

Stakeholders (Fran Bodley-Scott 1st group)

1. Success Factors

- Clarity
- Do it, timely
- Trust
- Analysis before you start
- Constant review
- Inclusion of correct stakeholders
- Really understand stakeholders
- Open and honest comms

2. Risks & Challenges

- Overlooking stakeholders
- Time
- Skills
- Not listening to feedback
- Measuring effectiveness

Stakeholders

3. Tools/Methods

- Initial group creation to widen
- Stakeholder management plan
- Stakeholder profiling
- Behaviour charter
- Use others to influence and champion
- ADKAR – survey and monitor change journey

Stakeholders (Fran Bodley-Scott 2nd group)

1. Success Factors

- 2 way communication + understanding
- Understanding stakeholder perceptions
- Agreement on strategy
- Senior level buy-in and commitment
- Relationships + trust
- *Budget + resource

2. Risk Factors

- Lack of consent + loss of control
- Capacity + distracted by BAU <-> *Budget + resource
- Alignment (lack of)

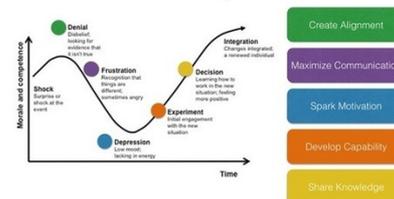
Stakeholders

3. How to Build Trust

Stakeholder mapping (influence vs. interest graph)

Kubler Ross Curve

The Kübler-Ross change curve



Rich Picture

Communications Network

'Communicate'

Don't

'transmit'

+

Channels

Delivery quick wins

Stakeholders (Rebecca 1st group)

*methodologies and tools for stakeholder engagement

SH buy-in

SH influence and approach

Selling cultural change

Biggest bang for buck

1. Success Factors

- **Early engagement**, know your SH's, honest comms, readiness change before, constant updates, maintain momentum, **agreed narrative - talk their language**, **2 way, active speaking and listening**, be clear about what can be influenced, feedback loop, getting them involved in the process of change, help in understanding the problem, show flexibility.
- **Senior buy-in**

2. Pitfalls

Confidentiality, can stifle SE, regulation, terminology, **engage then ignore**, top down – enforced, **failure to id key group and their influence**, low buy-in, too much change (change fatigue), political influence, **senior buy-in, but none from lower down – but no action/championing**, different processes across different depts.

Stakeholders

3. Methodologies

- Stakeholder days, facilitate group sessions, P & I charts, RACI, groupings, PESTLE, Agile & sprints, SCRUM, lean
- Reference groups (focus) – for specific questions
- Working groups – project focus (also for specific questions)

4. Stories

- Plymouth Council – “change readiness assessment”
 - o Staff surveys, disciplinaries, etc
 - o Using senior managers as champions/planting seeds
- Construction
 - o Failure to engage key SH: Environmentalist
 - o people lost jobs over it
- Bank – software implementation: Senior buy-in but lack of lower engagement

Stakeholders (Rebecca 2nd group)

*Experience and everything (tips)

*Confidence in approach used

*Managing stakeholders at different levels

*Stakeholders when the change changes

*Winning hearts & minds

1. Successes

Continual Stakeholder Engagement (SE) – lots of effort needed!

F2F, education of CM, + understanding, environment, **id right stakeholders**, look at power + influence, **timing of SE**, all SHs, involve from outset, id the benefits early on, champions, comms consistency, balance between consultation + feedback, providing feedback on ideas/suggestions, show WIIFM, quick wins, open and honest, comms, the right message, strategy and plan, working groups/focus group/ workshop, getting the users to find the solution.

Types of comms

2. Pitfalls

- **Poor comms/no comms, Types of comms**
- 'Unknown' stakeholders (complexity of organisation), **not understood stakeholders**, failing to put in the time and effort, conflict of interests amongst stakeholders, shelf ware, political "screwdrivering", **not understanding your change team.**

Stakeholders

3. Methodologies

- P & I chart
- Agile focus group
- Stakeholder wheel (BCS Business Analyst)
- PESTLE, SWOT
- RACI
- Customer/recipients/suppliers/
- Cultural web: current and future
- LFE and pre-mortem

4. Stories

- BM – used person the change it affected most to be champion
 - o Focus group
- Corsham – MOD – ‘Bridges’ education in CM
- Housing Association – support for ‘softer’ side of things

Stakeholders (Dana Bopp)

Understand, build commitment, support

1. Need to focus more on UNDERSTANDING the stakeholder's personality, motivation and politics, what they are saying the impact is, what they want.
2. Understand the impact of the change from many levels – many senior managers don't really know.
3. Timing on engagement of stakeholder needs to be close to when it is relevant. Too early and it loses impact/interest.
4. Understanding and educating S.H. is a loop.
5. Silent Change Program – quiet rollout on the vision/cultural change/behaviour, e.g. post publicly and have the senior management team model. Then reward people with rewards.
6. Lots of times communication is done but engagement isn't really addressed or assessed.
7. Sometimes too much of a separation of roles means the PM had a hard time assessing engagement.