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Member
Event

Member Webinar

Effective Stakeholder
Management





Goals

By the end of this session, you will . . .



Understand the power and interest of stakeholders and be able to identify them and your relationship with them



Apply effective strategies for communicating with stakeholders



Appreciate how important and “influential” soft skills really are

What We Will Cover

- ❑ Stakeholder Management – Analysis & Understanding
- ❑ Stakeholder Communication – Planning and Preparation
- ❑ Effective Influencing & Negotiation Skills



Stakeholder Management



Stakeholder Management



Stakeholder management is the process by which you organise, monitor and improve your relationships with your stakeholders.

It involves systematically identifying stakeholders; analysing their needs and expectations; and planning and implementing various tasks to engage with them.

A good stakeholder management process will be the means through which you are able to coordinate your interactions and assess the status and quality of your relationship with various stakeholders.

“A stakeholder is a party that has an interest in a company/project and can either affect or be affected by the business.”

Stakeholder Analysis



First Identify all of your stakeholders ;

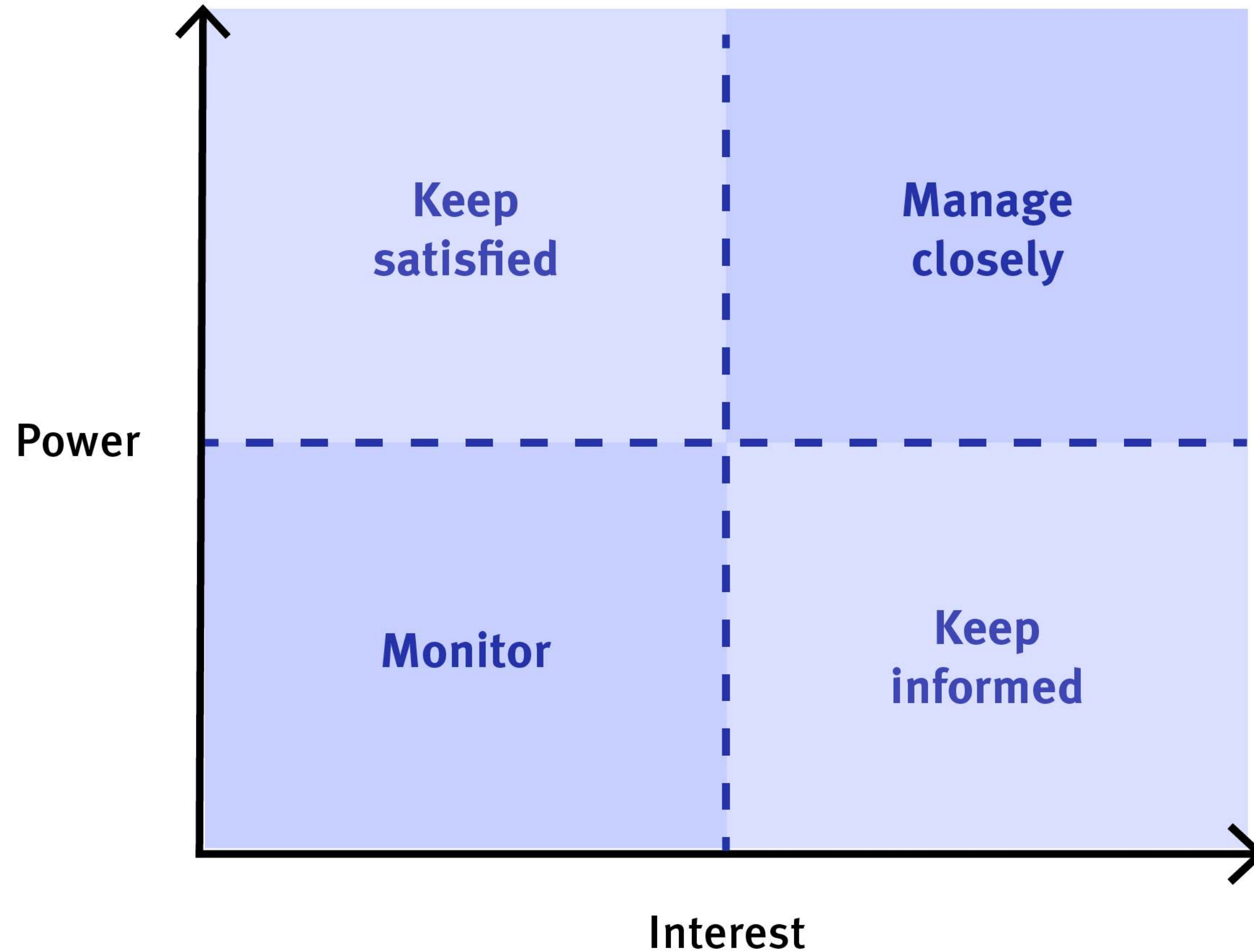
Consider everyone from suppliers, contractors, employees, directors, general public, media and beyond.

Ask yourself what is their CURRENT level of power and interest over what you do or the project you are working on.

This will determine the type on relationship you need to build as well as how you communicate with them.



The Power-Interest Matrix



Why Use it?

The matrix helps you determine

- How much information they need
- What information they need
- How often they should be contacted and kept informed
- This will help you prioritise your communication and tailor your message to different stakeholder groups.

Always consider the personalities you are dealing with too!



Stakeholder Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				CD	

C = current engagement

D = desired engagement

Why Use it?

The engagement matrix is slightly different but holds many benefits.

It allows you and your team to assess the people and companies who are involved and the ones you WANT involved and allows you to determine WHY and HOW.

It is the first step in planning how to connect and engage with current and future stakeholders effectively saving time and focusing your energy with a clear strategy and understanding.

Forward thinking = Future Proofing



Stakeholder Communication



Communication Plan

A communication plan is a document that outlines the goals, methods, frequency, and responsibilities of your project communication.

Your communication plan should answer the following questions

- What do you want to communicate?
- Why do you want to communicate it?
- How will you communicate it?
- When will you communicate it?
- Who will communicate it?
- And who will receive it?



Things to Consider

Understand Their Needs and Expectations

- Stakeholder analysis.
- Consult & communicate to understand what each stakeholder group expects from the project

Establish Clear Goals

- Establish your purpose with each contact.
- Is it to inform, gather feedback, or build relationships?
- Knowing this helps tailor your communication strategy effectively

Use Clear & Simple Language

- Clear and simple language is vital for effective communication.
- Avoid jargon and use language that your stakeholders can easily understand



Things to Consider

Be Transparent & Honest

- Builds trust and strengthens relationship

Encourage Two Way Communication

- Allow stakeholders an opportunity to voice their concerns/opinions
- Active Listening & Questioning techniques are important here

Personalise Communication

- Each stakeholder is unique so adapt the style and method of communication to suit them.
- Use a personal touch – first name basis .
- Keep the same person or group of people as their person of contact.



Things to Consider

Create Stakeholder Profiles

- Helps build and maintain a stronger relationship with the stakeholder and the company
- Gives the 'heads up' to your colleagues
- Make sure they are 'works in progress'

Ask for Feedback

- Feedback can come in many different forms from general conversations to feedback forms, surveys as well as 360-degree feedback on the project and everyone involved
- Feedback must be a 2-way street. Prepare to give and receive feedback
- Always make it constructive



Influencing & Negotiating with Stakeholders



It's all about the Soft Skills



A variety of soft skills are required to influence & persuade others. Interpersonal Skills are key to successful stakeholder management

- ❖ Effective Communication Skills
- ❖ Assertiveness
- ❖ Critical Thinking
- ❖ Empathy
- ❖ Self Awareness & Self Regulation
- ❖ Open & Approachable
- ❖ Adaptable
- ❖ Accountable & Trustworthy

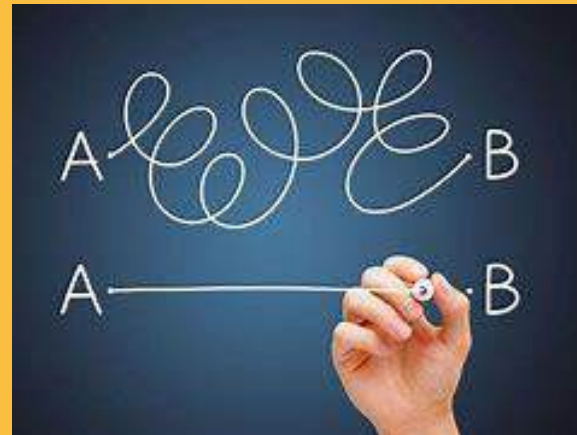
Effective Communication Skills



Active Listening



Non-Verbal



Clear, concise and appropriate language

Active Listening

- Builds rapport
- Gains knowledge & understanding
- Shows openness & confidence

But it isn't easy

- Bias
- Assumptions
- Wanting to get our point of view in
- Attaching experiences



Effective Questioning

Part of Actively Listening is the ability to ask the right questions at the right time to the right people.

When you fully engage and listen to your stakeholders you can ask the correct questions to ;

- Gain more understanding of their expectations/point of view
- Clarify aspects of a project , their understanding and your position
- Build rapport
- Gain more knowledge and understanding
- Come to an agreement and clarify expectations

The Funnel Technique

Using the funnel technique can help

- Guide the conversation on the right path
- End a long and ongoing meeting
- Clarify and make sure everyone is on the same page and has received the same message.



Human Resource
Development



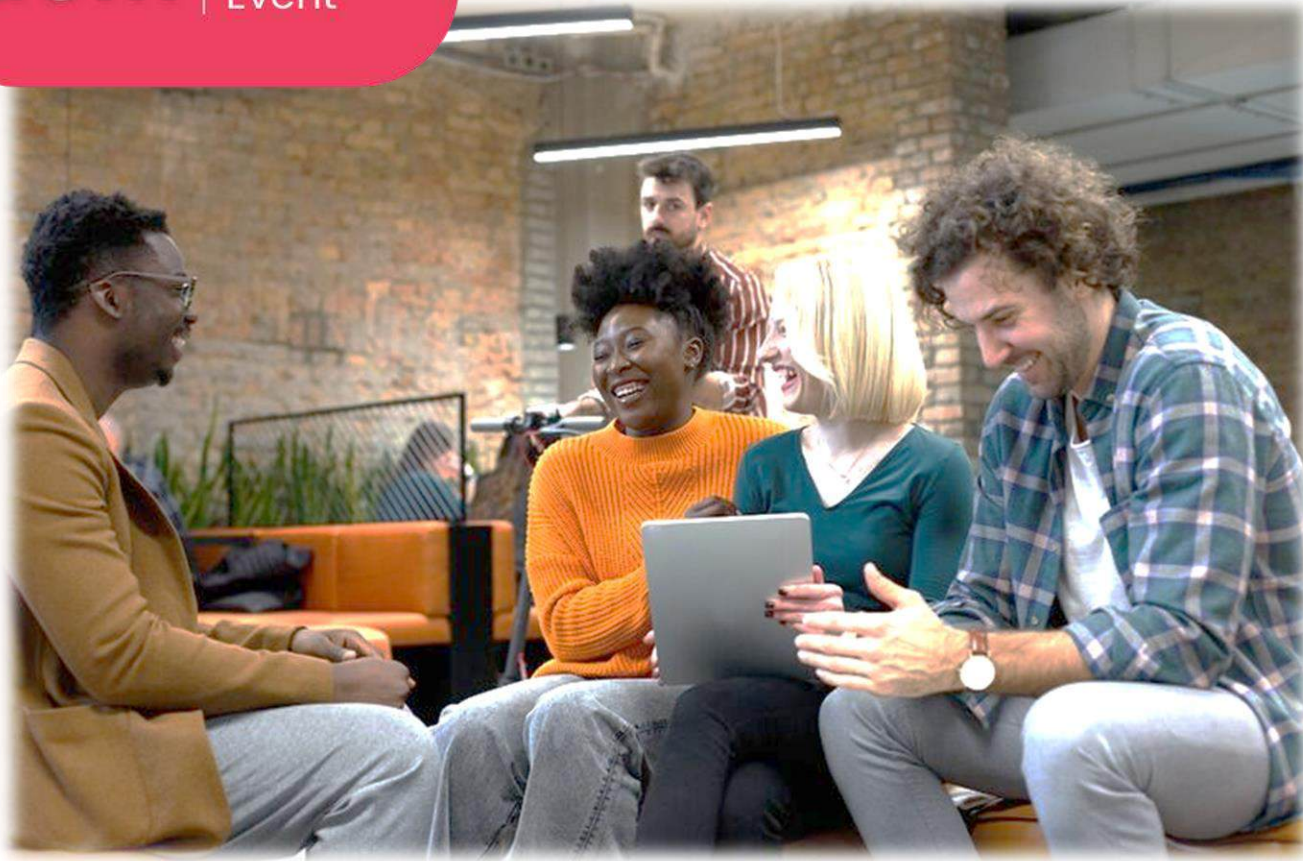
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Influencing Styles

Depending on the person and the situation you will have to adapt, change and often step outside of your 'comfort zone' when negotiating & influencing.

There is no 'one size fits all' answer – this is why you need ALL of them interpersonal skills to succeed!





Understand your influence style

It all begins with self-awareness. What's your dominant style? Do you tend to apply the same approach to every situation and individual? Understanding your natural inclination is a good place to start.

Use Situations to your advantage

Be aware of different situations and how they may need a different approach. Take note of a situation and come up with a plan to help it suit you and your leadership style



Develop & Adapt

Constantly self reflect on your actions and interactions with others. Develop and grow from learning through your own experiences and the experiences of others

Prepare and Practice

Prepare for the unknown.

Be acute to different personality traits and how to deal with them . Know what makes someone 'tick'.

B ridging	Uniting and connecting with others Listens to others views and opinions Rely on personal relationships	“Here’s a suggestion” What do you think?”
R ationalising	Use logic , facts and reason to influence others and decisions Logic, facts and expertise are held in high regard	“Research shows” “Lets stick to the facts and task at hand”
A sserting	Rely on personal confidence, rules and authority. Challenge others when they disagree Enjoy debate	“What I expect from you is this” “I think we should “
I nspiring	Connect with people through a shared purpose Use stories and metaphors	“Imagine” “What if”
N egotiating	Look for compromise Take time to make decisions and discuss options Make trade offs to reach a greater outcome	“Here is what I can do” “Let’s park this idea until we know more”

Show Appreciation & Respect

At every stage of your career whether you are an intern or a CEO you must instil trust and respect in yourself and your stakeholders at all levels and areas of your industry.

Trust and respect is the building block to any successful relationship.

If you want to get 'people on board' they have to feel a part of something. They need to feel respected and believe in themselves as well as you.

- Self Awareness
- Self Regulation
- Empathy
- Active Listening

Effective Decision Making

To make effective decisions that effect others you must be able to influence and negotiate. Listen and empathise with different opinions, outcomes and how they will effect others.

It is imperative once making a decision you can communicate not only the why but the what next and what this means to all involved. You need to be able to sell your decision and get everyone onboard.

- Clear concise communication
- Empathy
- Self awareness
- Active Listening
- Critical Thinking
- Adaptable & Accountable
- Assertive

Engage an Audience

Whether you are presenting to stakeholders your team or simply facilitating a group discussion or team meeting it is vital you engage your audience and deliver with impact.

The key to being a successful presenter is not about voice projection or knowledge on the subject but about **UNDERSTANDING YOUR AUDIENCE**.

Finding out what makes them 'tick', what they want or need, what they know or want to know and then using your influencing skills to get them on board with your 'plan', your 'idea' your 'pitch'.

- Clear concise communication
 - Empathy
 - Self awareness
 - Critical Thinking
 - Adaptable & Open
- Assertiveness
Honest & Trustworthy



Audience

Message

Action

Aim

- The overall reason for the meeting/phone call/email

Objectives

- The stepping stones to getting there
- Important points
- Data/statistics/facts
- Delivery – aids and methods

Outcomes

- What you want them to do
- What you hope to achieve

Giving & Receiving Feedback

Feedback should be an ongoing process between managers and teams, stakeholders, clients, customers and colleagues.

Being able to give feedback should be done in a way that shows appreciation, understanding of the receiver as well as inspiring and constructive for the listener.

A productive and content workplace relationship relies heavily on open and constructive communication and that is what feedback is!

- Clear concise communication
- Empathy
- Self awareness
- Critical Thinking

Assertiveness

Trust & Respect

Accountable

Open & Approachable

Recap



Good stakeholder management requires a thorough and on-going analysis of who your stakeholders are and their level of power and interest

Creating a communication plan and sharing this with your stakeholders and colleagues will ensure a successful and productive relationship

Effective interpersonal skills and communication skills will be what creates strong relationships, allows you to be assertive, influence and negotiate and deliver with impact



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QUESTIONS & ANSWERS?

Ask Away.

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Books

- ❑ The 7 Habits of Highly Effective People – Stephen Covey
- ❑ Emotional Intelligence – Why it can Matter More than IQ – Daniel Goleman
- ❑ Getting Things Done: The Art of Stress-Free Productivity – David Allen
- ❑ 'The Future Leader: 9 Skills and Mindsets To Succeed in the Next Decade' – Jacob Morgan
- ❑ 'Getting to Yes: Negotiating an agreement without giving in' – Roger Fisher & William Ury
- ❑ Never Eat Alone and other Secrets to Success – Keith Ferrazzi
- ❑ Don't just focus on technical skills focus on your people skills – Jeff Tan
- ❑ Skills every new leader needs – Julia Boorstin

Websites

❑ Fisher & Ury – Negotiation Skills

[Fisher and Ury's Four Principles of Negotiation – Atlas of Public Management \(atlas101.ca\)](#)

❑ Impact Your Audience

[How to Impact Your Audience the Way You Want – GLOBIS Insights](#)

❑ Emotional Intelligence

[How to Improve Your Emotional Intelligence – Professional & Executive Development | Harvard DCE](#)
[13 Emotional Intelligence Activities, Exercises & PDFs \(positivepsychology.com\)](#)

❑ Feedback

[How Managers Can Make Feedback a Team Habit \(hbr.org\)](#)

❑ Influencing Style

[What's Your Influencing Style? \(hbr.org\)](#)

Resources

Videos

Dare to say No – William Clarke

https://www.ted.com/talks/william_clark_dare_to_say_no?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

How Emotional Intelligence Makes Leaders More Impactful | Gemma Garcia Godall | TEDxIESEBarcelona

<https://youtu.be/75obHtjUsG8>

How to Deal with Difficult People | Jay Johnson | TEDxLivoniaCCLibrary

<https://youtu.be/kARkOdRHaj8>

3 ways to create a work culture that brings out the best in employees | Chris White | TEDxAtlanta

<https://youtu.be/2y8SA6cLUys?si=ll8q8P6Orap6oGbL>

Strategies to become more emotional intelligent | Daniel Goleman | WOBI

<https://www.youtube.com/watch?v=pt74vK9pgIA>

How Emotional Intelligence Makes Leaders More Impactful | Gemma Garcia Godall | TEDxIESEBarcelona

<https://youtu.be/75obHtjUsG8>