MANAGING STAKEHOLDERS

IT'S THAT DREADFUL THING

INTERNATIONAL INSTITUTE OF BUSINESS ANALYSIS (IIBA)

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YASSIN CHICKHA, MBA, PMP
YCHICKHA@MASTERSCT.COM
"They are from my son. He's a Business Analyst."

"Oh...What does he do?"

"I have no idea!"
Who is a Business Analyst (“BA”)?

**Primary Function**

* Business analyst serves as liaison, translator, communication bridge between nontechnical project stakeholders and the technical solution team.
* Provides decision support pertaining to acceptable risk through formal capture, analysis, and documentation of Technical requirements.
BA’s have great responsibility working with stakeholders in ensuring project requirements are accurate.
They are going to be interacting with many different types of stakeholders throughout the project. Therefore, it is important for them to analyse how best to reach out to them for information as well as elicit the needed requirements to complete their work.
SO WHAT’S A STAKEHOLDER?
WHAT IS A STAKEHOLDER?

- An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.
- Can be internal and external, owners and investors, sellers and contractors, government agencies and media outlets, individual citizens and society at large.
- Stakeholders may be viewed as positive or negative:
  - Negative stakeholders are against the project’s success
  - Positive stakeholders support project success

It is CRITICAL to the success of the project to know and understand the stakeholders.
KEY STAKEHOLDERS

- Customer/User
- Sponsor
- Business Analysts
- Portfolio Managers/Portfolio Review Board
- Program Managers
- Project Management Office
- Project Managers
- Project Team
- Functional Managers
- Operations Management
- Sellers/business partners
WHY WE CARE?

There is no such thing as a technology project.

All projects are about change and change always includes people.
STEPS TO TAKE TO MANAGE STAKEHOLDERS?

- **Identify** – who has an interest in the project or may be impacted by the project

- **Analyze** – the project’s impact on the stakeholders (or their impact on the project) as well as the support (or resistance) they may give

- **Assess** – how are they likely to respond to given circumstances/situations

*Having the right strategy will ensure a successful outcome*
STAKEHOLDER MANAGEMENT - FRAMEWORK

**Stakeholders Analysis & Mapping**
- Identify key stakeholders
- Define stakeholders concerns & issues
- Assess their level of commitment & resistance

**Communication Strategy and Planning**
- Review methods to inform different groups including timing / frequency
- Use the communication plan and create continuous dialog with all stakeholders
- Obtain feedback and involvement

**Engagement Strategies & Techniques**
- Techniques to involve stakeholders in the design and implementation

**Continuous Assessment & Follow Through**
- Clarification of roles & Responsibilities
- Validate & evaluate communication processes
Once you master this simple skill, we'll move over to harder ones like interviewing stakeholders.

Nobody said Business Analysis will be easy!
CLASSIFYING THE STAKEHOLDERS IS PART OF THE ANALYSIS.

- Power/Interest – authority versus interest
- Power/influence – authority versus influence
- Influence/impact – influence versus impact
- Salience model – authority, urgency, legitimacy
STAKEHOLDERS POWER/INTEREST
AUTHORITY VS. INTEREST

Q3: Keep Satisfied
- Email, written reports
- Occasional in-person contact

Q4: Manage Closely
- Regular in-person interaction, e.g., biweekly/monthly status presentations, lunch, hallway conversations
- Cultivate interpersonal relationships!

Q1: Monitor
- Email, written reports

Q2: Keep Informed
- Daily interaction
- Cultivate close working relationship!
- Always be available and supportive to them
STAKEHOLDERS POWER/INFLUENCE
AUTHORITY VS. INFLUENCE

High Power, Low Interest
Meet their needs
Keep Satisfied

High Power, High Interest
Key player
Engage Closely

Low Power, Low Interest
Least important
Minimal effort

Low Power, High Interest
Show consideration
Keep Informed
STAKEHOLDERS INFLUENCE/IMPACT

Influence vs. Impact

- High Influence:
  - Important Players (Keep Satisfied)
  - Key Players (Manage Closely)

- Low Influence:
  - Potential Players (Monitor for Change)
  - Affected Players (Keep Informed)
**Power** - The ability that stakeholders have to influence the outcome of an organization, deliverables, or a project.

**Legitimacy**: The authority, level of involvement the stakeholders have on a project.

**Urgency** - The time expected by the stakeholders for responses to their expectations.

This three-dimensional view of stakeholders needs and expectations can help us narrow down the critical ones.
MANAGING STAKEHOLDER ENGAGEMENT

Involves activities such as:

- Engaging stakeholders appropriately
- Managing stakeholders expectations through negotiations and communication
- Ensuring stakeholder goals are achieved
- Addressing concerns that have not yet become issues
- Clarifying and resolving issues that have been identified
- Requires key management and interpersonal skills
  - Consensus building
  - Influencing
  - Negotiating
  - Trust building
  - Conflict resolution
  - Active listening
**STAKEHOLDERS MANAGEMENT AND COMMUNICATION**

- Some may view significant overlap between Stakeholder Management and Communications Management
- Managing stakeholders is much more than communications
- Stakeholder Management - the focus is on engagement
- A key goal for the Stakeholder Management is how to attain effective engagement for all appropriate stakeholders
- Look to:
  - Current level of engagement
  - Desired levels of engagement
TYPES OF COMMUNICATION

- Formal vs. Informal
- Verbal vs. Non-verbal
- Official vs. Unofficial
- Vertical vs. Horizontal
- Internal vs. External
"Our main goal is to please our stakeholders... except when their processes are complex... or when they have too many requirements... or when they are hard to deal with."
COMMUNICATION METHODS

Interactive
- Most efficient way to gain consensus between parties

Push
- Can reach large audience, but comprehension is uncertain

Pull
- Suitable for data that supports performance of specific task(s)
COMMUNICATION BLOCKERS

- Too many innovative ideas are smothered by negative thinking before they can grow
- Idea killers:
  - “It's never been done before”
  - “It will never work”
  - “The boss won't like it”
  - “That’s interesting, but....”
  - “It will never fly”
  - “It doesn't have enough sex appeal”
  - “It will cost a fortune”
  - “Let's be realistic”
TECHNIQUES FOR EFFECTIVE COMMUNICATION MAY INCLUDE

- Sender-receiver models
- Choice of media
- Writing style
- Meeting management techniques
- Presentation techniques
- Facilitation techniques
- Listening techniques
BARRIERS TO COMMUNICATION

- Complexity of organizations
- Individuals playing power games, withholding Information, or having hidden agendas
- Differences in culture, motivation, expectations and environmental circumstances
- Management levels, levels of authority, etc.
- Reactive, emotional, or dysfunctional behavior
- Spatial separation
- Intermittent involvement, loss of focus or interest
- Different levels of communication skills
- Indirect communication
- Stereotyping and/or assumptions
COMMUNICATION ACROSS CULTURES

- Different communication filters for each culture
- Cultures interpret body language or gesture differently
  - The same gesture can have different meanings in different parts of the world
- The same word can have different meanings in cultures
- Different assumptions made in the same situation
  - The same event can be interpreted many different ways depending on where one comes from
- Nonverbal communication
FINAL THOUGHTS

- No one said that managing stakeholders is going to be easy and fun but taking the right approach will help
- Identify your stakeholders as early as possible when you are assigned to a project
- Analyze your stakeholders and understand what they have to gain or lose from the project
- Develop a strategy to manage the stakeholders and select right approach to keep them engaged
- Take the high road – do the right thing
- Communicate, communicate, communicate, and communicate
QUESTIONS??

THANK YOU
YASSIN CHICKHA, MBA, PMP
YCHICKHA@MASTERSTCT.COM
704.277.3548