



**EUROPEAN
SPALLATION
SOURCE**



Stakeholders Management

Importance, theory and today's struggles.

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Stakeholder Management

What is it and why do we need to pay attention to it?

- According to the PMBOK a stakeholder is: 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.
- Stakeholders can make or break a project. Even people who are not a part of the project can have determining effect on once project.
- Stakeholders are best controlled on an individual basis or through (informal) leaders that can influence and convey information.



Basic steps of Stakeholder Management



- Some stakeholders are easy to identify: Sponsor, effected organizations, final customer, steering group, project members.
- Others stakeholders can be more challenging to identify. These can be individuals that for a number of reason feel they have power or interest in your project. It can be based on reasons of a personal gain or based on fear. These stakeholders need extra attention.

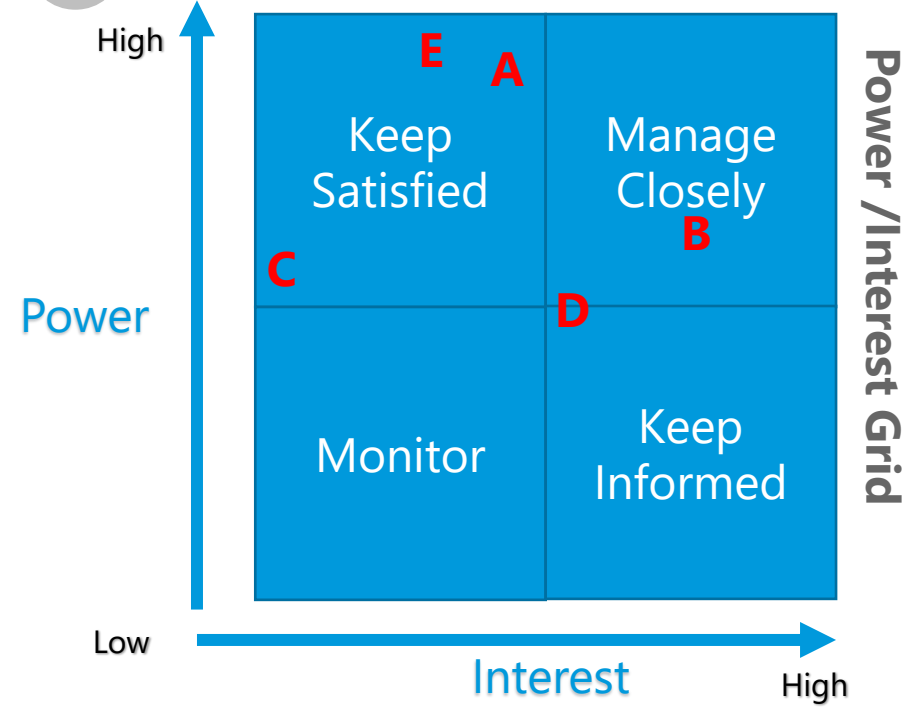
Identify Stakeholders

Beneficial to overidentify

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Stakeholder List		
#	Name	Role
A	John Doe	Sponsor
B	Jean Dupont	Receiver of final product
C	Erika Mustermann	Head of Quality
D	Juan Pérez	Procurement Officer
E	Yannis Papadopoulos	CERN Steering Board Member

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- Stakeholder Engagement Matrix**
- Map out who is or who you want to be:
 - Unaware
 - Resistant
 - Neutral
 - Supportive
 - Leading



Plan, Manage and Control Stakeholders

Least-effort-tool

- Once your stakeholders have been identified the simplest way to keep track how to manage them is via a communication plan.
- Communication Plan identifies in what way (style of message/info), what method (Personal/Group email, F2F, planned meetings, social situations), and how often this should be performed.
- Keep in mind that too much communication can also result in a negative outcome.
- Remember: People are not stupid! They just have a different agenda or world view. Your job is to convince them that they like your agenda and view.
- Key tool: Get to know your stakeholders!



Johari Window



How can a Communication look like?

An example

Communication Plan					
#	Name	Role	Style	Method	Frequency
A	John Doe	Sponsor	Big picture items. Issues only informed when they are sure to happen.	Project Steering Committee	Monthly
B	Jean Dupont	Receiver of final product	Have all communication in writing. Convey positive progress	Emails and Ad hoc meetings	When needed but minimum every 3 wks
C	Erika Mustermann	Quality Officer	Build up trust and promote their knowledge.	Lunches, Emails and project meetings	Bi-weekly
D	Juan Pérez	Procurement Officer	Short to the point	One-on-One Mtgs and project mtgs	Bi-weekly
E	Yannis Papadopoulos	CERN Steering Board Member	Short, positive progress	Via a person who knows him well.	Monthly



Theory

Long lasting theory that also works today

McGregor's Theory X and Theory Y

Theory X: Workers are lazy → Management Style: Strong, Top-Down Control

Theory Y: Workers are inherently motivated → Provide support, training, and a good work environment. The workers will do the rest.

Vroom's Expectancy Theory

People will be productive and motivated IF:

1. They believe successful results are feasible or possible

AND

2. They believe a success outcome will be rewarded.



How to get to know your Stakeholders?

For best result, start early

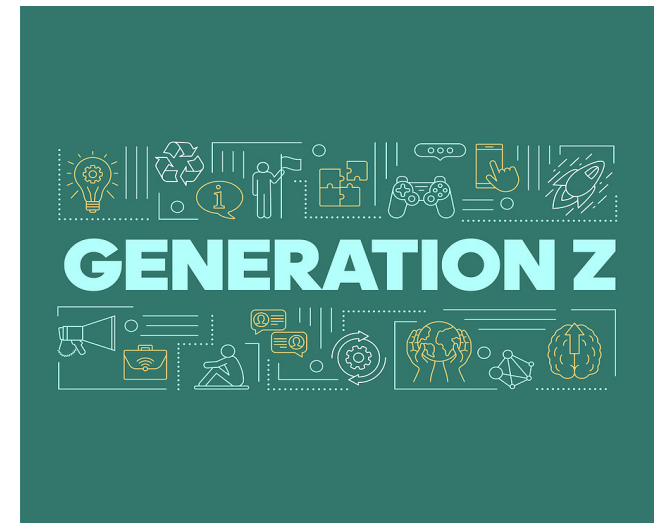
- Get to know each stakeholder and what motivates them to work.
 - Professional growth
 - Result oriented
 - Boosted confidence (due to lack)
 - Feeling connected with others (loneliness)
 - Personal life - Family, Pets, Hobbies
 - Clear directives and expectations
 - Little social interactions as possible
 - Other.....
- Make a note in your stakeholder list/communication plan of what is you need to focus on.
- Persuade the stakeholder that they are a key player in moving the project forward. Remember to use persuasion that you would yourself buy into.
- For the ones who need more persuasion, find common ground. Use your experience or wish to have more experience in an area that your stakeholder has interest in.
- Persuasion is not a bad item – it is a way towards a win-win scenario for things that must happen in any case to make your project successful.



How to get the Generation Z?

Generalized observations of this generation.

- “It’s a part of the job”, “Lets just motor through and get it done with”, “We have to complete this if we are to succeed, no matter the cost” – something no Gen Z said.
- This generation is focused on personal wellbeing and minimum effort for maximum rewards.
- They do not like to stress or perform tasks they consider boring and they consider being a personal sacrifice to spend time on tasks you assign them.
- This might be a healthy way of a more balanced life so there is no right or wrong, only different.
- Simplest way forward is to cultivate a closer interest in them as individuals. Precise information is also needed and clear management of expectations if they are to take their own initiatives and how big that box of initiatives is.
- These resources require more care but will usually work well if correct approach is applied.





Conclusion

What is needed to enable good stakeholder management?

1. Put in the effort and make the stakeholders analysis and communication plan
2. Keep the plan on an individual basis, especially for the key stakeholders
3. Get to know your key Stakeholders and what is important to them.

Thank you!