

Stakeholder Expectations Management - 2 Days

Course Description:

Leading any type of project or change initiative involves guiding numerous people, each with their own agenda, to the desired goals. These people along with the organizational dynamics can be understood, managed and leveraged to get projects done successfully. How well we manage these stakeholders to deliver projects, consulting services, and business results depends upon the ability to manage the expectations of stakeholders. Just who are these people? How does one identify them? Once we know who they are, what do we do with them - and how can they help us achieve the desired goals? More importantly, how can we first manage their expectations to keep on plan, and second use them to achieve project goals?

These questions, and many more, will be answered in this interactive seminar. Participants will learn how to identify stakeholders, techniques for uncovering their real expectations (those hidden agendas), ten (10) analytical methods for understanding stakeholders, and finally, techniques for leveraging the influence, power, and authority of stakeholders to achieve desired goals. Learn what to do when old stakeholders leave and new ones arrive, as well as techniques for managing stakeholders with non-converging expectations.

Project work always involves people, and represents up to 80% of the challenges for project managers. Project management has been called the management of risks to predictably achieve the desired results. Using this basic process for keeping the dynamics of people and organizations under control, along with good project management practices, is a contributor to repeated success in project work.

Key Topics:

1. Importance and role of stakeholders in change and project work
2. Vocabulary of stakeholders expectation management
3. Identifying stakeholders
4. Uncovering the multiple stakeholder expectations in projects
5. Ten (10) methods of analyzing stakeholders
6. The stakeholder expectation management process
7. Aligning this process to the project management process
8. Developing the plans to manage exceptions
9. Executing the plan
10. Building on stakeholder success for future projects

Tactical Skills:

Participants will learn from models and processes, and interactive sessions with real data:

- A comprehensive understanding of the concept of stakeholders in change and projects
- Processes for converging disparate stakeholder expectations
- Techniques to analyze stakeholders
- How to develop and manage to stakeholder expectation management plans
- How to leverage stakeholders to achieve goals of current and future change and projects

Course Audience:

Management, project manager, or team leader

Prerequisites:

Attendees have a more effective course experience if they complete the following pre-course work, though it is not a requirement to take the course.

Learn your own Myers-Briggs Type Indicator (MBTI). Many HR departments are able to administer this survey instrument which provides the MBTI for the individual. Or, there are web sites (can do an Internet search of "Myers Briggs Survey") such as www.MyersBriggsReports.com. Either will work for this course.

Two Day Agenda of Course Topics

Day One

1. Introductions: instructor and students
2. Participation expectations
3. Student goals for the course, using real/active projects
4. Review of syllabus
5. Basics about
 - a. Stakeholders
 - b. Expectations
 - c. Managing their expectations and not the stakeholders
6. Basics of the project management process
7. Stakeholders
 - a. What is one
 - b. Who are (have been) yours
8. The stakeholder analysis process
 - a. Process
 - b. Alignment with the project management process
 - c. A tool

9. Methods of analysis:
 - a. Buying Center Concept
 - b. Power Base Selling
 - c. Relationships
10. Review of the day
 - a. What was learned
 - b. How to apply tomorrow

Day Two

11. Methods of analysis (continued):
 - c. Myers-Briggs (MBTI)
 - d. Force Field Analysis
 - e. Positional-base Power
 - f. Political Based Power
 - g. Time-base Power
 - h. Generations
 - i. Others
12. The stakeholder expectations management plan
 - a. Developing the plan
 - b. Using the plan
 - c. Monitoring and adjusting
13. Bringing it all together
14. Review of course
 - a. What was learned
 - b. How to apply tomorrow
 - c. How to improve project processes