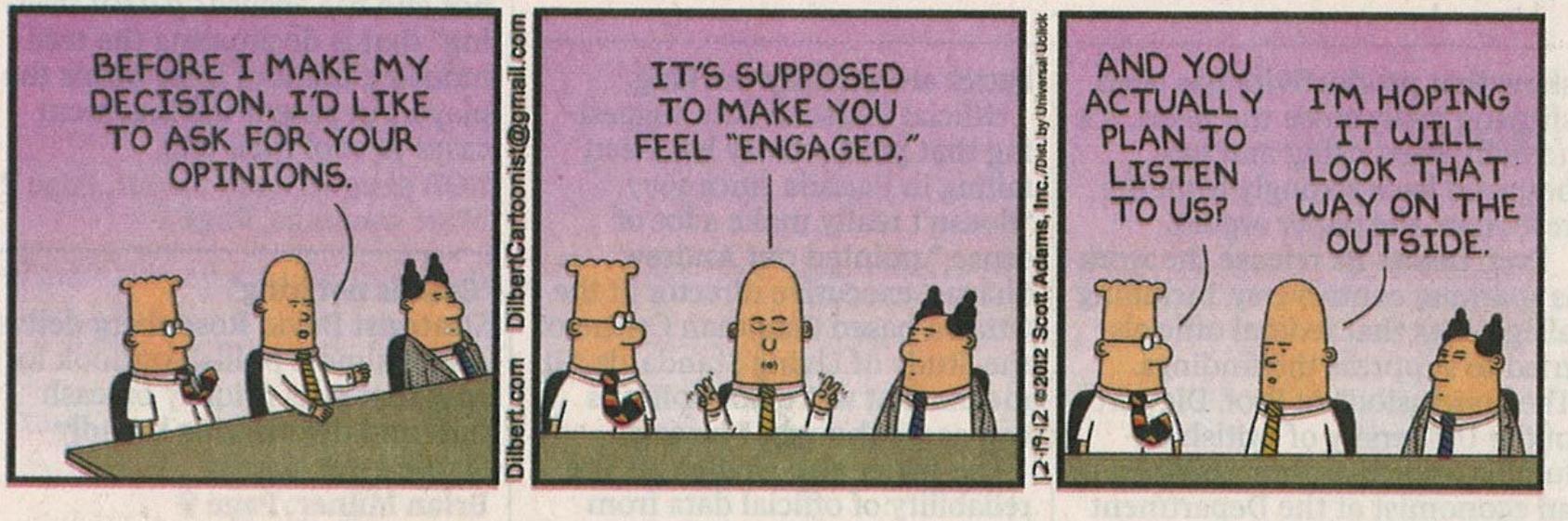


Managing Stakeholders

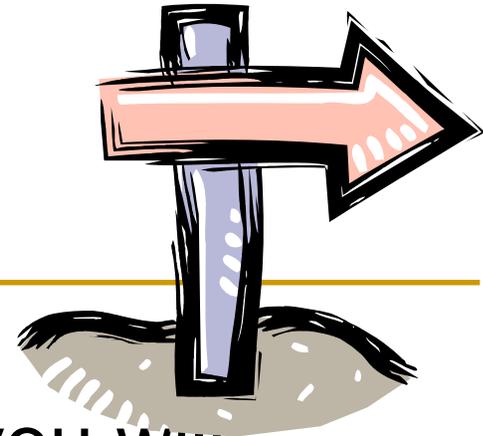
DILBERT



Influence & Stakeholder Management

PD SUMMIT 2013
Kevin Schwenker, FCMC
April 29, 2013

Outcomes



- By the end of this module you will.
 - Understand the rules and have some tools to manage and influence stakeholders

Agenda



- Understanding Influence
- Respecting different perspectives
- Understanding Their 'No'
- Influencing the Right People
- Trading Organizational Currencies
- Wrap Up & Questions

OARR...



■ Rules

- ❑ Participate actively, move quickly
- ❑ Mobiles on Vibrate, leave room to take a call

■ Roles

- ❑ Individuals keen on improving stakeholder management
- ❑ Facilitator with experience and tools to share

You can lead a horse to water,
but you can't make it drink.
~ Anonymous

Your top Stakeholder Challenges?

- What are your top stakeholder management challenges?



What do we mean by influence?

- The ability to:
 - ❑ Resolve conflicts
 - ❑ Solve problems
 - ❑ Reach joint decisions and
 - ❑ Get results through others
- Without
 - ❑ Requiring force or
 - ❑ Formal direct authority



Why do we need it?

- Enterprise wide initiatives
- Creative solutions to complex problems
- Competing priorities
- Old command-control?
 - Not sufficient or effective



What doesn't work...

Something that is *done* to others...

rather than a collaborative activity
to be engaged in *with* others

What doesn't work...

Creating conversations with only 2 responses...

agree or disagree

What doesn't work...

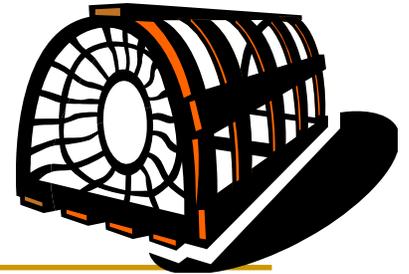
Focus on gussying up your own ideas...

without understanding the
[op]position of others.

The Challenge

When the stakes are high, when we are confronted within a complex landscape of myriad stakeholders with conflicting interests, and when we need to influence others with whom we will have ongoing interactions, and thus need to build strong working relationships, a fundamentally different approach to persuasion is called for.

Common Influence Traps - #1

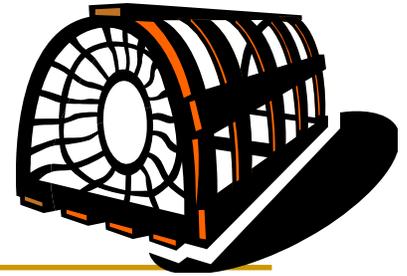


Spending too much time trying to influence others to understand *your* point of view.



Others feeling disrespected and/or pressured

Common Influence Traps - #2

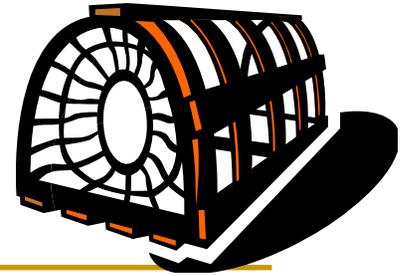


Spending too much time trying people to say *yes* – *selling* - and not enough time figuring out why they are saying *no* [or hesitating]



Those people feeling unheard and responding with [more] vehement objections

Common Influence Traps - #3

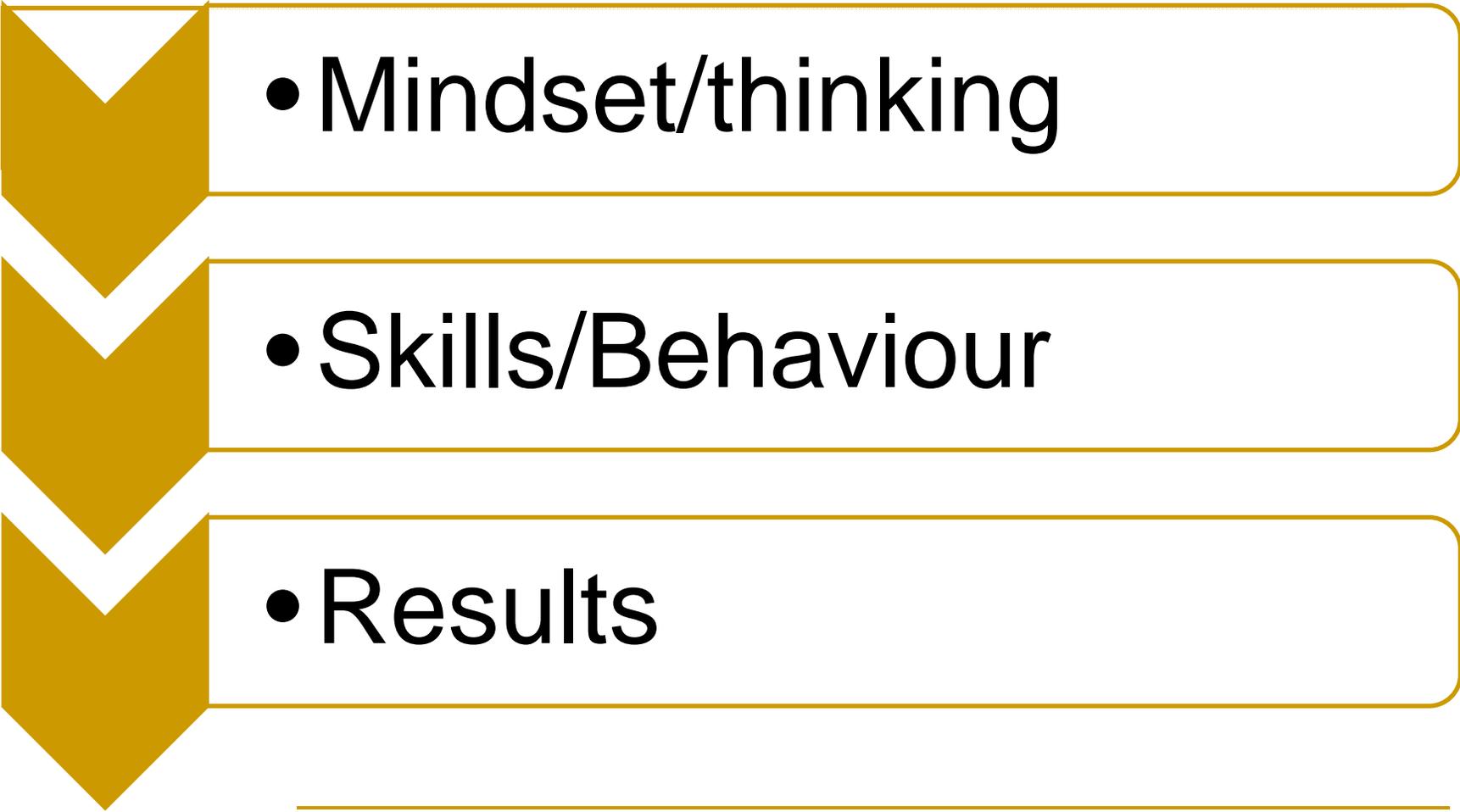


Assuming efficiency and inclusion are mutually *exclusive* in decision making.



Delays in action around decisions or overlooking important information or perspectives

A different set of assumptions



- **Mindset/thinking**

- **Skills/Behaviour**

- **Results**

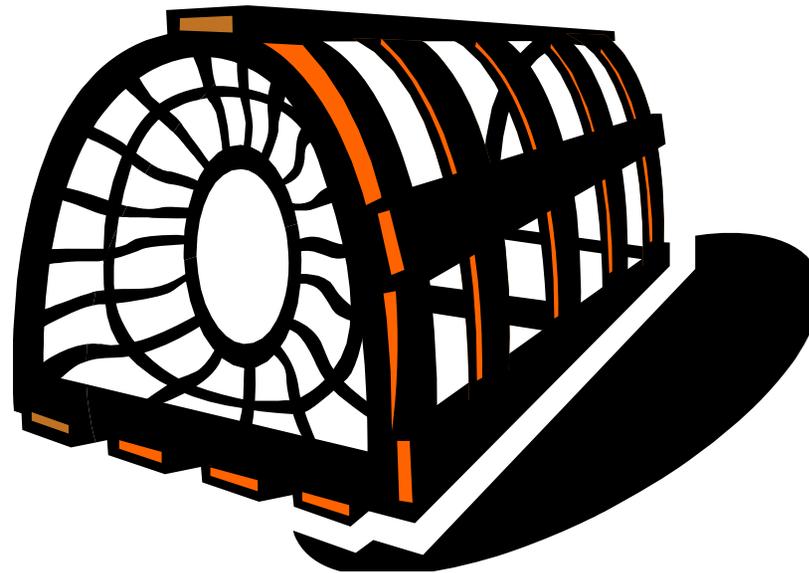
Insanity

“Doing the same thing over and over again and expecting different results.”

~Albert Einstein

Overcoming Trap #1

- Trap 1 – Spending too much time trying to get others to understand your point of view...



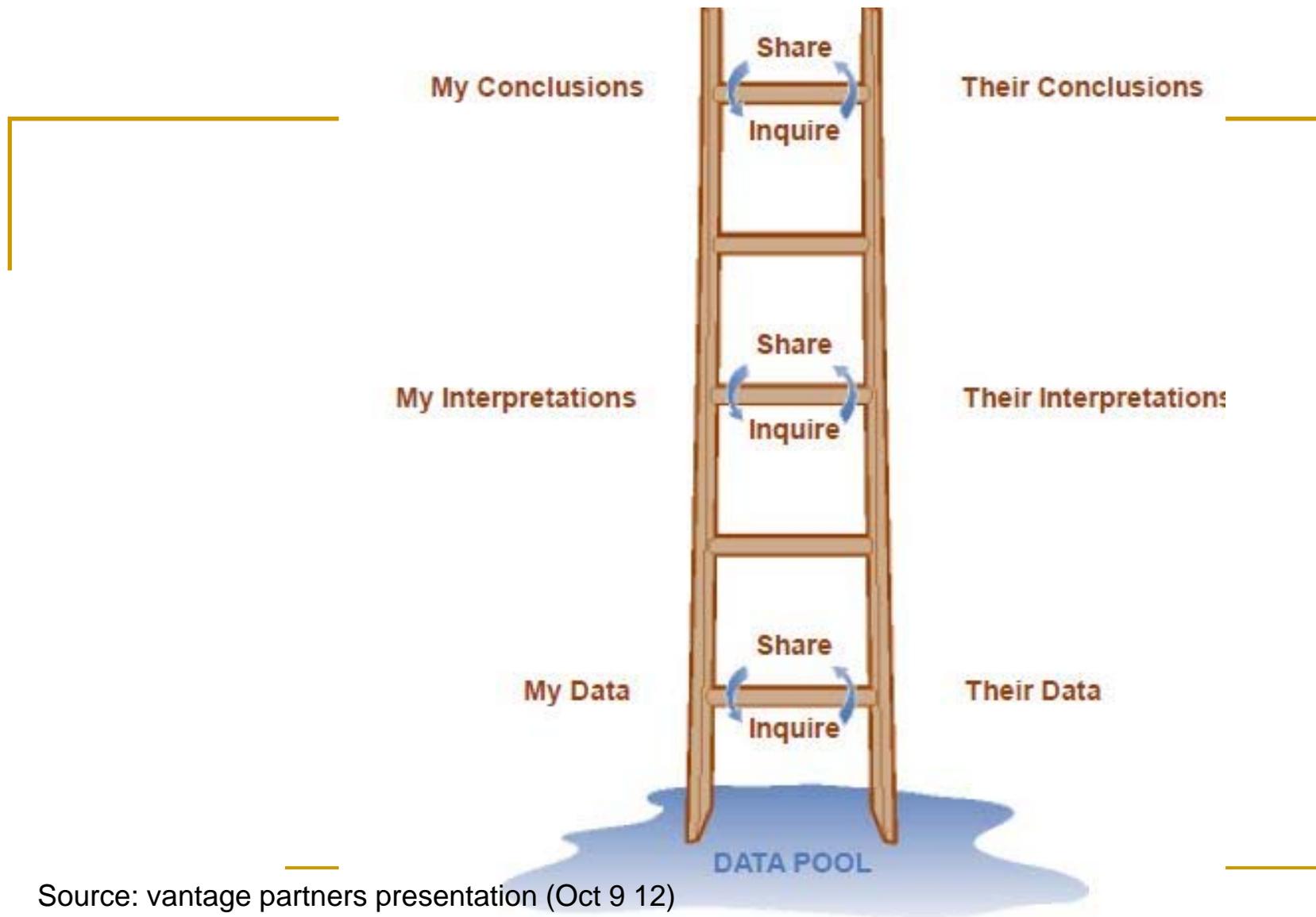
People have different perspectives



Most powerful question

- There seems to be a ***lack of*** ...in this project plan.
- What makes you say that?

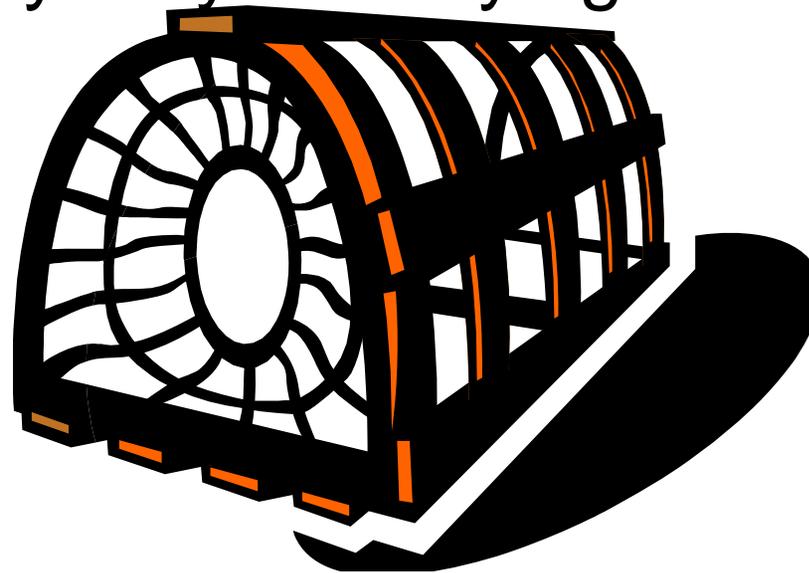
The Ladder of Inference



Source: vantage partners presentation (Oct 9 12)

Overcoming Trap #2

- **Trap 2** – Spending too much time trying to get others to say “yes” and not enough trying to understand why they are saying “no”.



Key Insights about Influence

- You can't change someone's mind, unless you know where their mind is...
- When faced with a “no”, there is nothing more disempowering than assuming the person you are trying to influence is stupid, crazy, or evil
- People do what they believe is in their best interests (regardless of whether you think it is a good idea or not)

Currently Perceived Choice Chart

Decision maker: _____

Question: "Shall I today _____?"

If "Yes"	If "No"
-	+
-	+
-	+
-	+
-	+
-	+ I can always say "yes" tomorrow

Currently Perceived Choice Chart

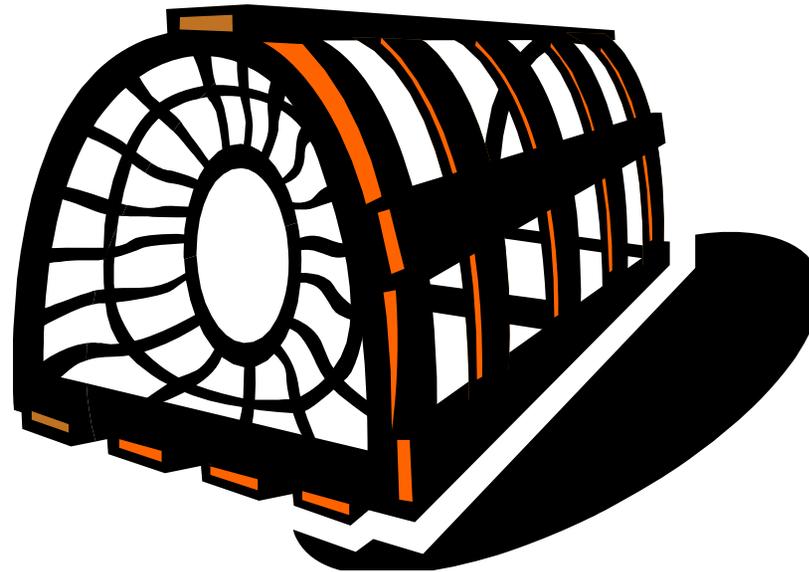
Decision maker: Carol (Operations)

Question: Shall I this day give in to the unreasonable demand from Liz (Sales) to deliver the report early so she can look good?

If "Yes"	If "No"
<ul style="list-style-type: none">- I jeopardize my other priorities, including deliverables to my boss.- I have to work even longer hours, or ask someone else in my group to do it.- I reward bad behavior (was not consulted about the change of timeline) and set a bad precedent.- I come across as a pushover.- I promote Liz's agenda at my own expense (I get no recognition.)	<ul style="list-style-type: none">+ I stay focused on my priorities.+ I keep my boss happy.+ I stand up for myself.+ I make Liz better in the future (your lack of planning is not my emergency).+ I don't work long hours, or impose on my colleagues to help with my projects.+ I can always say yes later.

Overcoming Trap #3

- **Trap 3** – Assuming efficiency and inclusion are mutually exclusive in decision making.



Why is this important?

- Who has the authority to make a decision is sometimes unclear.
- An insufficiently inclusive process may lead to overlooking important information and perspectives OR...
- May lead those who feel excluded to resist the project.
- Different people have different interests and should have different roles in making decisions

The Stakeholder D-I-C-N Tool

- First, identify decisions that (may) need to be taken
- Complex issues and actions in the project plan can be broken into specific sub- issues, sub-steps with decision points identified
- How would you approach this in a project setting
- e.g. WBS? Stakeholder analysis? Risk Management planning?

The Stakeholder D-I-C-N Tool

-
- Driver
 - The person who is going to manage the process of getting to the decision maker and ensure that the decision gets made

The Stakeholder D-I-C-N Tool

- Inform

- Those who need to be told about the decision because they will need to implement it, or will be impacted by it.

The Stakeholder D-I-C-N Tool

■ Consult

- The parties who may need to act as advisors to the decision makers and whose views ought to be considered before taking action, but do not have the authority to vote on the decision or reject whatever decision is made.

The Stakeholder D-I-C-N Tool

-
- Negotiate
 - Those people who have formal authority to actually make the decision over the issue in question.

The D-I-C-N Planning Matrix

Decision	Driver	Inform	Consult	Negotiate

Identify the major project milestones, decision points where decisions need to be made , and then do a stakeholder analysis...they you will be prepared to be inclusive *and* efficient!

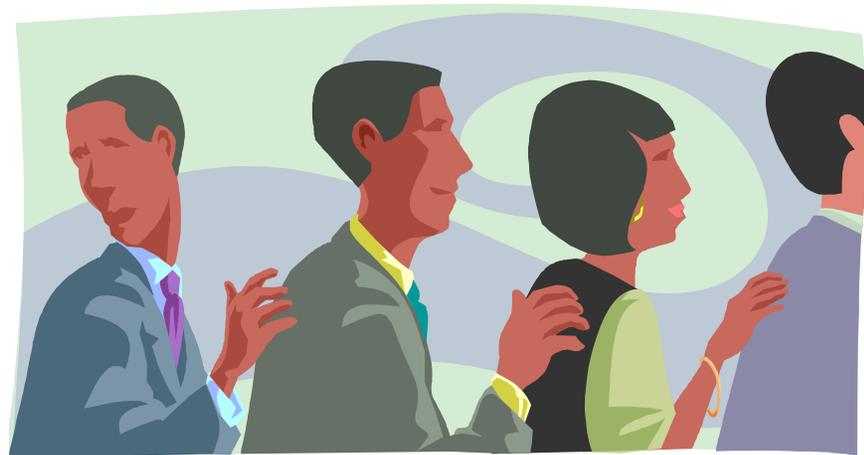
Model of Influence “Currencies”

Cooperative relationships are based on:
the ‘*Law of Reciprocity*’

AKA ‘karma’

OR more simply put...

“You scratch my back and I’ll scratch yours”



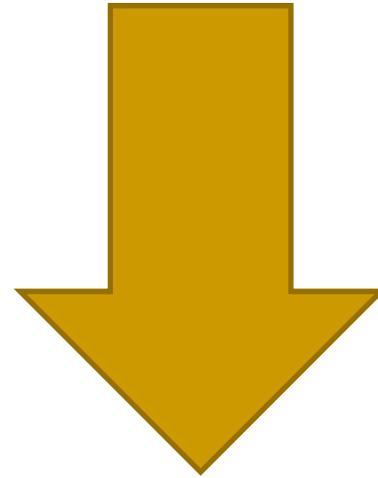
Commonly Traded Organizational Currencies Exercise

Identify an important relationship in which you are having trouble gaining cooperation. Assess this relationship in terms of the influence currency model.

1. What kinds of influence currency have you been exchanging?
 2. Is the 'bank account' in the 'red' or in the 'black'?
 3. What kinds of influence would be appropriate for building a stronger relationship?
-

What are the results?

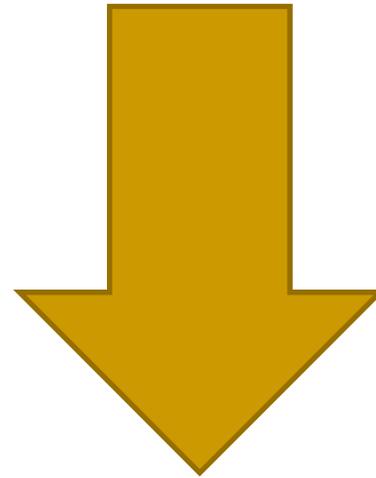
First seek to understand their resistance
(uncover their interests)...



The other person feels heard, and are therefore
more able to hear you.

Using a different mindset?

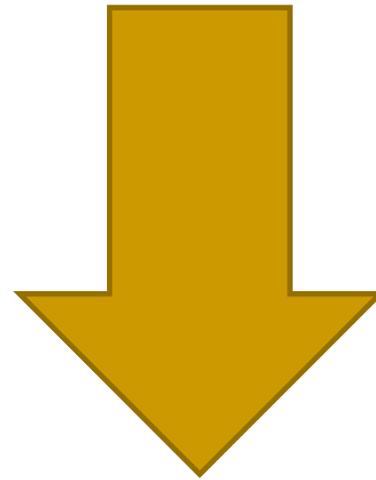
Actively look for ways to satisfy their interests...



You are more likely to propose something to which they can and will say “yes”; they feel valued

Applying a different approach?

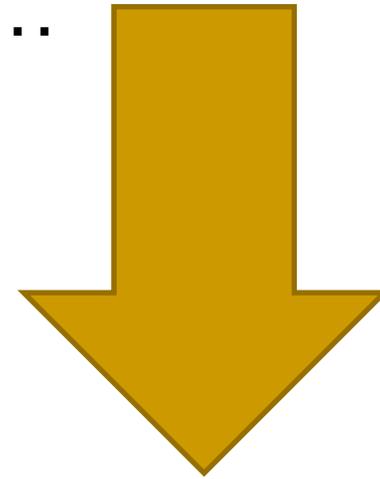
Clarify roles and responsibilities up front,
including who actually needs to agree...



Decisions are carried out with appropriate input
and buy-in

Being prepared?

Identify stakeholders for each unique project and work to build your network...



Efficiency in the process of getting input and influencing alignment will lead to successful projects

Summary - Influencing Stakeholders

Enhancing our ability to work effectively in a large organization with multiple stakeholders depends in a large part on changing deeply engrained assumptions about influence, and beginning to view both ourselves and others, in a new and different light.

Workshop Redux

- Did we deal provide tools that you can understand and use?
- What is one thing that you learned today that you will put into action?



THANK
YOU

for your thoughtful attention
and participation today!

For questions, reflections, or further information on custom training programs, feel free to contact me:

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NOTE: If you drop me a line I will send you a few articles on stakeholder management and navigating politics in the workplace.
