Product Focus Webinar

Stakeholder Management
Agenda

- Introductions
- Stakeholder Management – getting it right
- Questions & Answers

A link to a recording of this webinar will be sent to you

Ian Lunn
Founding Director
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- Certification
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- Independently reviewed

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Action</th>
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<tr>
<td>3-5 Oct</td>
<td>Paris</td>
<td>Full</td>
</tr>
<tr>
<td>17-19 Oct</td>
<td>London</td>
<td>Full</td>
</tr>
<tr>
<td>24-26 Oct</td>
<td>Amsterdam</td>
<td>Book now</td>
</tr>
<tr>
<td>24-26 Oct</td>
<td>Munich</td>
<td>Book now</td>
</tr>
<tr>
<td>7-9 Nov</td>
<td>London</td>
<td>Book now</td>
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<td>14-16 Nov</td>
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<td>28-30 Nov</td>
<td>London</td>
<td>Book now</td>
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<tr>
<td>5-7 Dec</td>
<td>Amsterdam</td>
<td>Book now</td>
</tr>
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<td>12-14 Dec</td>
<td>Stockholm</td>
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Stakeholder Management

Getting it right
What is a stakeholder?

- Someone who is affected by our work
- Someone who has power or influence over it
- Someone who has an interest in its successful (or unsuccessful) conclusion

Different types of stakeholder…
Our stakeholders

Adapted from Kotler – Marketing Management 2000
The doughnut trick

- A bribe paid in advance?
4 steps to stakeholder management

- Identify key colleagues and their roles
- Access them (influence, interest, strength of relationship)
- Work out how best to engage and influence them
- Do it
Identify key colleagues and their roles

- Who wants us to do this?
- Who will be affected by what we’re doing?
- Who is the final decision maker?
- Whom do they listen to (formally and informally)?
- Who influences who?
# Stakeholder mapping

- A great tool to understand if your stakeholder relationships are OK, need strengthening or need to change

## Stakeholder mapping exercise

<table>
<thead>
<tr>
<th>Department</th>
<th>Name of stakeholder</th>
<th>Role (DM, KI, FF)*</th>
<th>Importance of relationship (0-5)</th>
<th>Strength of relationship (0-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>Richard</td>
<td>DM</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Procurement</td>
<td>Emersham</td>
<td>KI</td>
<td>3</td>
<td>0</td>
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<tr>
<td>Marketing</td>
<td>Caitlin</td>
<td>DM</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Development</td>
<td>Megan</td>
<td>KI</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Sales, EMEA</td>
<td>Emmanuel</td>
<td>FF</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

* What role does the stakeholder play in relation to your product / project:  
  - **DM** = Decision Maker  
  - **KI** = Key Influencer  
  - **FF** = Friendly Face
Stakeholder mapping - a visual to show things

Size of circle = importance of relationship
Width of line = strength of relationship
Not everyone is easy to get hold of!

Finish this project in two weeks. And make sure you get input from all the executive stakeholders. That’s impossible.

Let’s call one of the ten stakeholders and I’ll show you.

This is Ed Bigston’s voice mail. I’m not available... ever.

I am either on vacation, or sick, or traveling, or in a meeting.

I do not check e-mail or return phone calls. Like the horizon, I am more of a concept than a corporeal being.

Despair is your only option.

Try faxing him.

DILBERT © 2006 Scott Adams. Used By permission of ANDREWS MCMEEL SYNDICATION. All rights reserved.
And even if you can get hold of them not everyone wants to speak to you!
How to influence stakeholders

- Have a vision and a plan
- Become the expert on your product and market so your opinion really counts (know your facts)
- Build alliances with the 5-7 people who are key to getting your job done – develop relationships, do favours, get them on your side
- Learn to communicate in a concise, authoritative way – short and to the point and with confidence
- Think about what’s in it for them
- Think about their working style
### People’s style of working - long history, different authors, similar output

<table>
<thead>
<tr>
<th>Author</th>
<th>Date</th>
<th>Name</th>
<th>Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empodocles</td>
<td>444 BC</td>
<td>4 Elements</td>
<td>Air, Fire, Earth, Water</td>
</tr>
<tr>
<td>Hippocrates</td>
<td>400 BC</td>
<td>4 Temperaments</td>
<td>Choleric, Sanguine, Phlegmatic, Melancholic</td>
</tr>
<tr>
<td>Jung, C.</td>
<td>1921</td>
<td>4 styles 32 combinations</td>
<td>Thinking, Feeling, Sensation, Intuition</td>
</tr>
<tr>
<td>Myers, I. Briggs, K.C.</td>
<td>1926</td>
<td>MBTI, 4 dichotomies 16 combinations</td>
<td>Thinking or Feeling. Sensing or Intuition, Extraversion or Intraversion. Judging or Perceiving</td>
</tr>
<tr>
<td>Marston, W.M.</td>
<td>1928</td>
<td>DiSC</td>
<td>Dominance, Influence, Steadiness, Compliance</td>
</tr>
<tr>
<td>Merrill, D.W. Reid, R.H.</td>
<td>1981</td>
<td>Personal Styles</td>
<td>Analytical, Driver, Amiable, Expressive</td>
</tr>
<tr>
<td>Knight, J.</td>
<td>1985</td>
<td>iMA</td>
<td>Red, Blue, Green, Yellow</td>
</tr>
<tr>
<td>Bolton, R. Bolton, D.G.</td>
<td>2009</td>
<td>People Styles at Work and Beyond</td>
<td>Analytical, Driver, Amiable, Expressive</td>
</tr>
</tbody>
</table>
75% of the population is significantly different from each of us.

- Think…
- Handle emotions…
- Decide…
- Use time…
- Communicate…
- Manage stress…
- Deal with conflict…
People styles (Bolton & Bolton, 2009)

- Controlled (task focused)
- Reflective (ask)
- Dynamic (tell)
- Spontaneous (people focused)

**Axes:**
- Analytical
- Driver
- Amiable
- Expressive
Strengths and weaknesses

**ANALYTICAL**
- Prudent
- Painstaking
- Task-oriented
- Systematic
- Indecisive
- Nit-picky
- Impersonal
- Bureaucratic

**DRIVER**
- Independent
- Results-oriented
- Candid
- Pragmatic
- Poor collaborator
- Impersonal
- Abrasive
- Short-sighted

**AMIABLE**
- Diplomatic
- Cautious
- Supportive
- People-oriented
- Conflict avoider
- Risk averse
- Permissive
- Inattentive to task

**EXPRESSION**
- Articulate
- Fast-paced
- Visionary
- Fun-loving
- Poor listener
- Impatient
- Impractical
- Distracting

**Reflective (ask)**

**Dynamic (tell)**

**Spontaneous (people focused)**

**Controlled (task focused)**
## Connecting with stakeholders…

<table>
<thead>
<tr>
<th></th>
<th>DRIVERS</th>
<th>EXPRESSIVES</th>
<th>ANALYTICS</th>
<th>AMIABLES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DO MORE</strong></td>
<td>Be direct and to the point</td>
<td>Be friendly and sociable</td>
<td>Be well prepared and thorough</td>
<td>Be patient and supportive</td>
</tr>
<tr>
<td></td>
<td>Focus on results and objectives</td>
<td>Be entertaining and stimulating</td>
<td>Put things in writing.</td>
<td>Slow down and work at my pace</td>
</tr>
<tr>
<td></td>
<td>Be brief, be bright and be gone</td>
<td>Be open and flexible</td>
<td>Let me consider all the details</td>
<td>Ask my opinion and give me time to answer</td>
</tr>
<tr>
<td><strong>DO LESS</strong></td>
<td>Hesitate or waffle</td>
<td>Bore me with details</td>
<td>Get too close or hug me</td>
<td>Take advantage of my good nature</td>
</tr>
<tr>
<td></td>
<td>Focus on feelings</td>
<td>Tie me down with routine</td>
<td>Be flippant on important issues</td>
<td>Push me to make quick decisions</td>
</tr>
<tr>
<td></td>
<td>Try to take over</td>
<td></td>
<td>Mess with my diary!</td>
<td>Spring last minute surprises</td>
</tr>
</tbody>
</table>

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### Stakeholder Management: Launch Readiness Template

**Product:**
- Unified Communications
- Product Manager: Joe Smith
- Current planned Launch Date: April 20th
- Original Baseline Launch Date: April 3rd
- 1st Year Target Revenue: €350k
- 1st year customer numbers: 180

<table>
<thead>
<tr>
<th>Critical Activities</th>
<th>Launch Risk</th>
<th>Completeness</th>
<th>Other Activities</th>
<th>Completeness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platform Ready</td>
<td>Amber</td>
<td>Red</td>
<td>Order processing</td>
<td>Green</td>
</tr>
<tr>
<td>Sales Training</td>
<td>Green</td>
<td>Green</td>
<td>Reporting</td>
<td>Amber</td>
</tr>
<tr>
<td>External comm.</td>
<td>Green</td>
<td>Amber</td>
<td>Customer X Trial</td>
<td>Green</td>
</tr>
<tr>
<td>Internal comm.</td>
<td>Green</td>
<td>Green</td>
<td>NPD Process Docs</td>
<td>Green</td>
</tr>
<tr>
<td>Internal roll-out</td>
<td>Green</td>
<td>Amber</td>
<td>Sales Tools</td>
<td>Red</td>
</tr>
<tr>
<td>Business Sign-off</td>
<td>Green</td>
<td>Amber</td>
<td>Website update</td>
<td>Amber</td>
</tr>
<tr>
<td>Support Training</td>
<td>Red</td>
<td>Red</td>
<td>Roadmap update</td>
<td>Amber</td>
</tr>
</tbody>
</table>

#### Launch Risk
- Green: No risks which will impact launch
- Amber: Risks which may impact launch
- Red: No launch if we don’t mitigate these risks

#### Completeness
- Green: No activities outstanding at launch
- Amber: Some activities to address post-launch
- Red: Many activities to address post-launch

*Issue to stakeholders on regular basis*
Even the best laid plans …
**Use them rather than being driven by them**

- Part of the value of stakeholder engagement is that you have senior people who are engaged and who can get things done
- Keep on reporting (unless you’re told to stop)
- Don’t accept scope creep without letting them know the consequences
Dealing with unhelpful behaviour

passive aggressive

antagonist

saboteur

victim of circumstance
Summary – stakeholder management

- Actively think about your stakeholder management
- Always have a vision and a plan for what you’re doing
- Be (or act like) a leader
- Think about what’s in it for them
- Think about their working style
How we can help?

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Q&A

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