

WHAT WE'VE LEARNT FROM THE BEST



LARS
GUTTORP



KLAS
SKOGMAR

EMBA, PMP, PMI-ACP
PRINCE2 Trainer

Tetra Pak, IKEA, Sony
Ericsson, Ikafo,
Försäkringskassan,
Sigma, etc.



KLAS SKOGMAR
ARKATAY CONSULTING

arkatay





CEO, management
consultant

Nokia, Nobina,
Tetra Pak, Malmö
stad, E.ON, etc.

LARS GUTTORP

ARKATAY CONSULTING

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ABOUT ARKATAY

SUSTAINABLE PROJECT SUCCESS

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HENRIK
PM

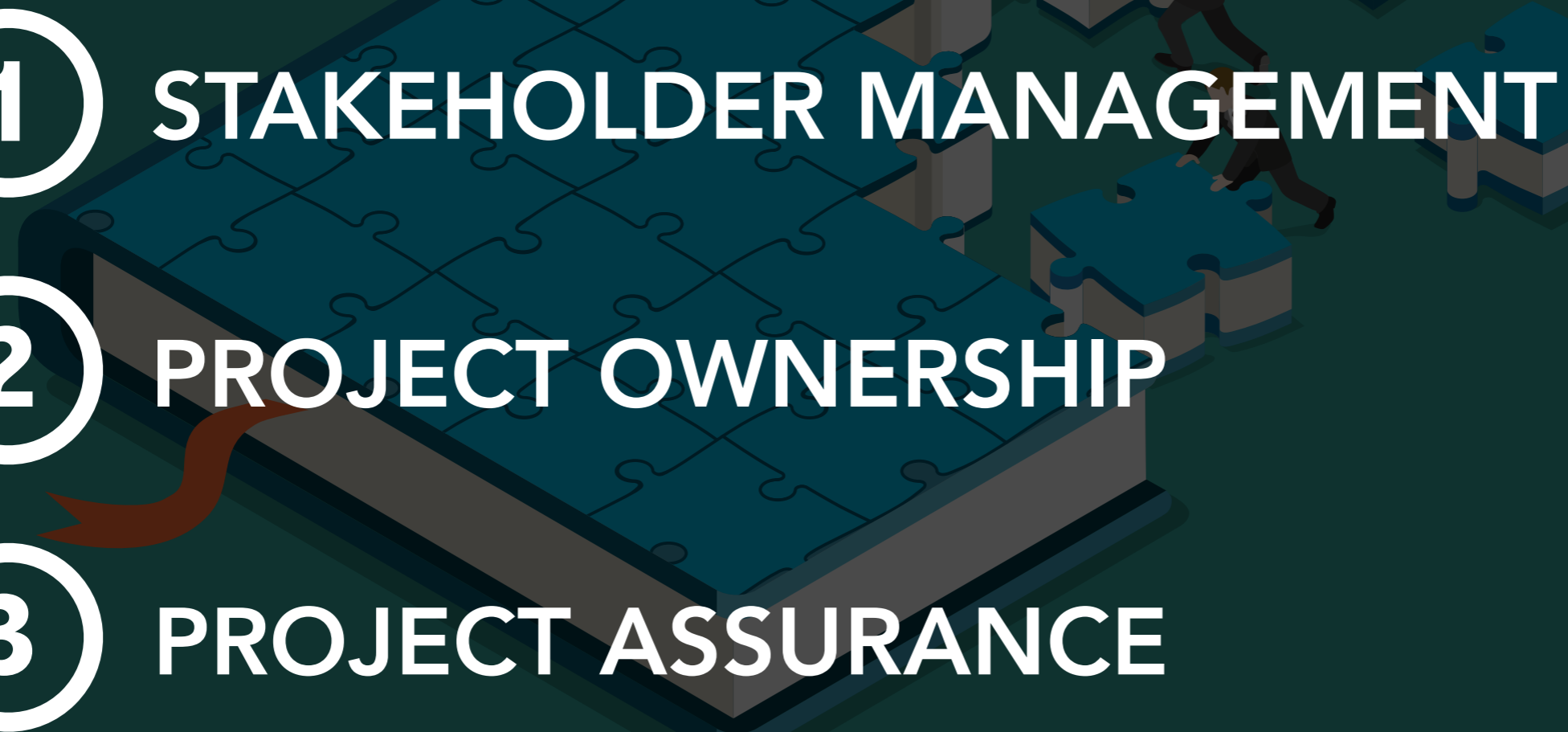


MARYAM
CEO



LINDA
SPONSOR

AGENDA

- 
- 1 STAKEHOLDER MANAGEMENT
- 2 PROJECT OWNERSHIP
- 3 PROJECT ASSURANCE

STAKEHOLDER MANAGEMENT

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I deliver on time, but people are UNHAPPY anyway!

It seems like the SCOPE is always increasing!

people are never CHANGING!

WHAT SHOULD I DO?

HENRIK
PM

Hi! Can you tell me about your improvements?



Sure! We simplified our processes using checklists, improved our templates and taught everyone how to use them!

Thanks!



Project Stakeholder Management Basics – The bottom line

- Do you have a strategy for managing important stakeholders to ensure they are satisfied?
- Do you have plans for continually working with stakeholders on a day-to-day basis?
- Have you categorized stakeholders to ensure they are manageable?
- Have you identified enough stakeholders to avoid problem?
- Have you identified the important stakeholders – the ones that you need to focus most on?
- Do you have a plan to revise plans and strategies for stakeholder management regularly?

Planning the plan

- Do you have an agreed approach on how to work with stakeholder management in the project?
- Do you understand how the project characteristics influences your stakeholder management?

Identify stakeholders

- Have you tried to identify all stakeholders using a structured approach?
- Were several people involved, with an open mindset when identifying stakeholders?
- Have you been using several sources of information covering all relevant domains?

Manage & Control stakeholders

- Are you following your strategy for managing stakeholders?
- Are you continuously identifying, reanalyzing and reviewing strategies for your stakeholders?
- Have you agreed and documented expectations from important stakeholders on the project?
- Have you set expectations on stakeholders on what they can expect when it comes to assumptions, project scope and product scope?

Analyze stakeholders

- Do you have a clear idea of what the end state will look like, to use as a basis for your analysis.
- Do you understand what project success means for different types of stakeholders?
- Have you applied some structured approach to categorize stakeholders?
- Have you developed a strategy to manage stakeholders?
- Have you broken down strategy into actionable tasks with someone responsible?
- Do you have actions to ensure strategy will stay up-to-date throughout project?

Environmental factors

- Have you considered the organizational structure and culture in your work with stakeholders?
- Have you considered the implications of organizational change management in your project?
- Have you tried to optimize your work by combining stakeholder management with communications, requirements, risk, etc?

Stakeholder	Email	Role	Notes	WS 1	WS 2
Mark	mark@comp.com	Sponsor		X	
Sue	sue@comp.com	CEO		X	
Jane	jane@comp.com	Manager, Marketing (senior user)		X	
		Supplier Representative	We need to fill this role, still undecided		
John		Business Analyst		X	
Lee	lee@comp.com				
Media			Need to find contacts to be proactive		

HOW TO USE TEMPLATE: Read short description on next sheet and see comments in headline cells

IDENTIFY		CONTACT DATA				ANALYZE				MANAGE				CHANGE		COMMUNICATION		OTHER		
STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER	STAKEHOLDER		
Stakeholder	Name	Role	Custom color	Department	E-mail	Local	Phone	Success criteria for project results	Expectations on work	Strategy	Tags	Tags	Tags	Tags	Tags	Tags	Tags	Tags		
Example: Sponsor (delete this row when understood)	Mr. Smith	Sponsor			smith@gmail.com	Lund		To deliver a product with high quality (= minimize downtime for machine). To get value for money. Must keep deadline.	Prefers face to face meetings. Wants to "stay in the loop".	4	4	Communicate frequently. Try to stop by his room at least 2 times/week.							Has only worked for Tetra Pak for 8 months. Used to work at IKEA, Commutes from Helsingborg.	Must allocate time for status updates, must display visible support for project, need to communicate vision to others, need to communicate with stakeholders and identify new ones. Must communicate any other changes being made in his area of responsibility that can affect this project.
Example: (delete this row when understood)	Mr. Jones	Specification Owner		Automation	jones@gmail.com	Lund		A product that can be maintained (repairable & well documented) that is of high-quality when it comes to automation.	Wants to be involved in requirements gathering and decisions. Wants to coordinate automation activities.	3	2	Keep informed, by sending status updates and other information. Invite to core team when appropriate.			A	13-10-20	C D			
The rows below can be used as starting groups, or as inspiration for stakeholders.																				
Sponsor																				
Steering group																				
Portfolio																				
Line Managers																				
Other projects																				
Extended team																				
Involved resources																				
Customers																				
Users																				
Vendors																				

Tools like socio-dynamics enable more diverse analysis than the traditional power-interest analysis

AK40

HOW TO USE TEMPLATE: Read...

STAKEHOLDER	CONTACT DATA			ANALYZE	MANAGE	CHANGE	COMMUNICATION	OTHER				
	Name	Role	Department						Success criteria for project results	Expectations on working	Strategy	Feedback from stakeholder
Example: Sponsor (delete this row when understood)	Mr. Smith	Sponsor		To deliver a product with high quality (= minimize downtime for machine). To get value for money. Must keep deadline.	Prefers face-to-face meetings. Wants to "stay in the loop".	4	4	Communicate frequently. Try to stop by his room at least 2 times/week.	13-10-01	OK	Has only worked for Tetra Pak for 8 months. Used to work at IKEA, Commutes from Helsingborg.	Must allocate time for status updates, must display visible support for project, need to communicate vision to others, need to communicate with stakeholders and identify new ones. Must communicate any other changes being made in his area of responsibility that can affect this project.
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Tracking change enables better organizational change management

AK40

HOW TO USE TEMPLATE: Read short description on next sheet and see comments in headline cells

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STAKEHOLDER	Name	Role	Department	E-mail	Local	Phone	Success criteria for project results	Expectations on working	Strategy	"TAGS" M,AD,PIE	MAD	ADM	PIE	Change	Communication	Other	Notes	Things needed from stakeholder
Example: Sponsor (delete this row when understood)	Mr. Smith	Sponsor		smith@gmail.com	Lund		To deliver a product with high quality (= minimize downtime for machine). To get value for money. Must keep deadline.	Prefers face to face meetings. Wants to "stay in the loop".	4 4					13-10-01	OK		Has only worked for Tetra Pak for 8 months. Used to work at IKEA, Commutes from Helsingborg.	Must allocate time for status updates, must display visible support for project, need to communicate vision to others, need to communicate with stakeholders and identify new ones. Must communicate any other changes being made in his area of responsibility that can affect this project.
Example: (delete this row when understood)	Mr. Jones	Specification Owner	Automation	jones@msal.com	Lund		A product that can be maintained (repairable & well documented) that is of high quality when it comes to automation.	Wants to be involved in requirements gathering and decisions. Wants to coordinate automation activities.	3 2				A	13-10-30	C D			
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Communication can be tracked in a stakeholder register

AK40

HOW TO USE TEMPLATE: Read short description on next sheet and see comments in headline cells

IDENTIFY	CONTACT DATA			ANALYZE				CHANGE				COMMUNICATION		OTHER		
STAKEHOLDER	Name	Role	Department	E-mail	Local	Phone	Success criteria for project results	Expectations on working	Strategy	Impact	Power	Interest	Support	Feedback from stakeholder	Notes	Things needed from stakeholder
Example: Sponsor (delete this row when understood)	Mr. Smith	Sponsor		smith@gmail.com	Lund		To deliver a product with high quality (= minimize downtime for machine). To get value for money. Must keep deadline.	Prefers face to face meetings. Wants to "stay in the loop".	Communicate frequently. Try to stop by his room at least 2 times/week.	High	High	High	High	OK	Has only worked for Tetra Pak for 8 months. Used to work at HEA, Commutes from Helsingborg.	Must allocate time for status updates, must display visible support for project, need to communicate vision to others, need to communicate with stakeholders and identify new ones. Must communicate any other changes being made in his area of responsibility that can affect this project.
Example: (delete this row when understood)	Mr. Jones	Specification Owner	Automation	jones@rsal.com	Lund		A product that can be maintained (repairable & well documented) that is of high-quality when it comes to automation.	Wants to be involved in requirements gathering and decisions. Wants to coordinate automation activities.	Keep informed, by sending status updates and other information. Invite to core team when appropriate.	Low	Low	Low	Low			
The rows below can be used as starting groups, or as inspiration for stakeholders.																
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Customers																
Users																
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YOU can do what
Henrik did!



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PM Project
Management
R.E.P. Institute

PRINCE2[®]
TRAINING ORGANIZATION
ACCREDITED BY @APMGInternational

SSS
SWEDISH
STANDARDS
INSTITUTE
STANDARD
DEVELOPER
2013

PROJECT OWNERSHIP

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Who is actually
ACCOUNTABLE?

Why is the
steering group
PASSIVE?

How are
DECISIONS
taken?

WHAT
SHOULD I
DO?



MARYAM
CEO

Hi! Can you tell me about your improvements?



Sure! We clarified who was accountable, what that meant, and educated those involved!

Thanks!

EXPEC-
TATIONS
ON
SPONSOR

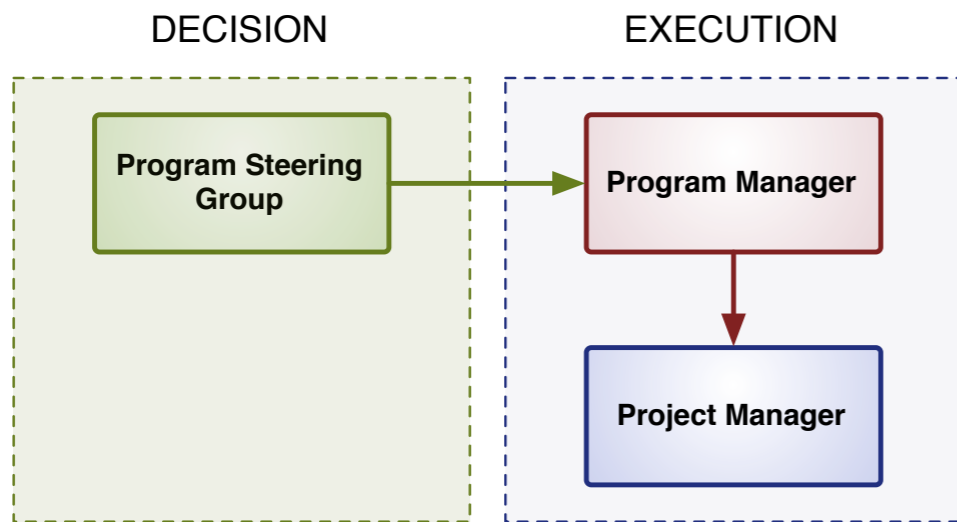
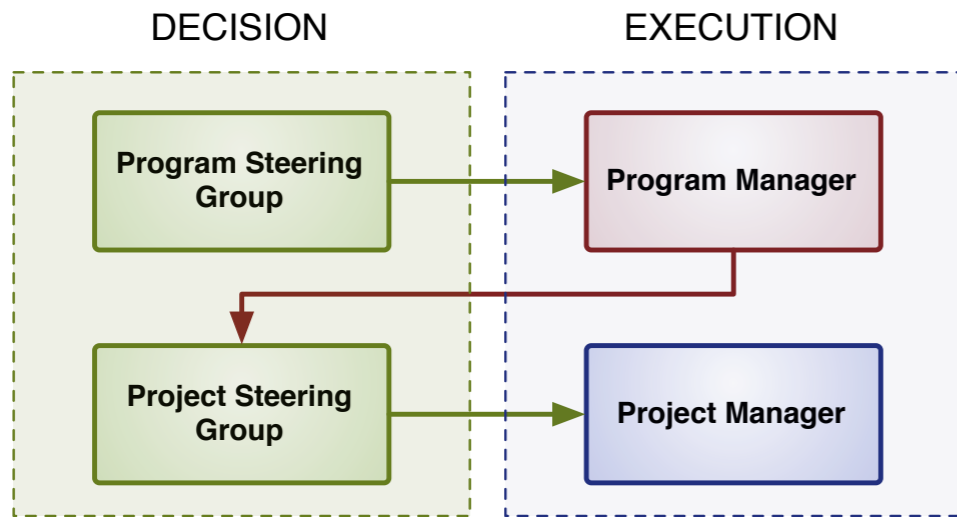
EXPEC-
TATIONS
ON
**STEERING
GROUP**

EXPEC-
TATIONS
ON
**PROJECT
MANAGER**

Agree on
expectations



Visualize flow of accountability





This is what you need to know to own the project!

YOU can do what Maryam did!



PROJECT ASSURANCE

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How can I CONTROL the PM?

How can we provide ON THE JOB TRAINING?

How can I SUPPORT the PM?

WHAT SHOULD I DO?



LINDA SPONSOR

Hi! Can you tell me about your improvements?



Sure! We added a new role "PROJECT ASSURANCE", that provides second opinion and support!

Thanks!

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PROCESS
Facilitating



"THE COACH"



"THE MENTOR"



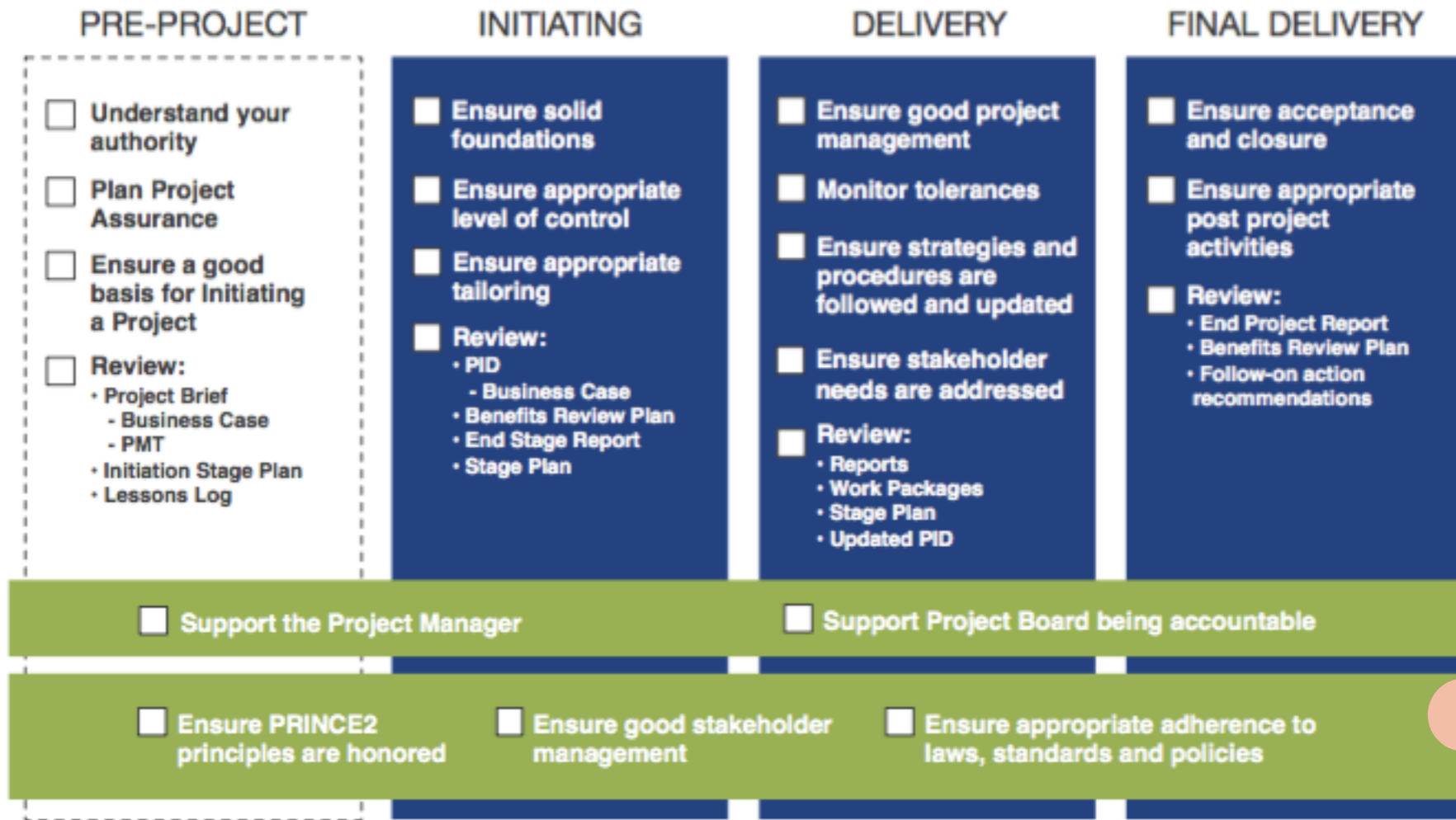
"THE PASSIVE"



"THE EXPERT"

CONTENT
Giving Advice

PROJECT ASSURANCE GUIDE



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STARTUP

Här sätter du ämnet för samtalet, identifierar delmål, definierar tema, mål och agenda för samtalet, och fänger upp vad som har hänt sedan sist.

Exempel på frågor:

- Välkommen, hur är livet?
- Vad vill du prata om idag?
- Vi har x minuter på oss, vad vill du ha med dig från det här samtalet? (jät: mål för det här samtalet / uppdrag när vi är klara idag)
- Vad har hänt sedan vårt senaste samtal? Vad bestämde vi i vårt föregående samtal?
- Mitt förslag är att vi börjar med att titta på var vi står idag, därefter gör vi en miljöbild, bärar möjligheter för handling och rundar av med sammanfattning och feedback. Hur ligger den agendan för dig?

REALITY

Här försöker du identifiera något för ämnet, för att så omgivningen kunna läsa framåt.

Exempel på frågor:

- Var befinner du dig idag för detta ämnet?
- Hur känns det / hur upplever du det?
- Hur gärna vill du ha en förändring?

GOAL

Här ska du försöka identifiera insatser till, gärna visualisera hur det ser ut när målet uppnåt.

Exempel på frågor:

- Hur skulle du vilja att det var?
- Om du skulle önsketänka - hur skulle det se ut då? (jät: Om du skulle ha obegränsade resurser och var säker på att du skulle lyckas)
- Gå in i / visualisera den önskebilden, du är redan där - vad innebär det för dig? Vilken effekt kommer det att få? Hur känns det att vara här?
- Vilka insatser har du fått av den här övningen?

OPTIONS

Här utforskar olika möjligheter som finns för att ta ett steg närmare målet? (metafor: en clevart is inte i en tugga).

Exempel på frågor:

- Vad kan du göra för att ta dig ett steg närmare målet? (metafor: en clevart is inte i en tugga)
- Vilka fler möjligheter har du?
- Om det inte finns någon risk att misslyckas, vad skulle du göra då?
- Om du skulle ge ett råd till dig själv, vilket skulle det vara?

WILL

Här ska du försöka skapa handling och motivation. Skapa positiv påikt. Identifiera och överlägg hinder. Bestäm uppföljning.

Exempel på frågor:

- Har gärna vill du det här? Vad är du beredd att göra för att nå ditt mål?
- Vilket av de identifierade alternativen vill du gå vidare med?
- När gör du det?
- Har vet jag om du har gjort det? (jät: Skulle det underlätta för dig att jag får veta hur det har gått?)
- Finns det något som hindrar dig för att göra det du bestämt? Har kommit förbi det?

WRAP-UP

Här ska du (i så mån som möjligt) sammanfatta, en dokumentera, försöka insatser, samla lärdomar, tilläggsvis en fortsättning på mötet.

Exempel på frågor:

- Vill du sammanfatta det vi har kommit fram till idag?
- Har dokumenterat vi det vi har kommit fram till?
- Vad har coachingen gett dig idag? (jät: Vad ser du med dig från vårt samtal idag?)
- Vad har den gett mer?
- Vad tyckte du om min coaching idag? Har passade den dig? Vad var bra och vad vill du att jag ska förändra?

A coaching guide

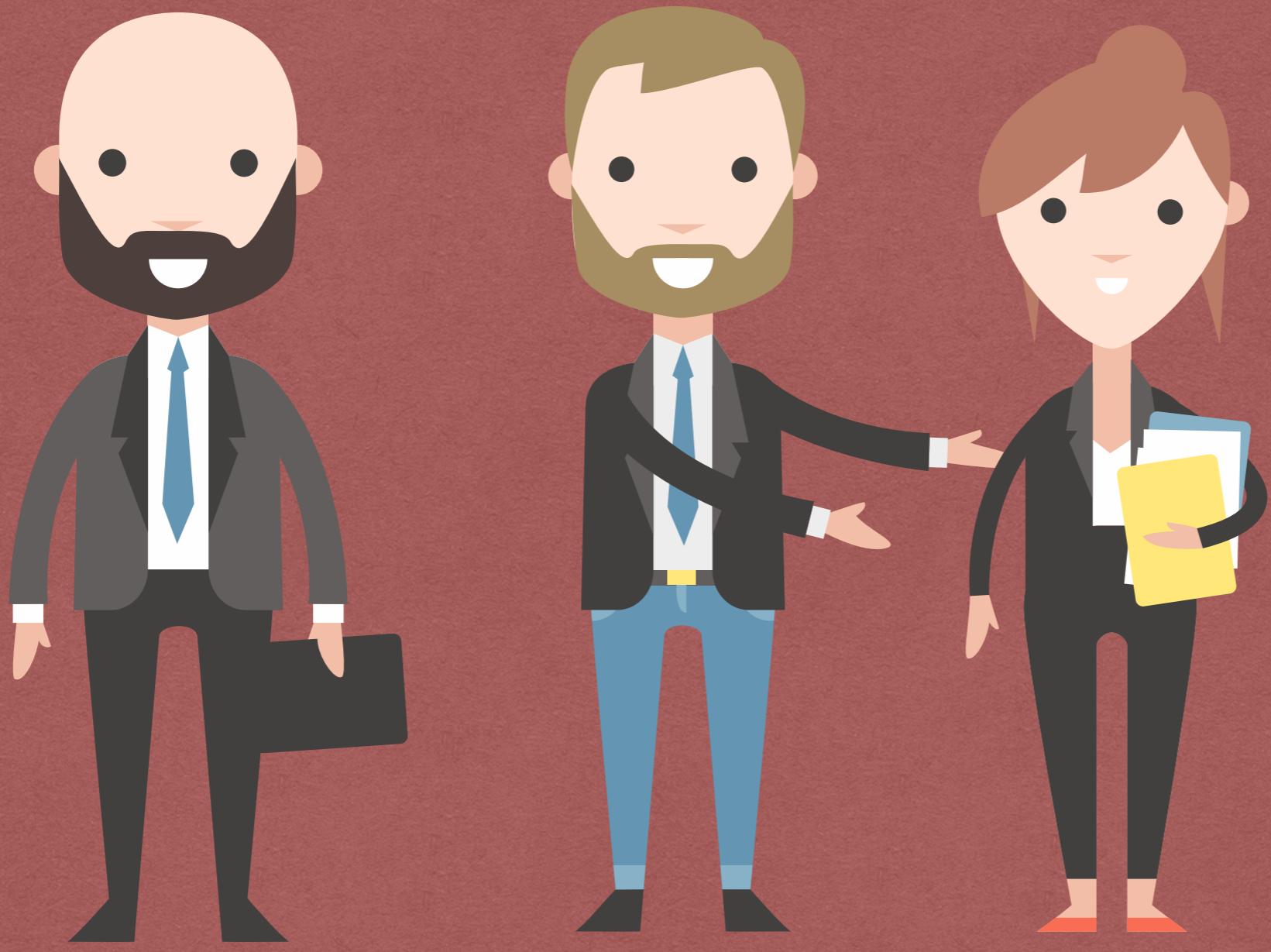
This is what you need to know about project assurance!



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YOU can do what
Linda did!



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Happy stakeholders!

Active owners!

Trust!

1

IMPROVE STAKEHOLDER MGMT

Use checklists, templates and training

2

SET CLEAR PROJECT OWNERSHIP

Set expectations, accountability and teach those involved

3

WORK WITH PROJECT ASSURANCE

Define the role, implement it through guides and training



QUESTIONS?



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