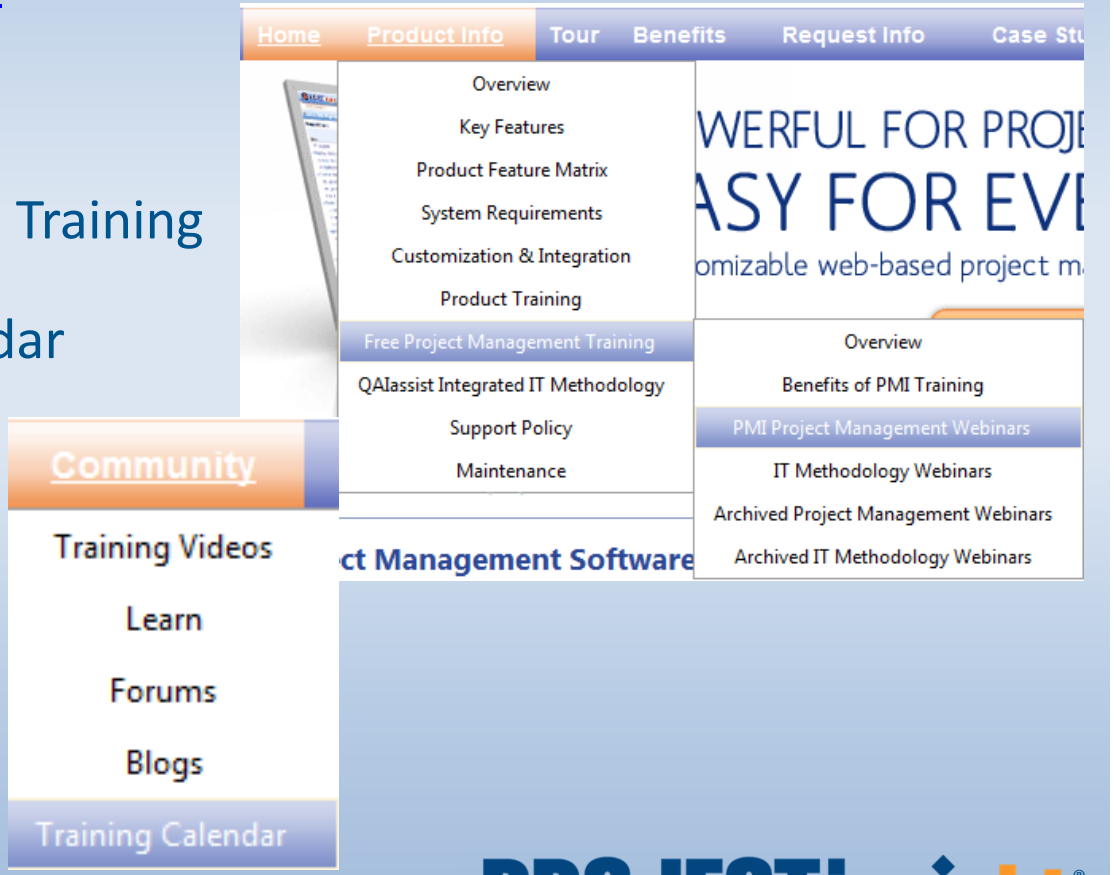
Register Ahead of Time

- Go to www.projectinsight.net
- 2 ways to register:
  - Free Project Management Training
  - Training & Webinar Calendar



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Earn PDUs

- **You will automatically receive your PDUs via email after the webinar**
- For further questions: Janelle.Abaoag@projectinsight.com
- Earn 1 PDU for each webinar session attended
- To register your PDUs go to www.pmi.org
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