

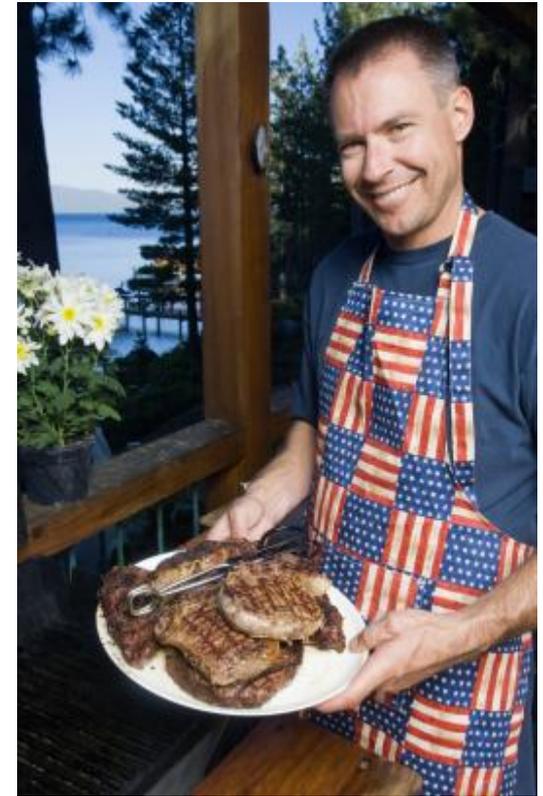


Stakeholder Engagement

ACQ 405

September 2016

“Steakholders”



What is a Stakeholder?



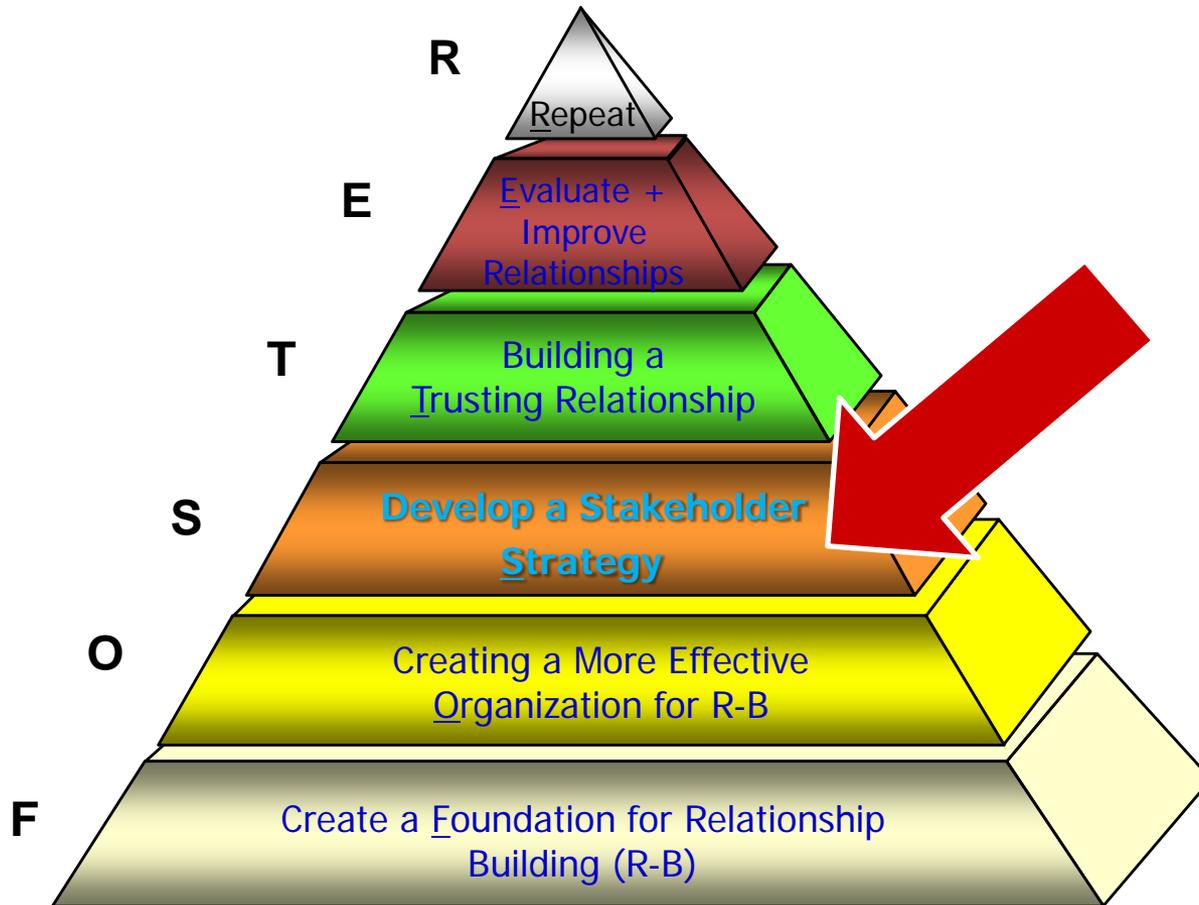
"Someone impacted by project/program or capable of influencing its outcome"

- Can include **individuals** and/or **groups**
- Both **inside** and **outside** your organization
- Can be positively or negatively **impacted**
- Can positively or negatively **influence outcomes**



Stakeholder Engagement Model (FOSTER Model)

FOSTERing Collaborative Stakeholder Relationships



¹Adapted from Ann Svendsen's "Six Stages in Relationship-Building Process"

**Why should we care about
your stakeholders?**

DoD System Management Framework



Why is Stakeholder Management Important in DoD System Acquisition & Sustainment?

DoD Stakeholder Management



Admiral Hilarides, COMNAVSEA

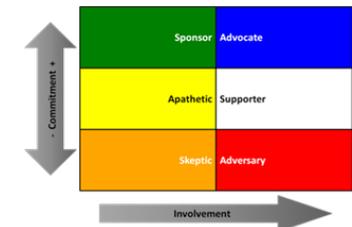
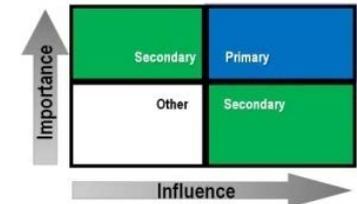
What is the “Stakeholder Engagement Process”?

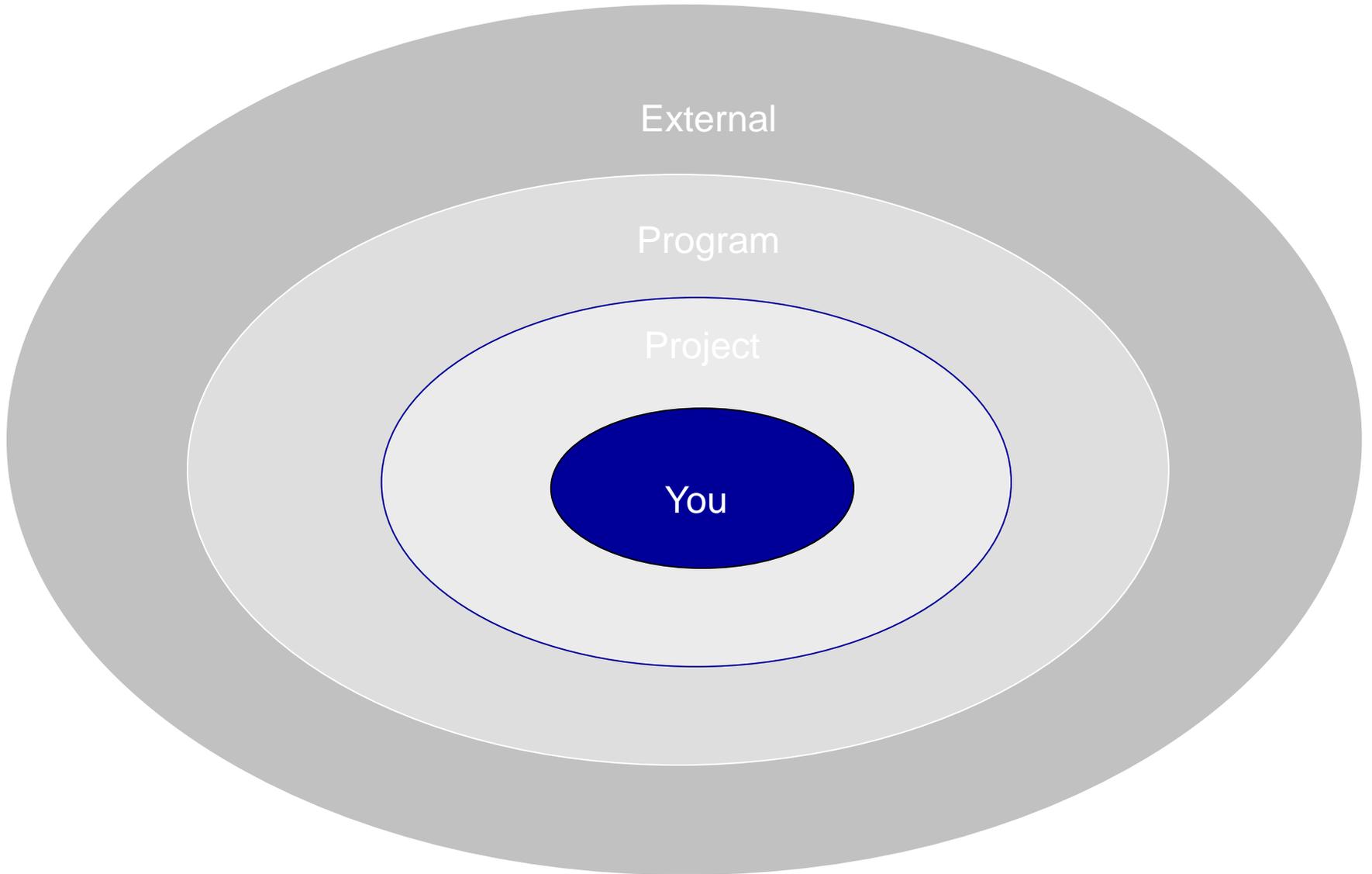
Proven **6-stage process** which increases the probability that a program or project succeeds

- Includes **analysis, planning, and execution**
- While stages 1-5 are important, **engagement** of key stakeholders is the **most crucial** activity
- Outcome is enhanced **probability of success**

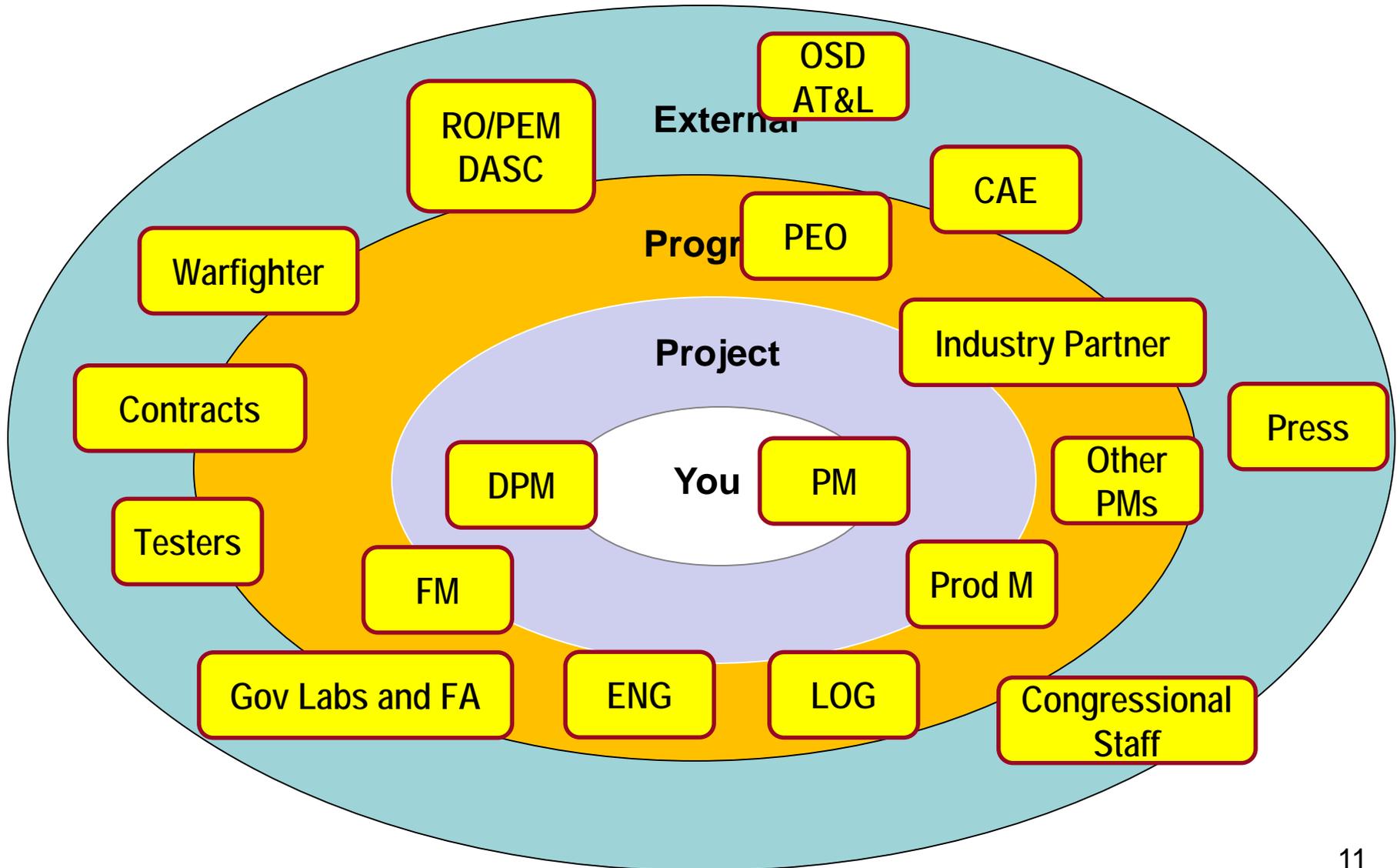
Stakeholder Management Planning

- 1) **Identify** Stakeholders
 - Stakeholder Map
- 2) **Prioritize** Stakeholders
 - Power Grid
- 3) **Analyze** Stakeholders
 - Requirements, Expectations & Interests
- 4) **Focus** Engagement
 - Involvement Matrix
- 5) **Plan** detail (what, when, who)
- 6) **Evaluate** plan for success





A Typical Program Office Stakeholder Map



Sample Stakeholder Identification Exercise

Background: FORD Class Aircraft Carrier

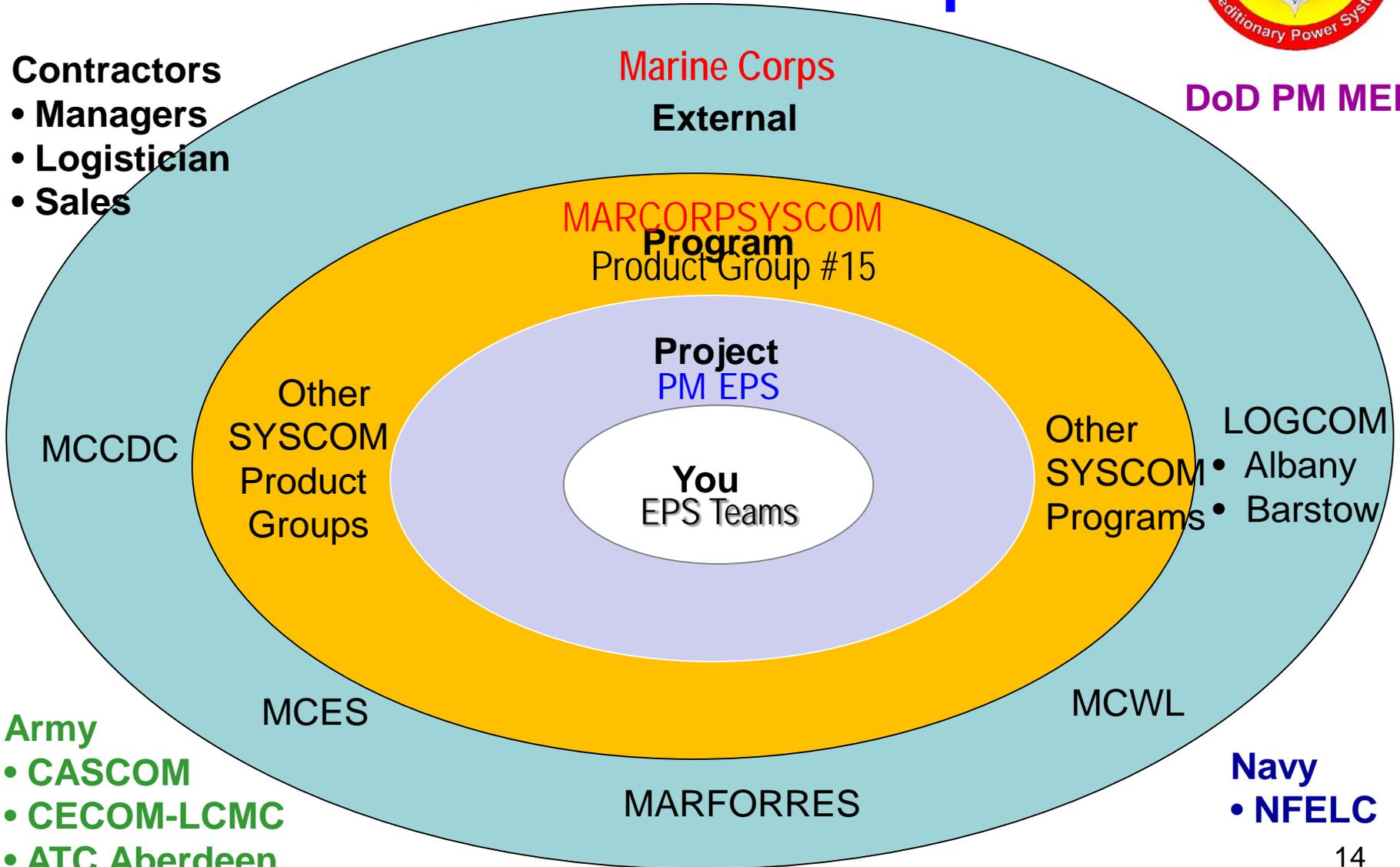
- ACAT 1D Program
- Replacement Aircraft carrier for NIMITZ Class
- Three Ship Build Plan on 5 yr centers
- CVN 79 is first follow-on from lead ship design
- Engineering Design and Construction Perspective of Ship Design Manager

Sample USMC Stakeholder Map



DoD PM MEP

- Contractors**
- Managers
 - Logistician
 - Sales



Understanding, clarifying, and confirming IERs is important to forging stakeholder relationships:

- **Interests (Like)**
 - What motivates you internally; emotional interest(s)
- **Expectations (Want)**
 - How something should be approached or completed --- desired outcome
- **Requirements (Agree To)**
 - A product, service or outcome negotiated and agreed upon by parties/stakeholders

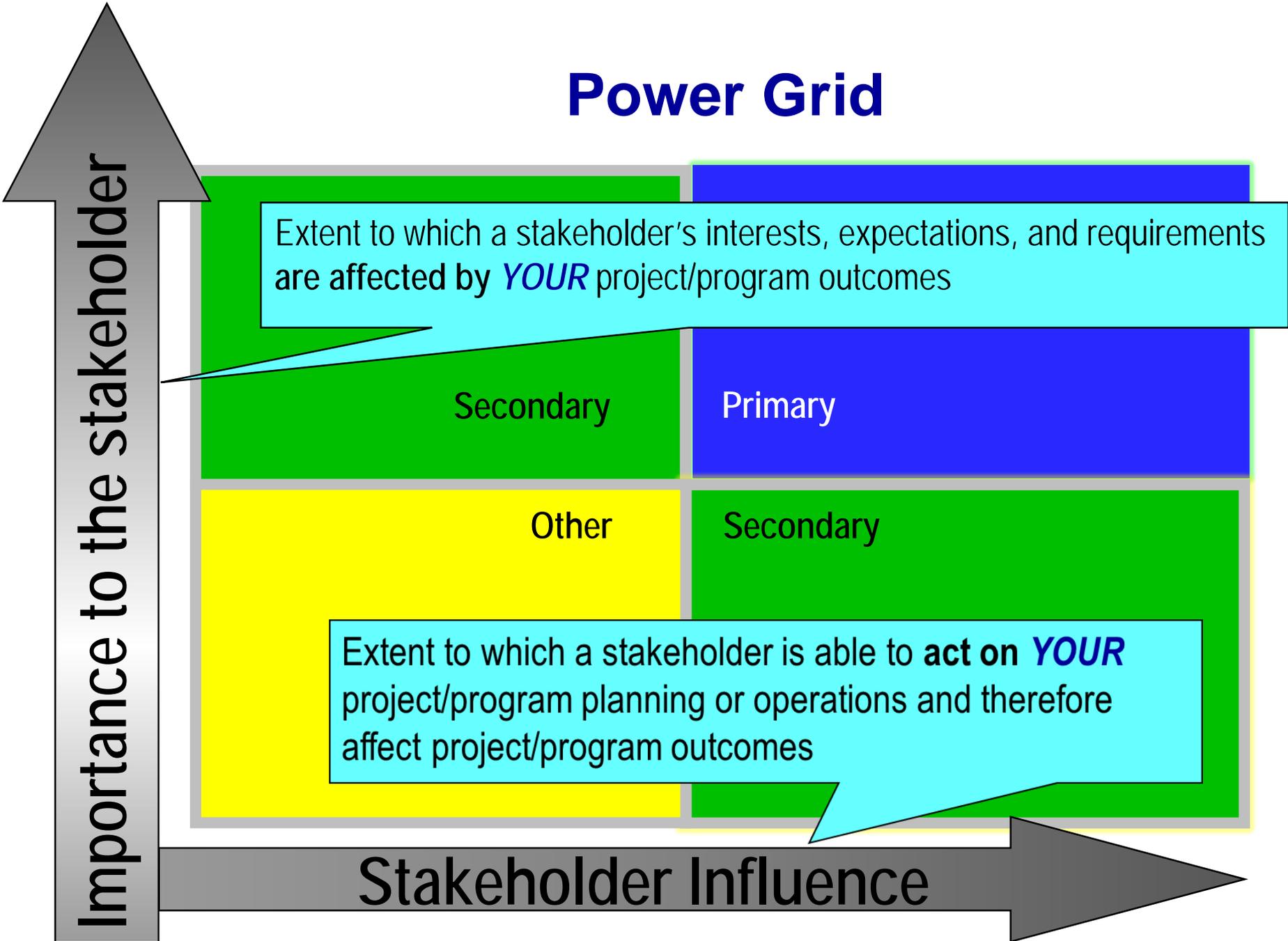
IERs

Stakeholder s	Interests	Expectations	Requirements
"You"			

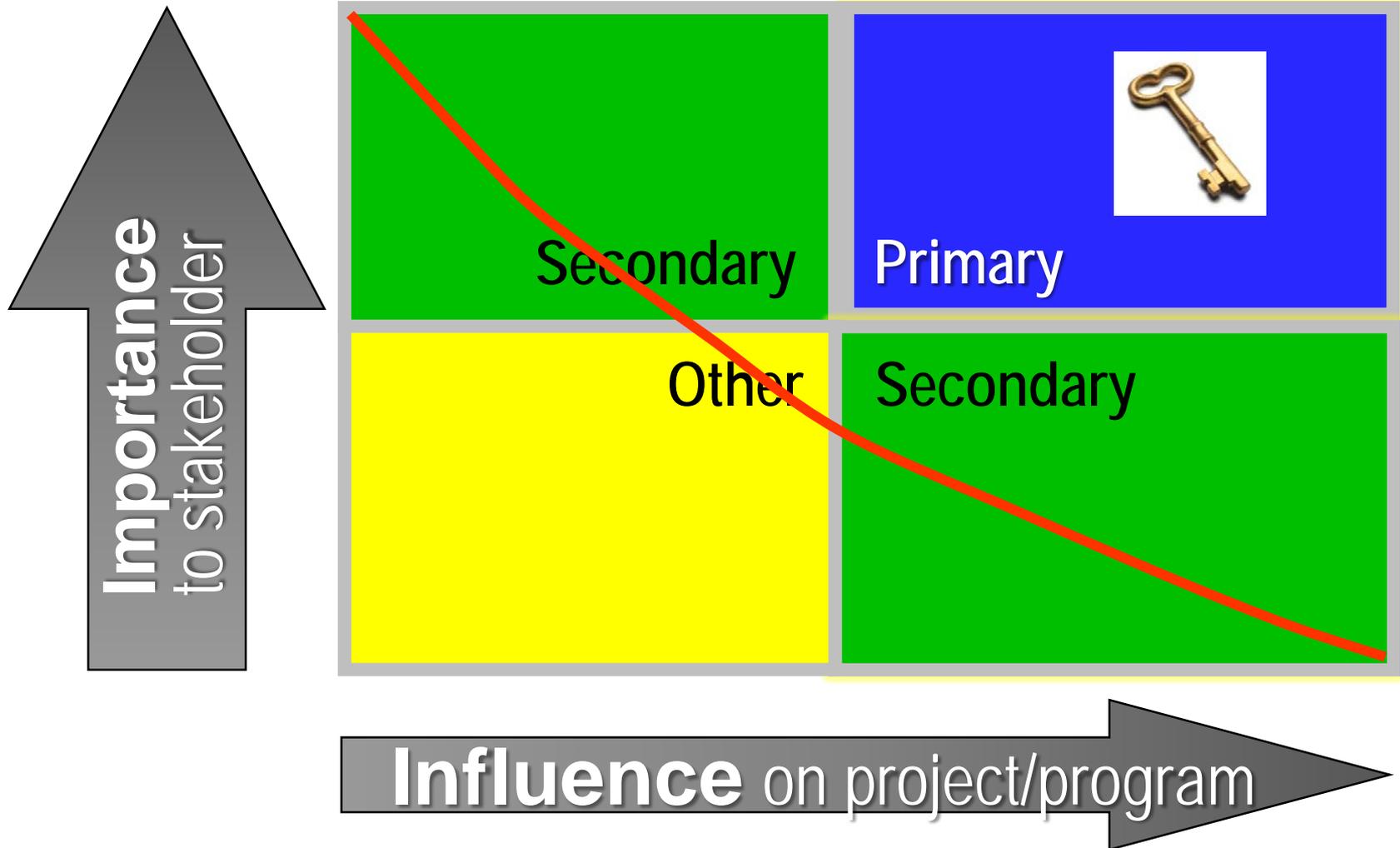
Sample Ship Design Manager IERs

Stakeholder	Interests	Expectations	Requirements
"You"	Delivery of engineering products on time.	Lead engineering team Provide guidance and direction for team. Engineering data reviewed on time with quality	Deliver engineering products on time. Support PMS 378 with highly accurate products.
PMS 378 APM	Deliver ship on time; on budget	Manage all aspects of delivery thru construction	Delivery of ship on time within budget
NNGN-SB	Stabilize workforce Maximize dollars & profits Influence design Meet schedule dates	Fully participate in gov't design teams Support PMO Support from Gov't Engineering and PMO	Gov't provide engineering in timely manner Gov't deliver GFE to support shipyard
NAVSEA 05V	Technically sound and safe products Support PMO	Quality technical info Collaborate with SMEs Provide technically sound and safe options	All engineering products provided on time. ?
Other PEOs	Provide latest equipment to new ship	Latest equipment incorporated in design and construction	Deliver program info and equip on time & 17 within budget

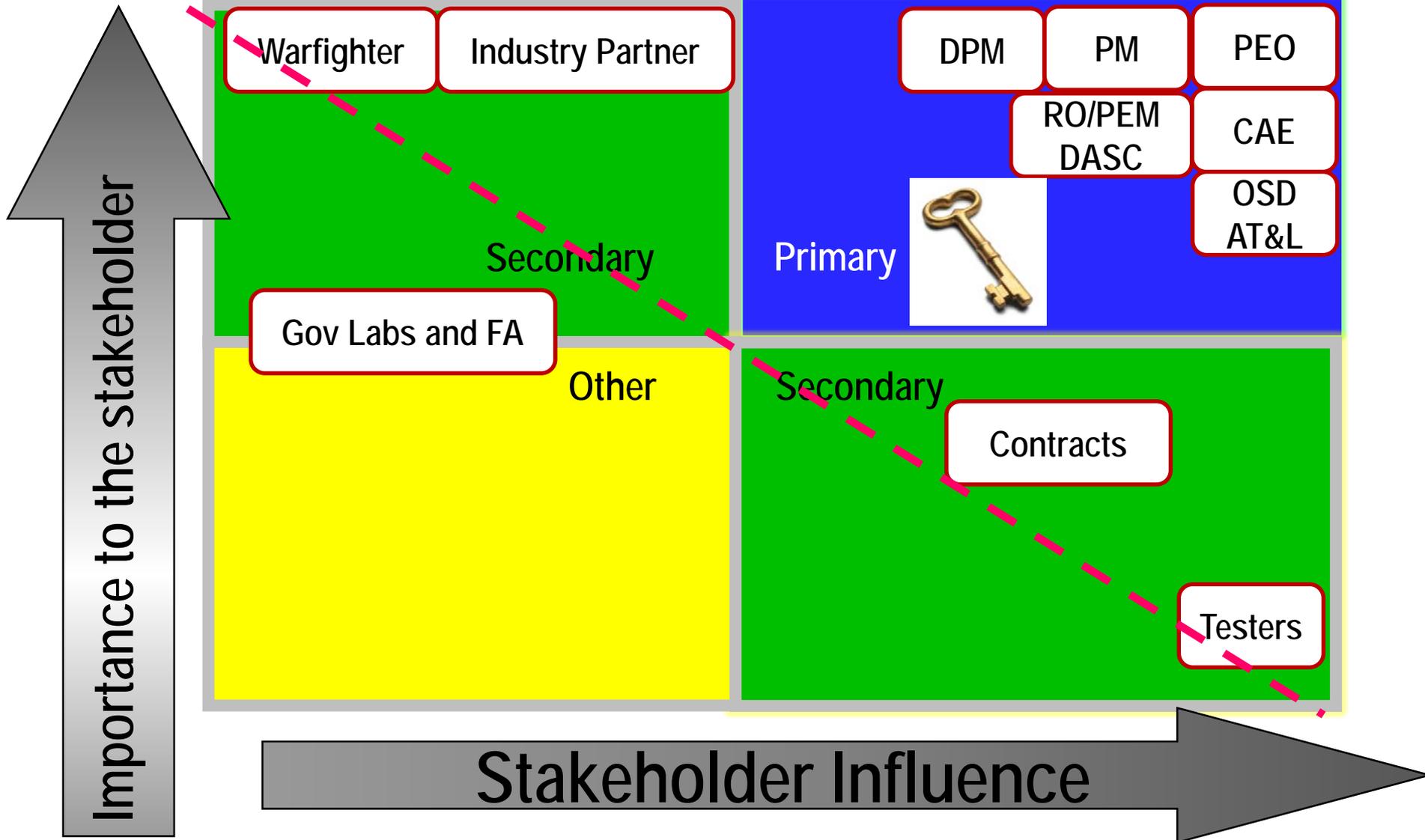
Power Grid



Stakeholder Power Grid

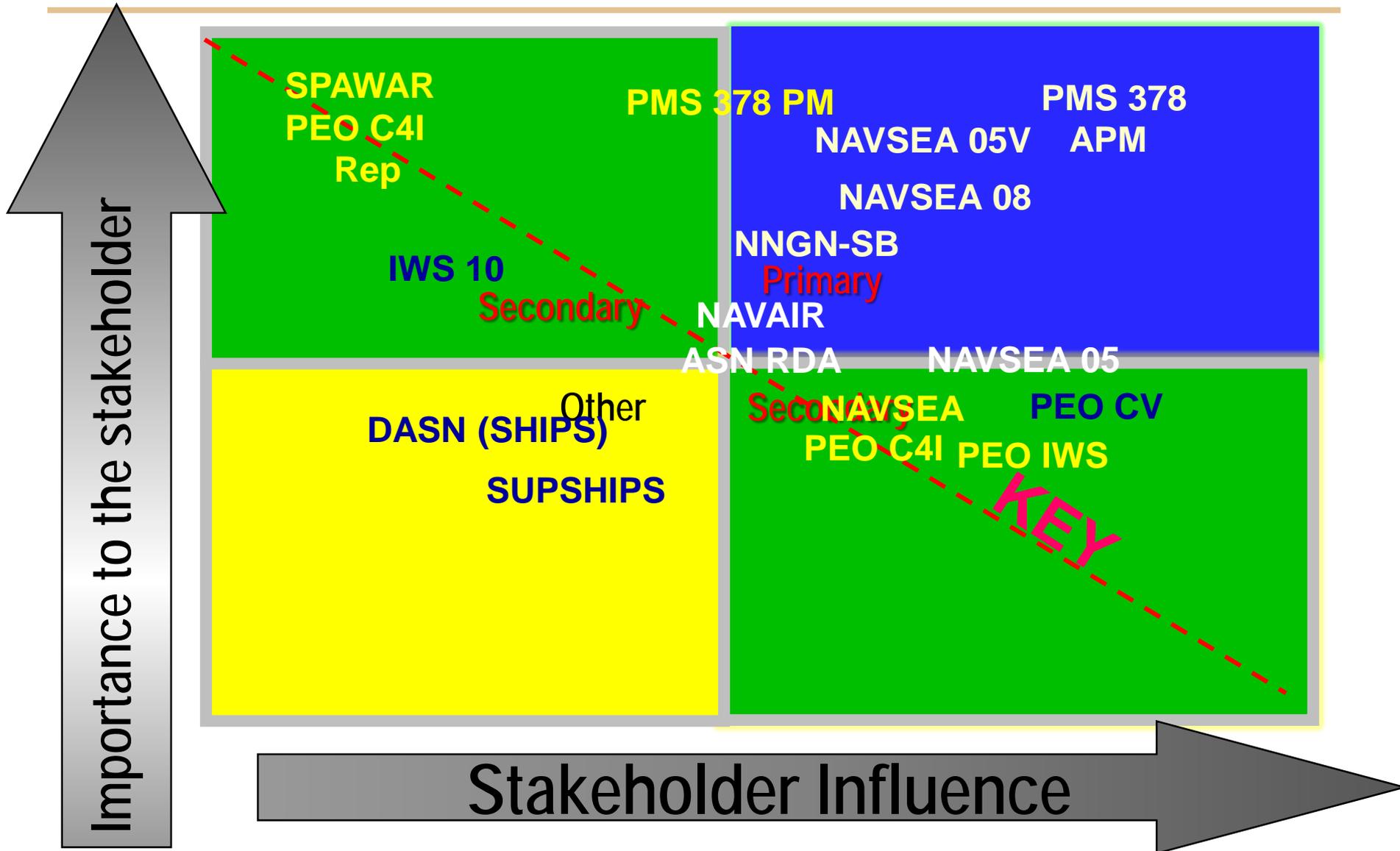


Sample Power Grid



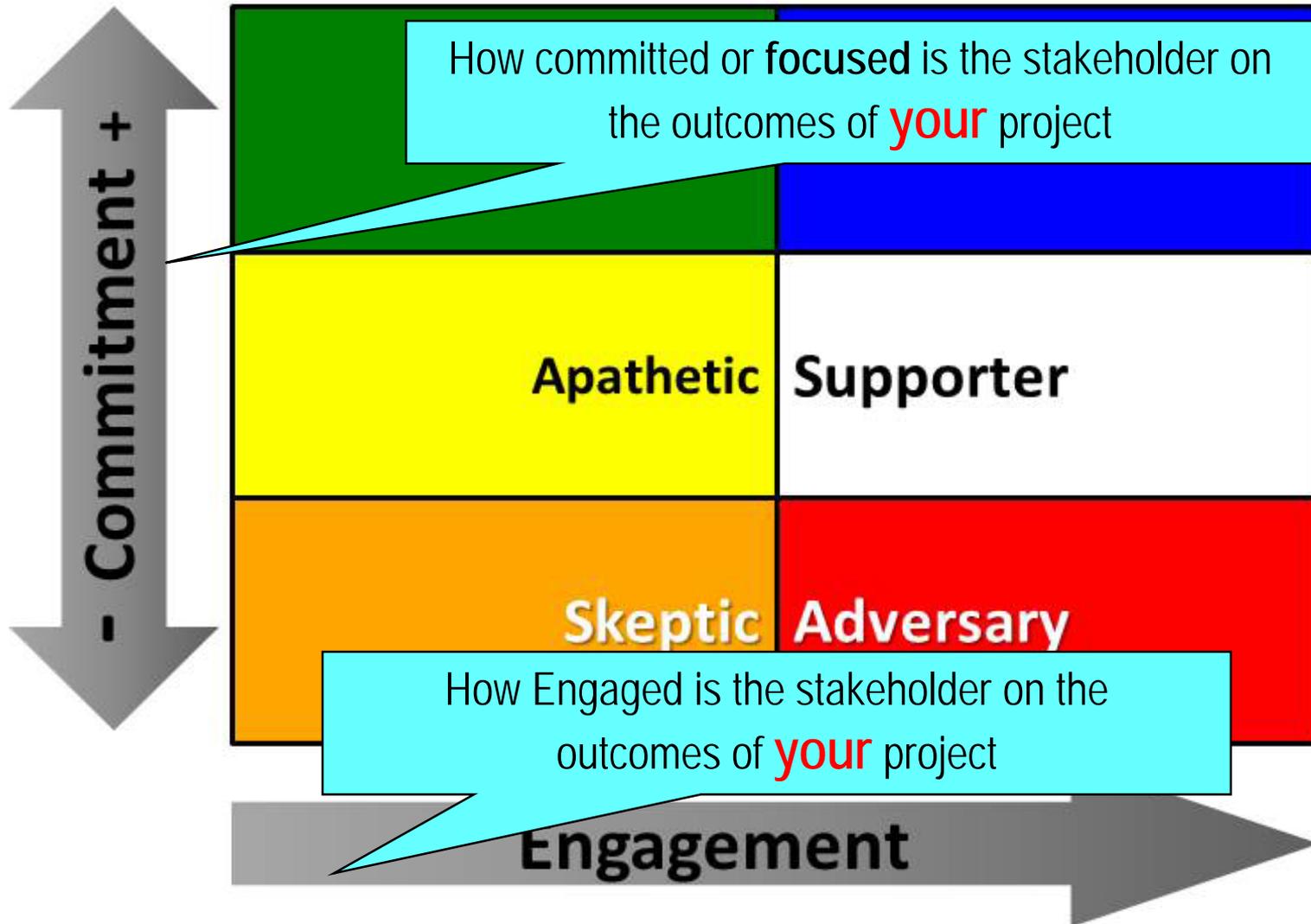
Power Grid Plot

Example



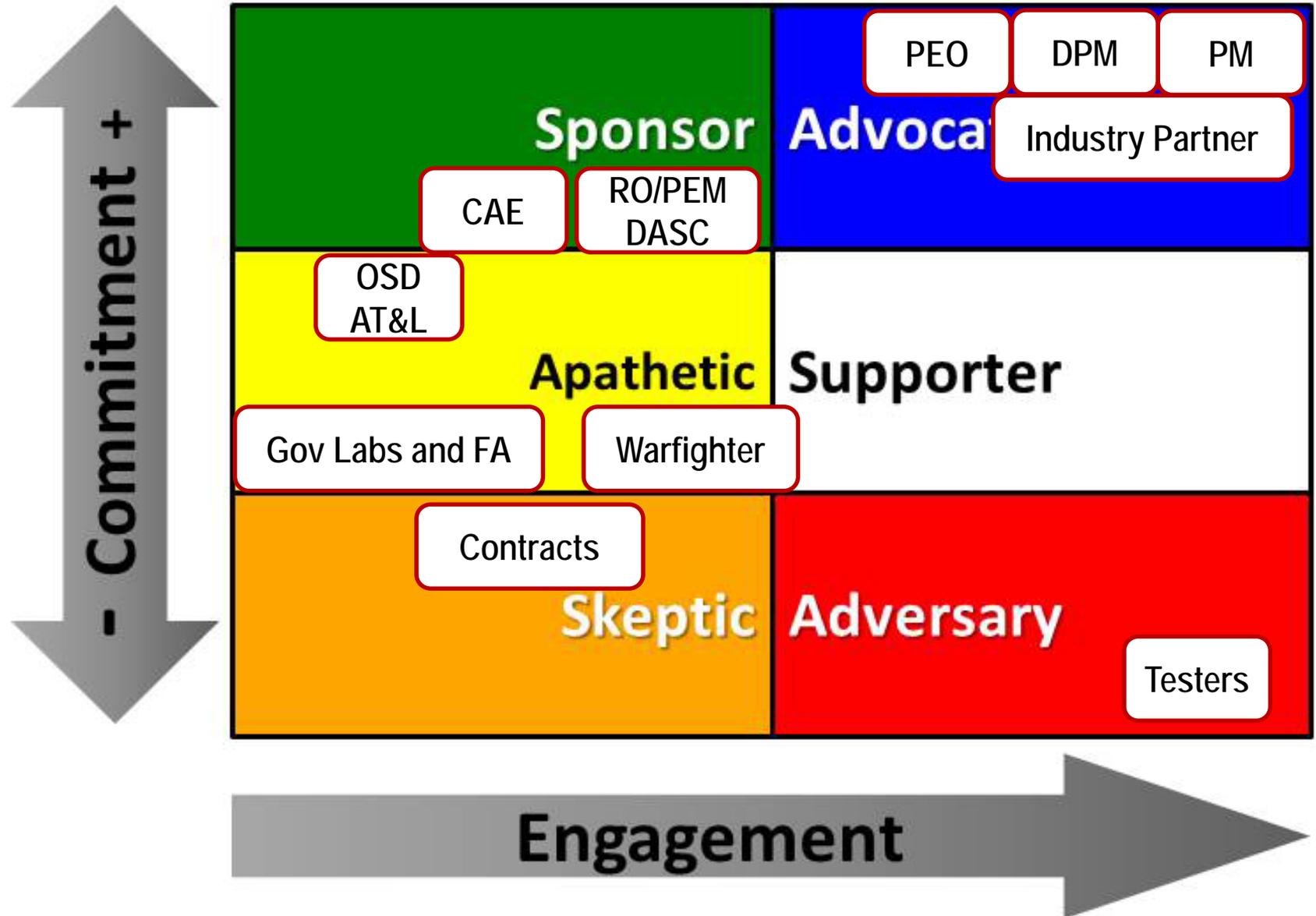
- Mapping Stakeholder Involvement;
 - Advocate
 - Adopting
 - Aware
 - Adopting
 - Antagonistic
 - Adversary

Stakeholder Involvement Matrix

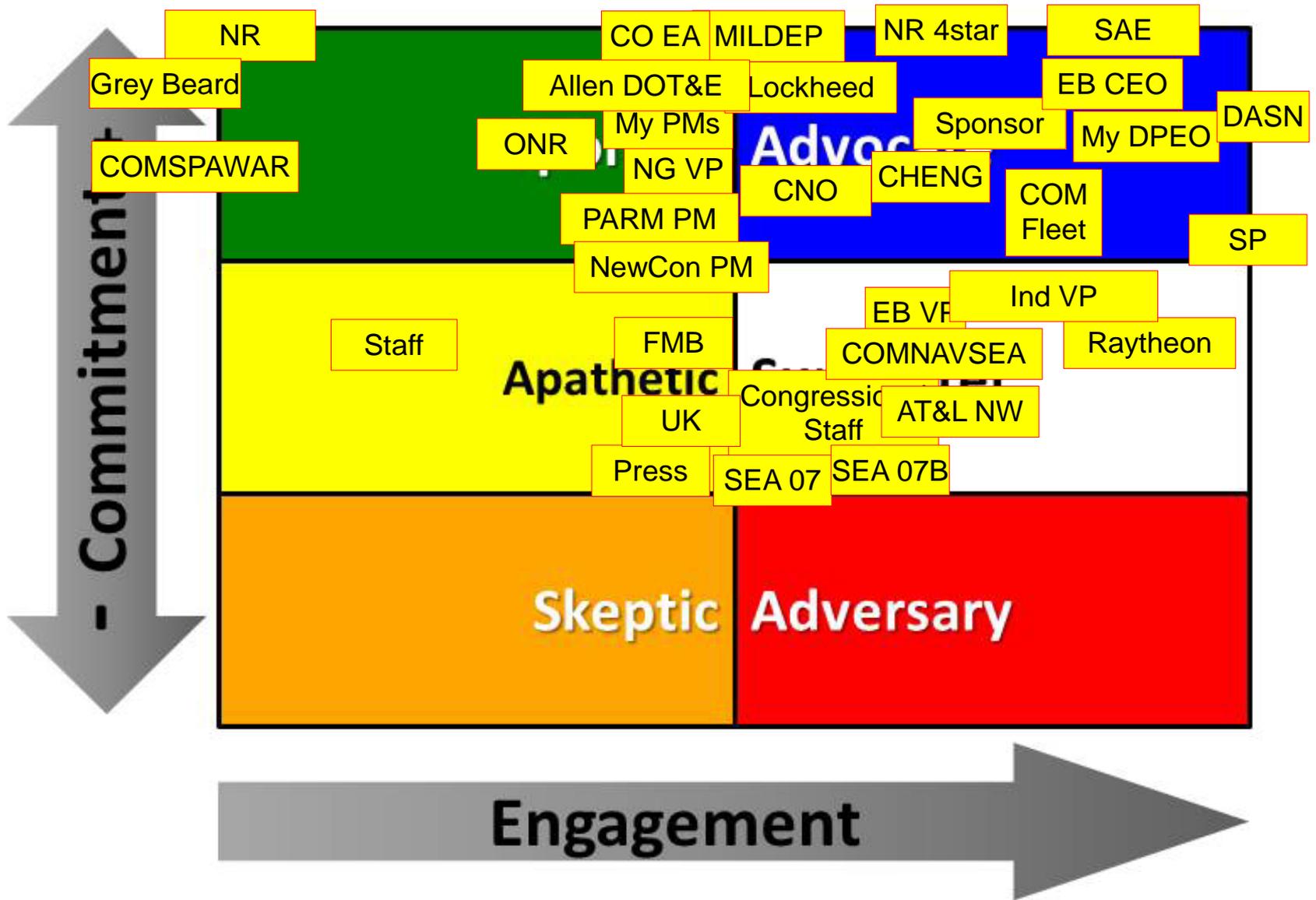




Sample Stakeholder Involvement Matrix

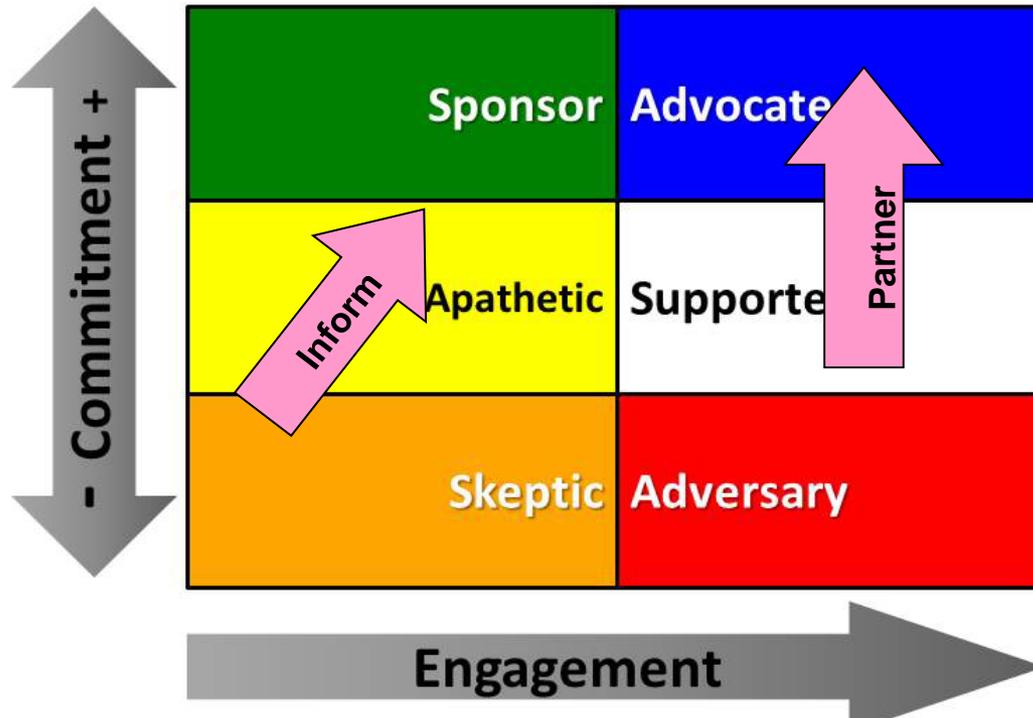


Sample PEO Carrier Involvement Matrix



Stakeholder Involvement

- Are your stakeholders where you want them?
- Are there any that need to be refocused?
- Where do they need to be?

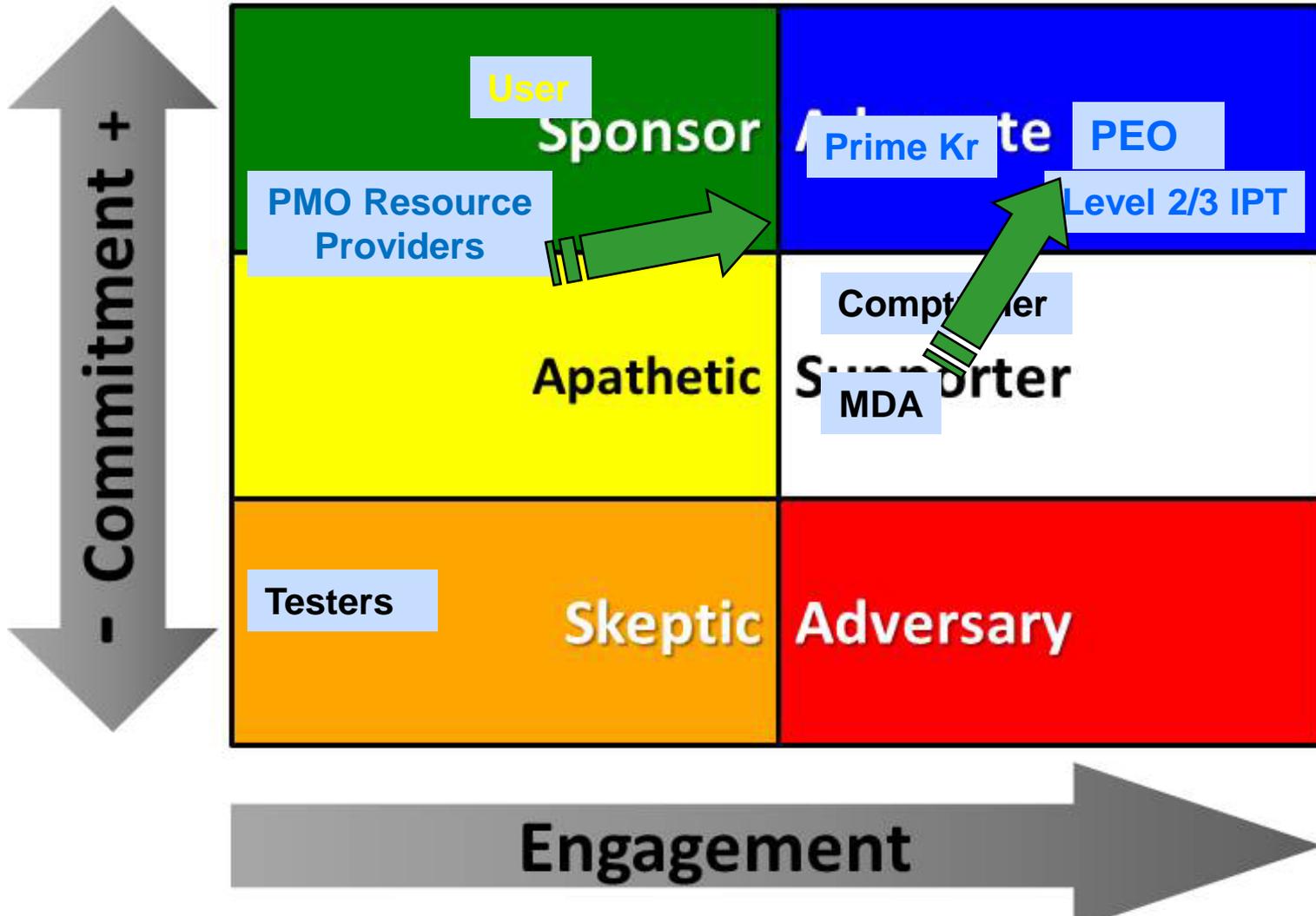


Consult - directly involve; obtain opinions, feedback, inputs; promote access to edit and review; invite to participate as a team member. Provide coaching.



Defense Acquisition University

Sample Desired Engagement Matrix



Program Objective: Fully capable system delivered by FYXX

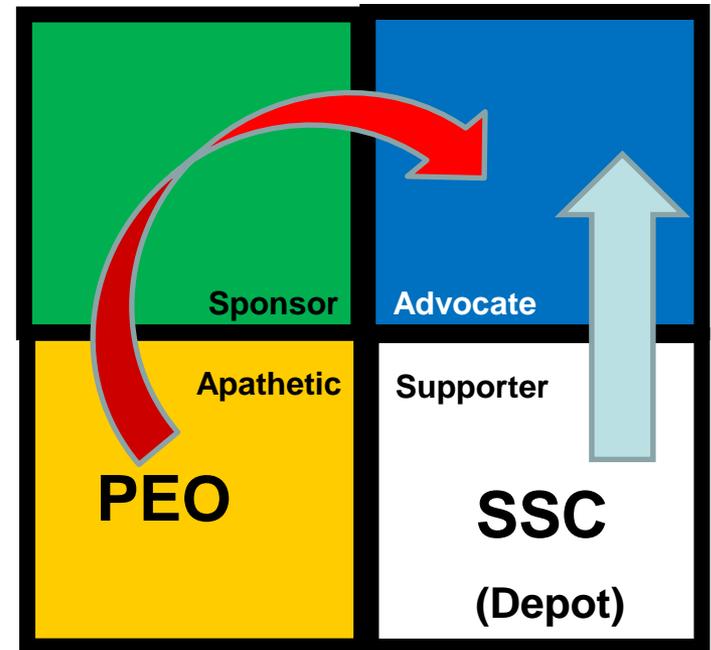
Sample Management Actions (SPAWAR)

a) **Depot** is aware of program (supporter) but currently low on commitment

- PM could actively **Consult**
- Meet with quarterly to communicate plan
- Directly solicit opinions, feedback, inputs
- Conduct joint meetings with warfighters
- Collaborate to improve trust/partnership
- Identify and resolve areas of conflict

b) **PEO** is an apathetic observer

- PM could **Inform and Consult**
- Clarify responsibilities, common goals
- Determine & deliver information & access
- Schedule more frequent communications
- Share access to status information
- Increase awareness of each others efforts



Stakeholder Management Plan

		Action Strategy			
Stakeholder	Involvement* (From / To)	Action**	How and/or What activity to be taken?	When	POC Responsible

* Adopting, Apathetic, Aware, Advocate or Adversary

** Inform, Monitor, Consult, Partner



Stakeholder Management Plan Sample

		Action Strategy			
Stakeholder	Involvement* (From / To)	Action**	How and/or What activity to be taken?	When	POC Responsible
NNGN-SB	Advocate/ Advocate	Partner	Conduct min weekly telcons with NNGN-SB design mgr Set aside time each day for emergent hot issues	Ongoing	SDM
PEO CV PEOs/ SYSCOMs	Adopting/ Advocate	Inform	PM meet regularly IPT members provide weekly updates to system PMs	Ongoing	PM
IWS 10	Aware/ Advocate	Consult	Request feedback to design issues Request redesign options Seek recommendation on design changes	Ongoing	SDM

* Adopting, Apathetic, Aware, Advocate or Adversary

** Inform, Monitor, Consult, Partner



Stakeholder Engagement Plan - Sample

		Action Strategy (Provide fully capable system by FYXX)			
Stakeholder	Involvement* (From / To)	Action**	How and/or What activity to be taken?	When	POC Responsible
PEO-EIS	Advocate	Inform	Status Brief and info emails	Bi-monthly	PM
Tester	Apathetic	Inform	Provide status report and schedule	Quarterly	Sr Engineer
Milestone Decision Authority	Supporter/ Advocate	Consult	Meet to clarify expectations and invite opinions on approach and present status reports on challenges being worked.	Bi-monthly	PM
Comptroller	Supporter/ Advocate	Consult	Visit regularly to understand funding status; provide status on resource challenges	Bi-monthly	PM/BFM
PMO Resource Providers	Supporter/ Advocate	Inform	Clarify what information is needed; visit to clarify expectations;	Weekly	PM
User	Sponsor	Monitor	Promote more communication; keep informed with briefings/reports	As required	PM

* Advocate, Sponsor, Supporter, Apathetic, Adversary, & Skeptic

** Inform, Monitor, Consult, Partner



Sample Stakeholder Mgt Action Plan

F-15 Saudi Arabia Program

		Action Strategy			
Stakeholder	Involvement *(From / To)	** <u>Action</u>	<u>How/what activity to be taken?</u>	<u>When?</u>	<u>POC</u>
PEO, USAF Lt Gen	Sponsor/ Advocate	Inform PEO of critical RSAF requirements and funding issues	Face-to-face executive level briefings to PEO and PEO Staff; coordination of memos & documents for approval	Complete by July 31	PM, with staff support (Budget Officer & Comptroller)
Royal Saudi Air Force (RSAF)	Sponsor/ Advocate	Consult with RSAF about requirements and schedule issues	Face-to-face executive level briefings to RSAF & Ministry of Defense (MoD), - Engage SAF/IA & PEO	Complete by Aug 31	PM, with staff support (Budget Officer & Comptroller)
SSCs	Supporter → Advocate	Consult & Coach	Meet with SSCs quarterly	1 Dec	Dr. Giles
JTG	"	"	Set up a social function	15 Dec	Boyce
IPT Lead	Apathetic -> Advocate	Inform & consult	Identify and resolve areas of conflict	20 Jan	CDR Nolte

*Advocate, Sponsor, Supporter, Apathetic, Adversary, & Skeptic

** Inform, Monitor, Consult, Partner

Thoughts on Building Trust

Management Action Plan					
Stakeholder	Involvement (From / To)	What	How (Behaviors)	When	Who
Subordinates					
Superiors					
Contractors					
Customers					
Peers					

Include Behaviors to Build Trust in your Stakeholder Management Plan

- 1) Talk Straight
- 2) Demonstrate Respect
- 3) Create Transparency
- 4) Right Wrongs
- 5) Show Loyalty
- 6) Deliver Results
- 7) Get Better
- 8) Confront Reality
- 9) Clarify Expectations
- 10) Practice Accountability
- 11) Listen First
- 12) Keep Commitments
- 13) Extend Trust

Evaluating for Success

Stakeholder	Evaluation Area(s)	Method(s)	Sources of Info	Success Looks Like (short term & long term)



Evaluating for Success

Sample

Stakeholder	Evaluation Area(s)	Method(s)	Sources of Info	Success Looks Like (short & long term)
NNGN-SB	Attendance at engineering IPTs Attendance at telcons Willingness to resolve issues at lowest level	Attendance roster Weekly issues resolved	Action tracker Meeting minutes	<ul style="list-style-type: none"> • Participate in design alternatives • Timely review and support of PM and SDM requests
PEO CV PEOs/ SYSCOMs	Higher level status meeting Have understanding of PMS 378 plan	Support for PM at quarterly reviews Modify systems plans as necessary	Meeting minutes System info and design info	<ul style="list-style-type: none"> • PEO cooperation at lowest levels to support PMO and engineering design team
IWS 10	Attendance at engineering IPTs Support design reviews, recommendations, and inputs	Attendance roster Provide recommendations in timely fashion	Recommendations provided Meeting minutes	<ul style="list-style-type: none"> • Support engineering requests • Provide best systems available on time and within budget



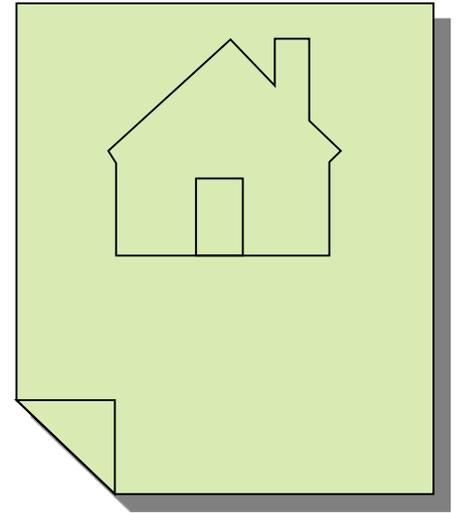
Classroom Exercise

Learn. Perform. Succeed

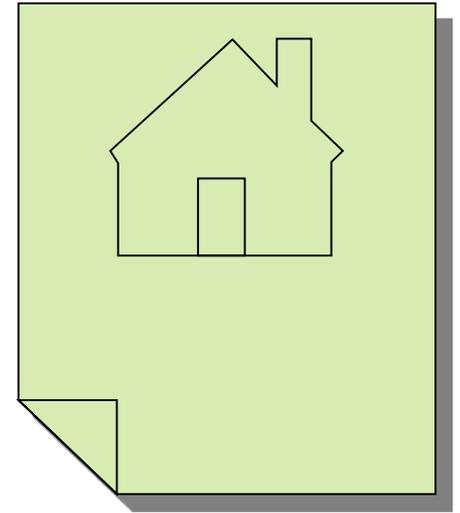
Home Construction

Background:

- Spouse desires room for mother
- Teenage daughter likes loud music



Home Construction



Background:

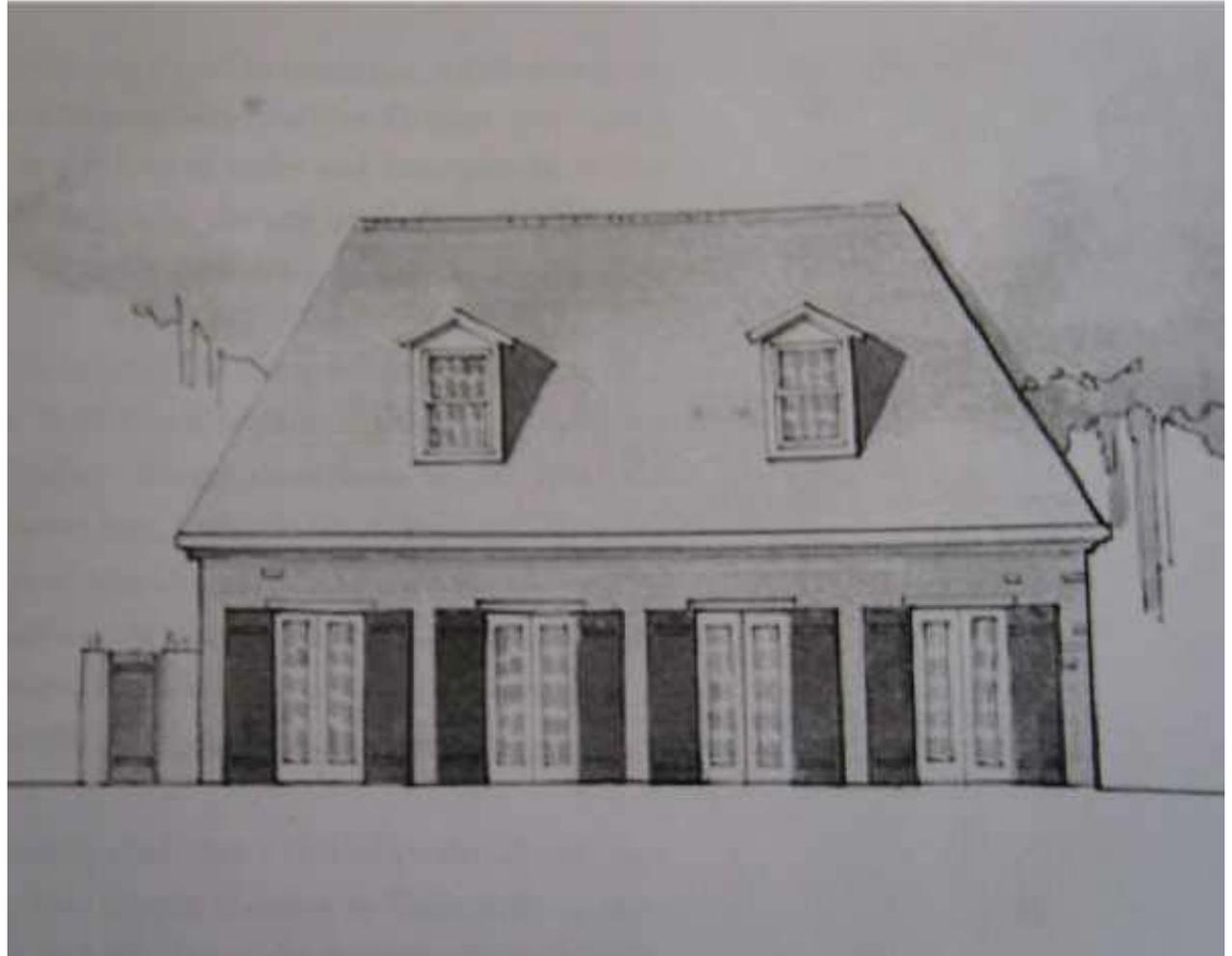
- Spouse desires room for mother
- Teenage daughter likes loud music

Objectives:

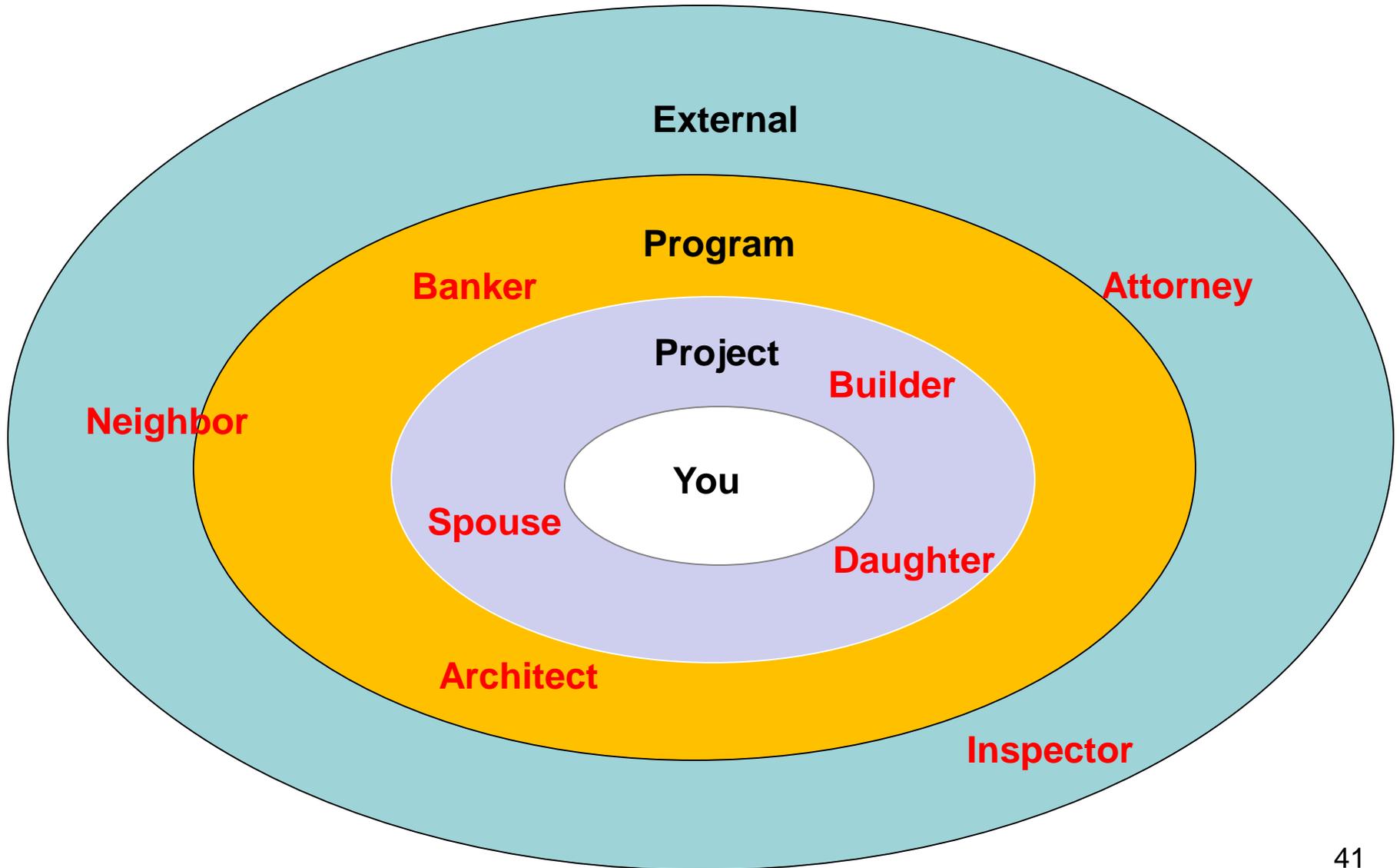
- Family desires a 4 bedroom 3 bath house with mother-in-law suite and basement (performance) by Thanksgiving (schedule)

My Stakeholders

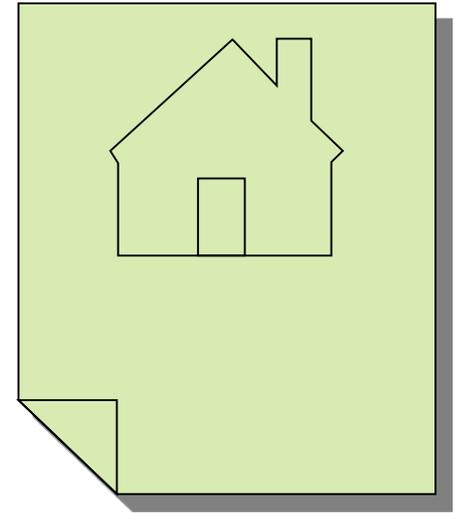
- Builder
- Architect
- Banker
- Attorney
- Family
- Neighbors
- Relatives
- Workers
- Inspectors



Sample Stakeholders Home Remodeling



Home Remodel

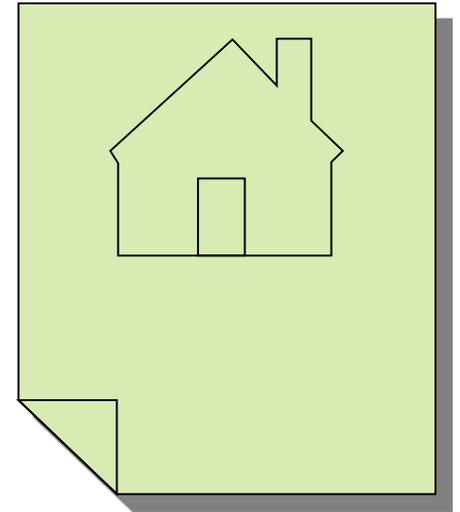


My Interests: (*What I Like*)

My Expectations: (*What I Want*)

Agreed Requirements: (*What We Agree To*)

Home Remodel IER



My Interests: (*What I Like*)

- Happy family
- Control cost

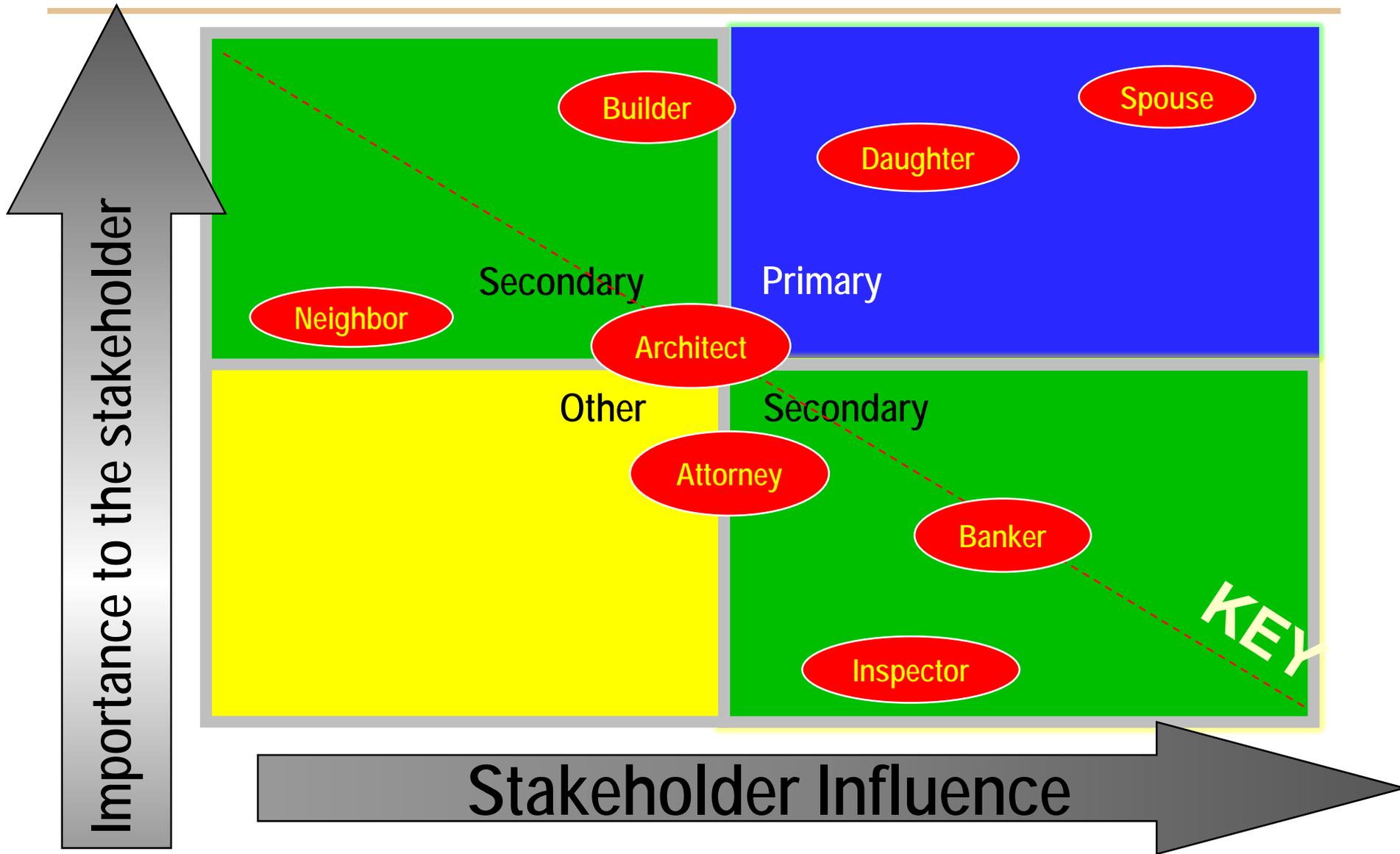
My Expectations: (*What I Want*)

- Communicate
- Avoid surprises

Agreed Requirements: (*What We Agree To*)

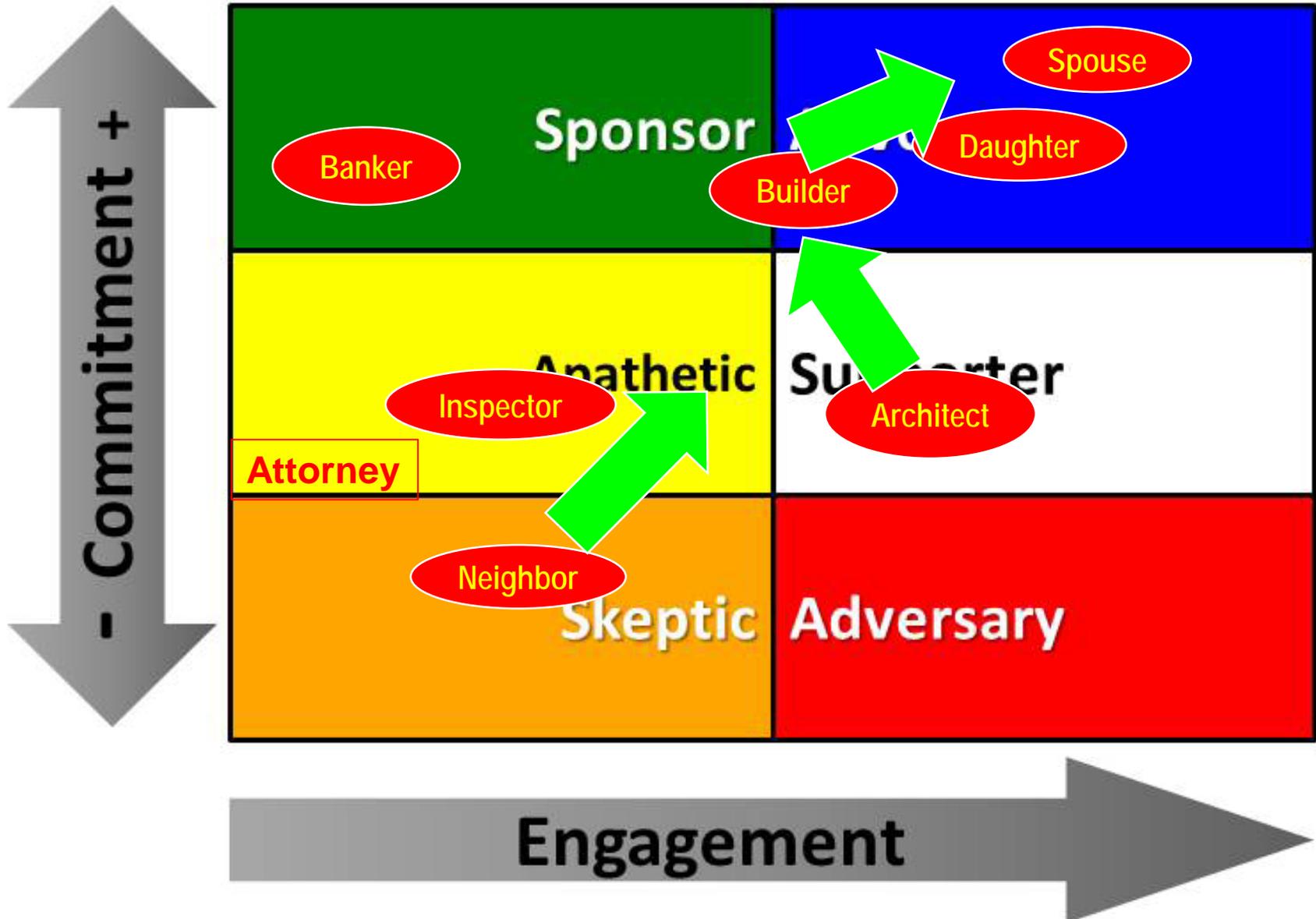
- Contract (performance, schedule, cost ...)
- Builders warranty

Power Grid for Home Remodel





Stakeholder Involvement Matrix





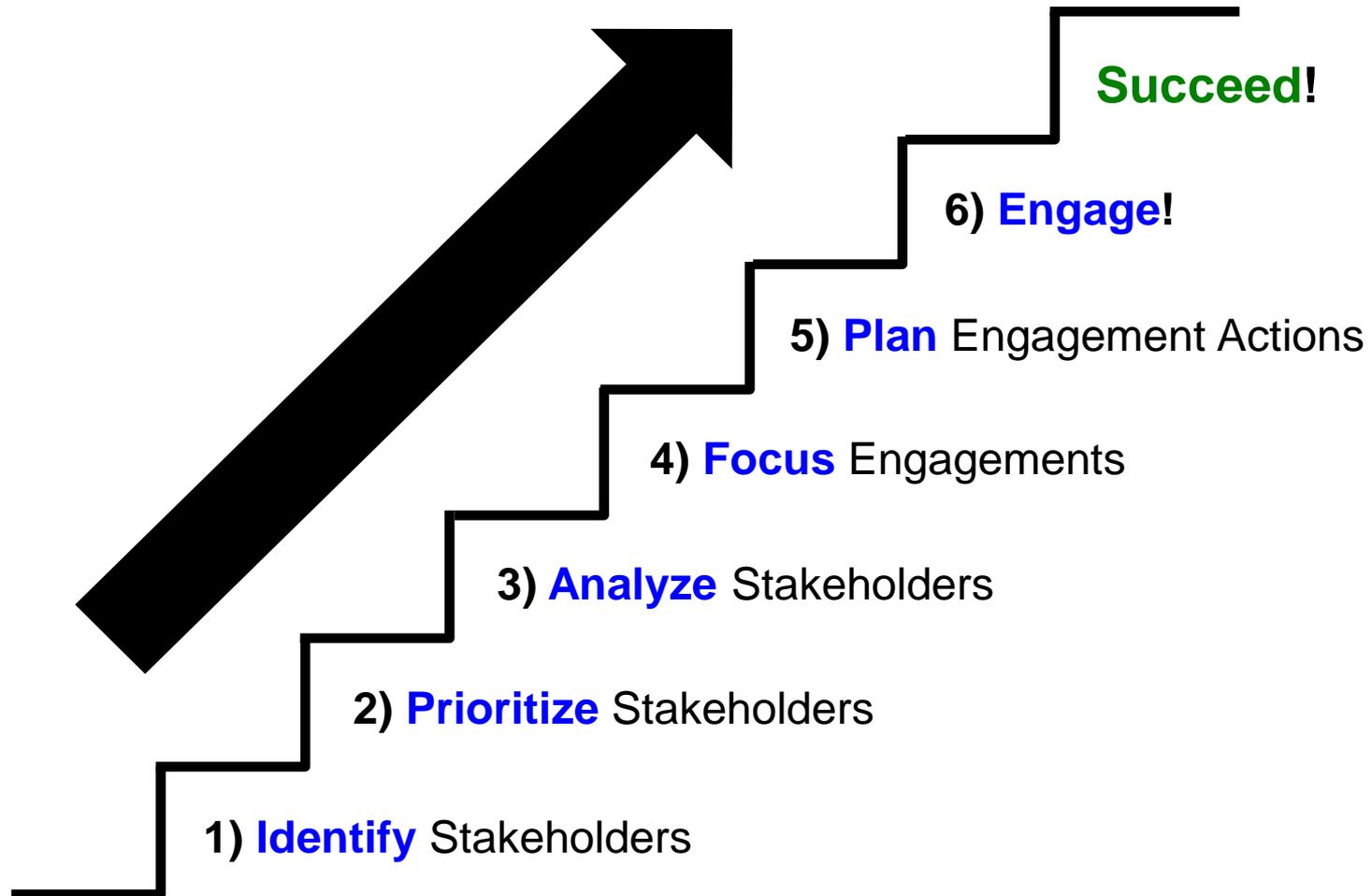
Home Remodel Stakeholder Management Plan

		Action Strategy			
Stakeholder	Involvement* (From / To)	Action* *	How and/or What activity to be taken?	When	POC Responsible
Architect	Supporter/ Advocate	Consult	<ul style="list-style-type: none"> Invite her to mtgs with the builder Weekly calls to make sure everything is OK 	Weekly	Husband
Builder	Weak Advocate/ Strong Advocate	Partner	<ul style="list-style-type: none"> Attend his meetings with contractors Share more information w/him 	Weekly	Husband
Neighbor	Skeptic / Apathetic	Consult	<ul style="list-style-type: none"> Share more information 	As needed	Spouse
<p>* Advocate, Sponsor, Supporter, Apathetic, Adversary, & Skeptic ** Inform, Monitor, Consult, Partner</p>					

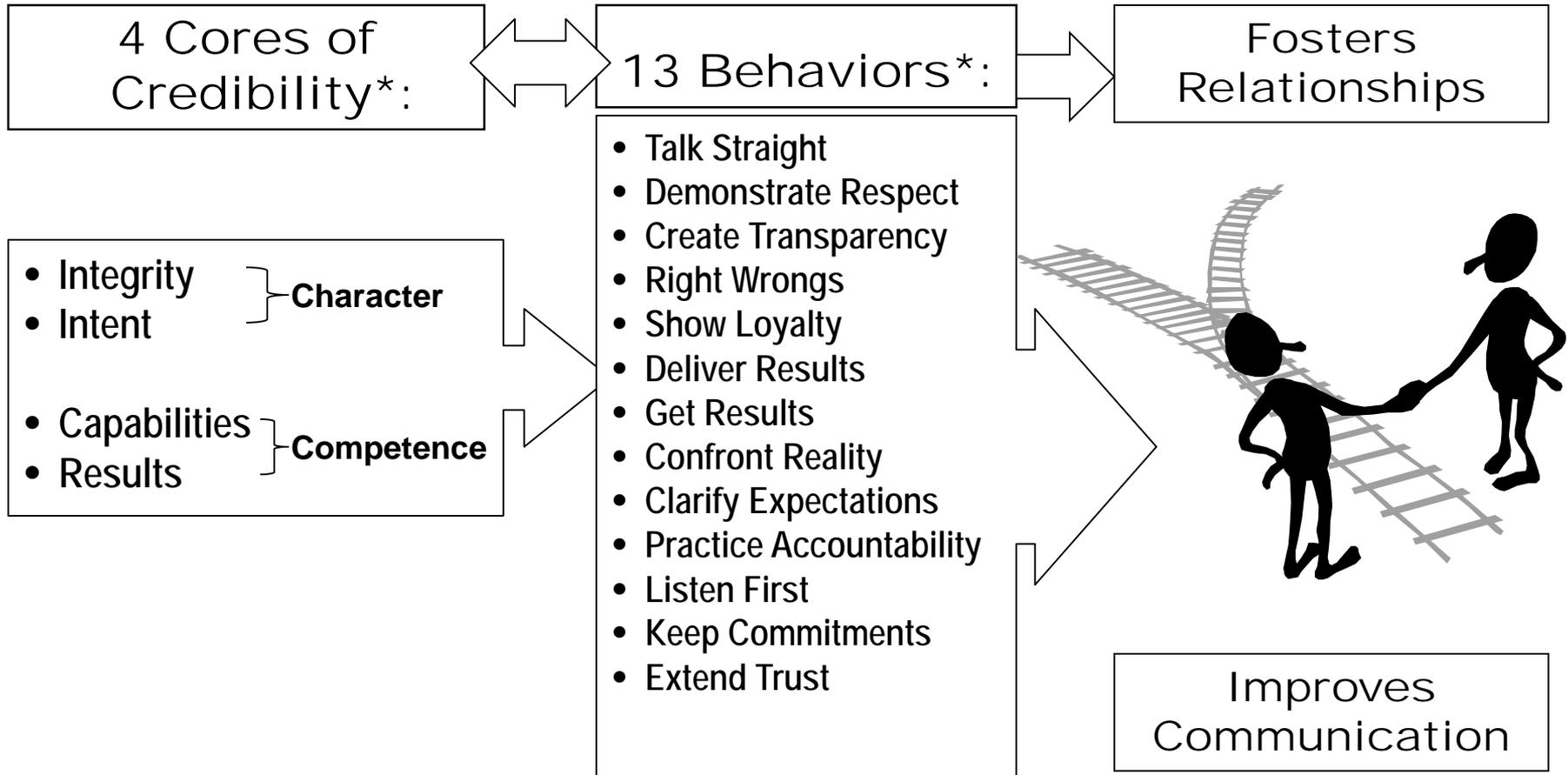
Evaluating for Success

Stakeholder	Evaluation Area(s)	Method(s)	Sources of Info	Success Looks Like (short term & long term)
Neighbor	<ul style="list-style-type: none"> Attendance at HOA Meetings Calls to Police for Noise Express displeasure on the design of renovation 	<ul style="list-style-type: none"> Number of complaints Negative Comments 	<ul style="list-style-type: none"> HOA meeting minutes 	<ul style="list-style-type: none"> No complaints to HOA No Police Calls for noise Comes over for the house warming party
Architect	<ul style="list-style-type: none"> Active Participations in Construction design conversations 	<ul style="list-style-type: none"> Attends Buildings Progress Meetings Responsiveness to Builder's Questions 	<ul style="list-style-type: none"> Meeting records 	<ul style="list-style-type: none"> Builder's questions are answered promptly Architect makes suggestions for improvements
Builder	<ul style="list-style-type: none"> Active Participations in Construction design conversations Provides owners suggestions for improvements 	<ul style="list-style-type: none"> Attendance roster Timely responsiveness 	<ul style="list-style-type: none"> Recommendations provided Meeting minutes 	<ul style="list-style-type: none"> Owners' inquiries are answered promptly Builder stays in touch on a daily basis and informs the owner on work progress

Stakeholder Engagement Process



Making Your Actions Count Building, Extending, Restoring Trust



**Speed of Trust, Stephen M.R. Covey, Feb. 2008 (Free Press)*

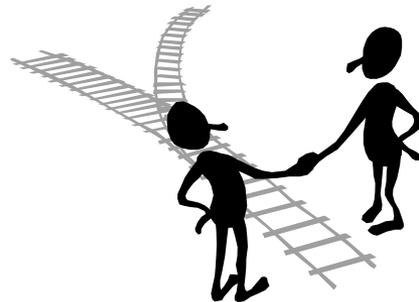
Stakeholder Engagement Concept & Summary

Stakeholder Analysis

Stakeholder Strategy

Stakeholder Plan

Engage Stakeholders!





Questions ?

June 2016

Build Your Stakeholder Strategy

- 1) Identify stakeholders using **Stakeholder Map**
- 2) Prioritize stakeholders (primary, secondary and other) by rating their influence and importance on **Power Grid**
- 3) Analyze **requirements, expectations and interests** for each key stakeholder
- 4) **Focus** stakeholder engagements by clarifying current and desired commitment and engagement on **Focus Matrix**
- 5) **Plan** stakeholder engagements (what, who, how, when ...)

Closing Summary

- **Identify** Stakeholders relevant to:
 - Your world and your enterprise
 - Your initiatives, your efforts and objectives
- Determine Stakeholders **Interests, Expectations, and Requirements**
- Analyze How Important your initiatives are to them and their influence (**Power Grid**)
- Analyze Stakeholders for their Commitment and Engagement (**Involvement Matrix**)
- Build a Stakeholder Management **Action Strategy** to take action with those important to your initiatives.

Your Success Will Depend on Leveraging Your Stakeholders