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# The BPM Zoo — BPM Stakeholder Management

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Business Process Management Summit

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London, UK

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## Stakeholder Management Is About Coming to Grips With People

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- The hardest thing about doing any change focused work in an organization is dealing with people.
- In the perfect world everyone would be cooperative, enthusiastic and engaged.
- In the real world people have competing interests and often define their own priorities as very different from the goals of your current initiatives.
- With that reality in mind, this workshop is designed to offer a way to organize and manage stakeholders.

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## Stakeholders Are Only People or Are They?



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## Workshop Agenda

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<b>Welcome and Introduction to Workshop</b>	<b>5 Min.</b>
<b>Zoo Characters</b>	<b>10 Min.</b>
<b>Individual and Group Exercise 1:</b>	<b>15 Min.</b>
<b>Group Debrief (2 Minutes per Table)</b>	<b>10 Min.</b>
<b>Stakeholder Management Basics</b>	<b>10 Min.</b>
<b>Individual and Group Exercise 2:</b>	<b>25 Min.</b>
<b>Group Debrief (5 Minutes per Table)</b>	<b>20 Min.</b>
<b>Summary and Action Planning</b>	



## The Giraffe

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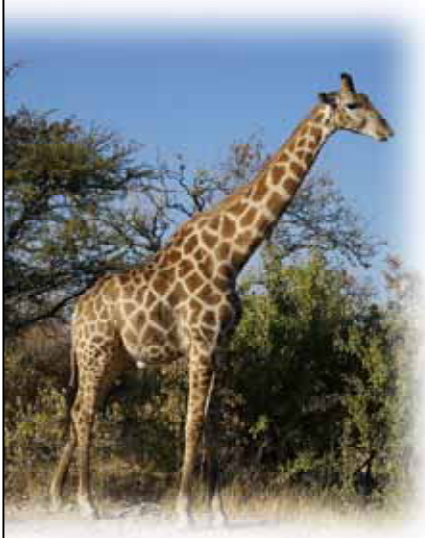


Photo By 'Hans Hillewaert' under license CC BY 2.0

- Characteristics
  - Charming and good at high-level perspective
  - Useless on detail and decisions
- Things to do
  - Look for their detail person
  - Let them sell the vision
- Things to avoid
  - Scaring them off
  - Making them kick

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### The Lion

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Photo By 'William H. Majoros' under license CC BY 3.0

- Characteristics
  - King of the jungle
  - Delegates most of the real work
- Things to do
  - Align your project with their power base
  - Allow them to protect you
- Things to avoid
  - Challenging their ego or position
  - Implying they're not needed

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## The Mountain Goat

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Photo By 'Darklich14' under license CC BY 3.0

- Characteristics
  - They can climb places we'd need ropes and pinions to get to
  - They don't look down
- Things to do
  - Work hard and plan on long hours
  - Always tell them the truth
- Things to avoid
  - Failure
  - Whining

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## The Ostrich

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- Characteristics
  - What they can't see doesn't exist
  - Good at getting out of the way of trouble
- Things to do
  - Handle problems yourself
  - Give them good news
- Things to avoid
  - Making them acknowledge risk

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### The Bear



- Characteristics
  - Looking for a free lunch
  - Strong sense of entitlement/power seeking
- Things to do
  - Hide your resources (bear boxes)
  - Make sure you have a powerful supporter
  - Win them to your side
- Things to avoid
  - Confronting directly

Photo By 'Appalachian Encounters' under license CC BY 2.0



### The Cow

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Photo By 'Michael W' under license CC BY 3.0

- Characteristics
  - Placid
  - Tend to go with conventional opinion
- Things to do
  - See that they are fed
  - Make sure that you have the power to move them as a unit
- Things to avoid
  - Spooking them

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### The Eagle



- Characteristics
  - Visionary
  - Strong defender of their own viewpoint
- Things to do
  - Align their vision with the project
- Things to avoid
  - Polarizing them

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## The Elephant

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Photo By 'Muhammad Mahdi Karim' under GNU Free Documentation License, Version 1.2

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- Characteristics
  - Holders of organizational memory
- Things to do
  - Talk to them — a lot
- Things to avoid
  - Anything that threatens the culture or their version of what works

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## Stakeholders: The Fundamentals

**A stakeholder is any group or individual that affects, or is affected by, a particular work effort.**

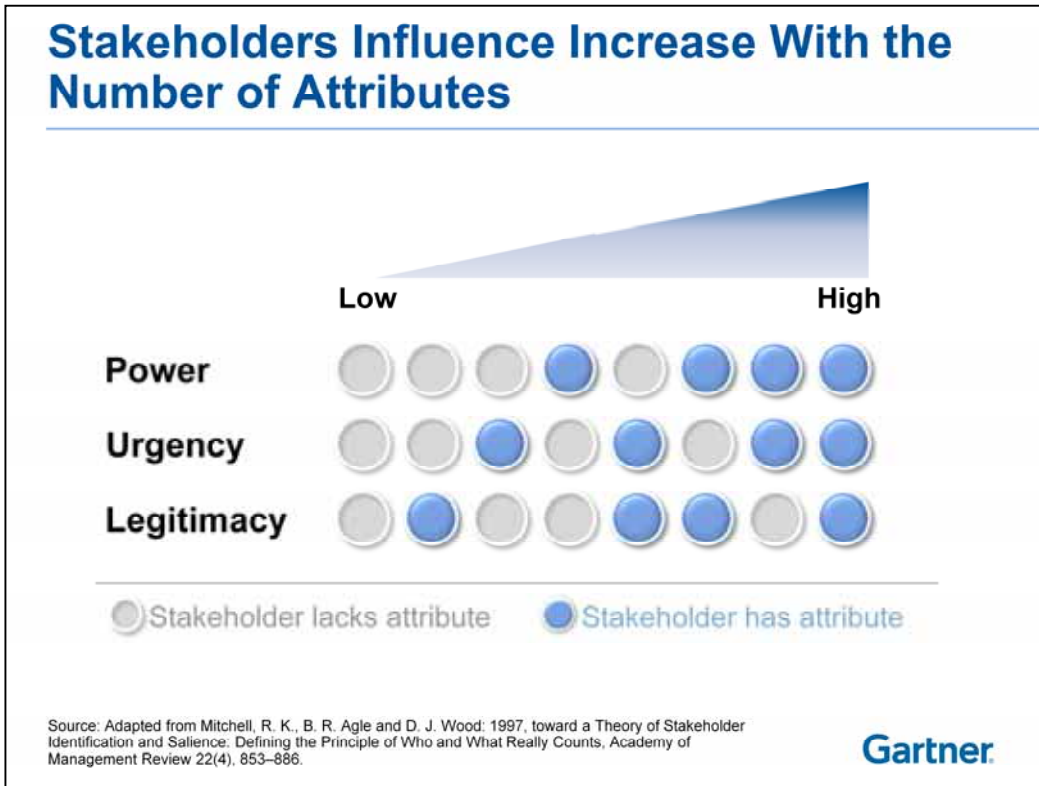
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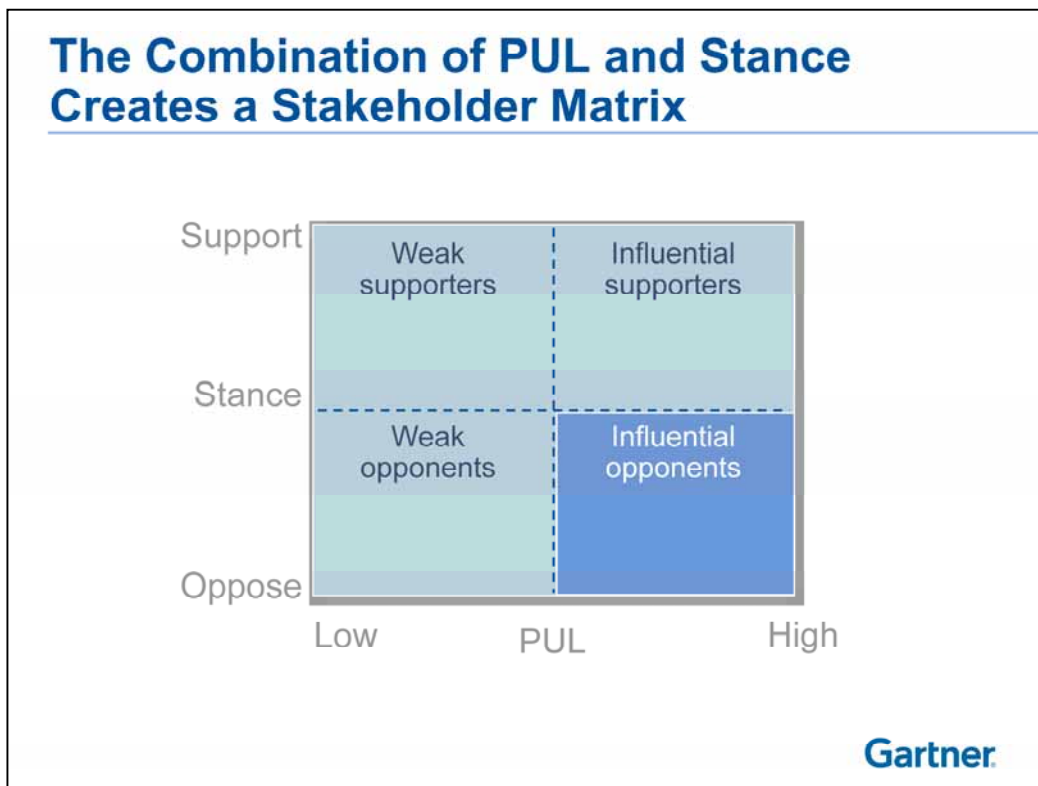
- **Power** (ability to enforce) — How much political, financial or physical capacity stakeholders have to enforce their influence
- **Urgency** (immediacy of claim) — How much of a right due to time pressure stakeholders can claim to enforce their influence
- **Legitimacy** (standing in the community) — How much moral right stakeholders have to enforce their influence

### Stance

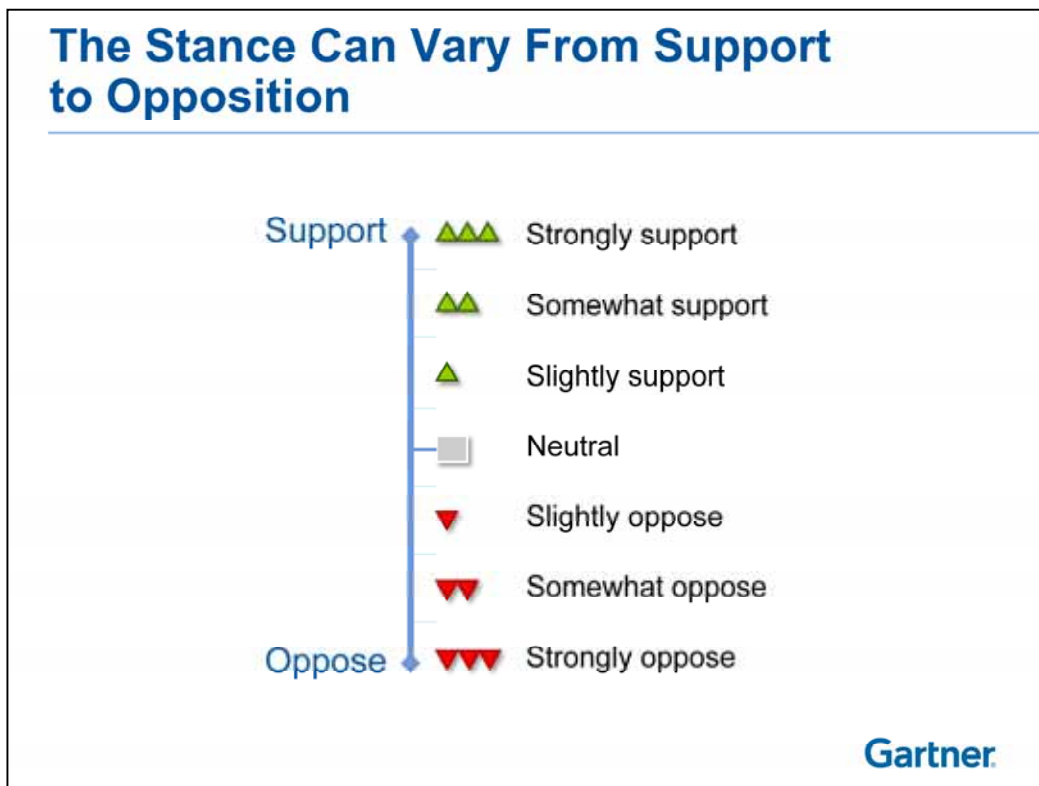
- Position being adopted by each stakeholder relative to the position being adopted by, for example, the CIO, the IT leadership team or the consensus position of a steering committee

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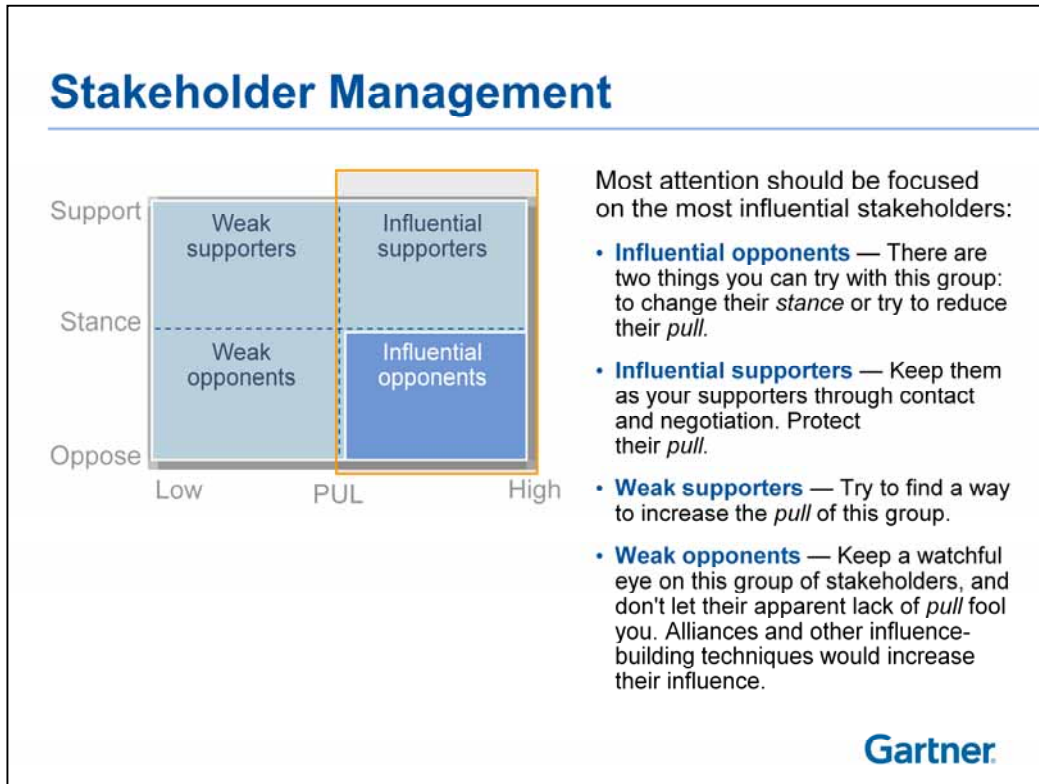


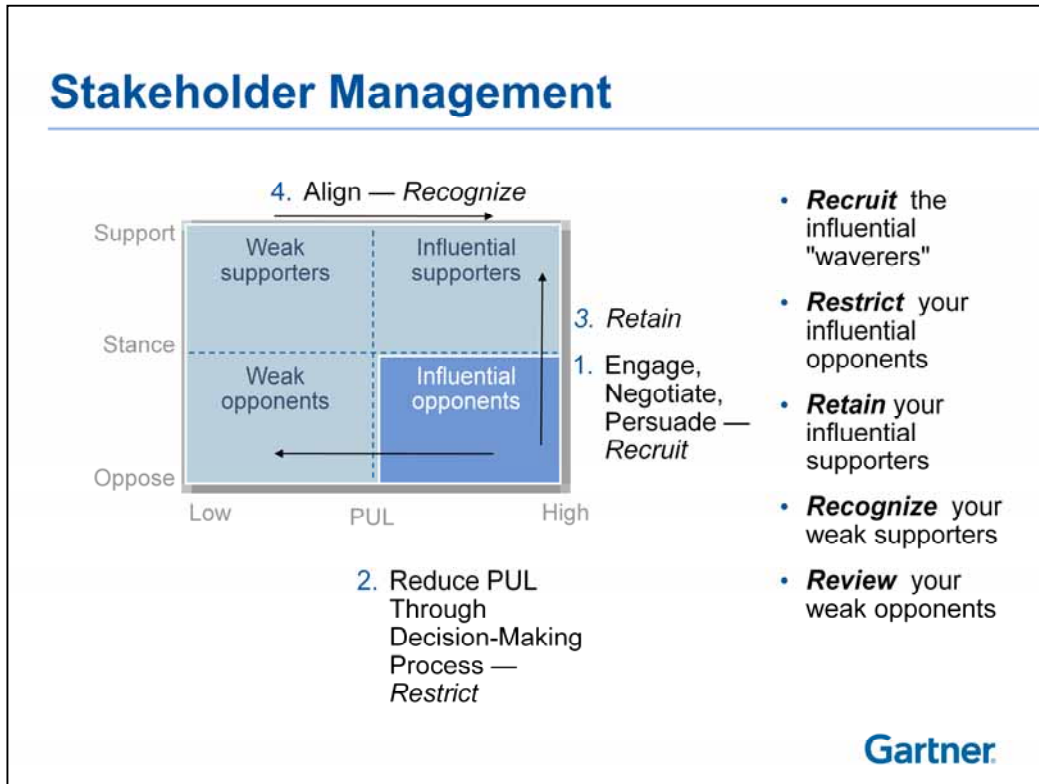
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## How About Your Stakeholders?

Stakeholders	Matrix Mapping	PUL	Support/Oppose	Power	Urgency	Legitimacy	Comments			
			▲▲▲▲ <> ▼▼▼▼				Interests	Importance	Style	Concern
J. Smith	Influential Supporter	Hi	▲▲▲	X	X	X				
M. Jones	Weak Supporter	Lo	▲	O	O	X				
D. Davis	Weak Opponent	Lo	▼	X	O	O				
B. Miller	Influential Opponent	Hi	▼▼▼	X	X	X				



## Further Stakeholder Analysis Tools

1. Personal stakeholder analysis tool (private use, subjective)

Name	Title	Interests	Importance	Power	Influence	Style

2. Review and revise at each stage of the project

Initiate	Plan	Execute	Control	Close
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3. Include **BOTH** positive and negative influences

Political agenda aligned?	Personal agenda aligned?	Outcome threatening?	Change cause pain?	Prepared for economic shift?
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## Action Plan

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### Tomorrow:

- *Review* stakeholder strategies and change readiness for major initiatives.

### In the Near Future:

- *Plan* improvements to reporting and communications based on specific audience needs.
- *Report* less, analyze more and recommend actions.
- *Develop* specific policies, guidelines and education to define and ensure quality business sponsorship.

### Longer Term:

- *Develop/execute* a change strategy at the project level, and assist/lead at the readiness and liquidity levels.

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## Recommended Gartner Research

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- **Toolkit: Stakeholder Analysis template**  
Robert Handler (G00226732)
- **Effective Communications: Stakeholder Analysis**  
Heather Colella (G00170514)
- **Toolkit Tactical Guideline: Appoint Project Champions, not Sponsors, to Minimize Project Risks**  
Ellen Kitzis (G00146180)
- **Toolkit Sample Template: Gartner Change Road Map for Projects and Programs**  
Kraft Bell (G00151497)

For more information, stop by Gartner Solution Central or e-mail us at [solutioncentral@gartner.com](mailto:solutioncentral@gartner.com).

