

STAKEHOLDER MANAGEMENT

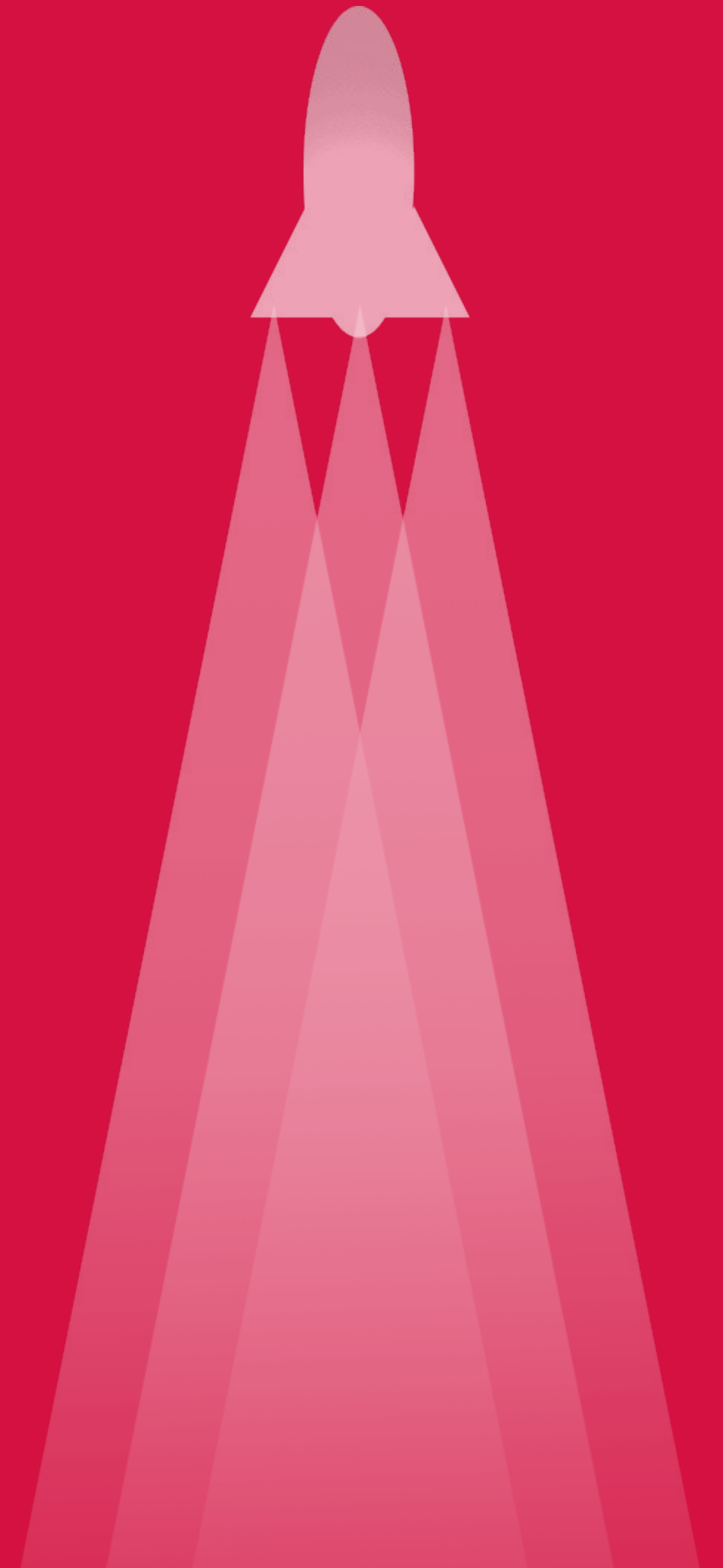
BRUCE McCarthy



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Stephanie G.

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CULTURE**

I forgot about

Marketing

Sales

Support

Finance

Services

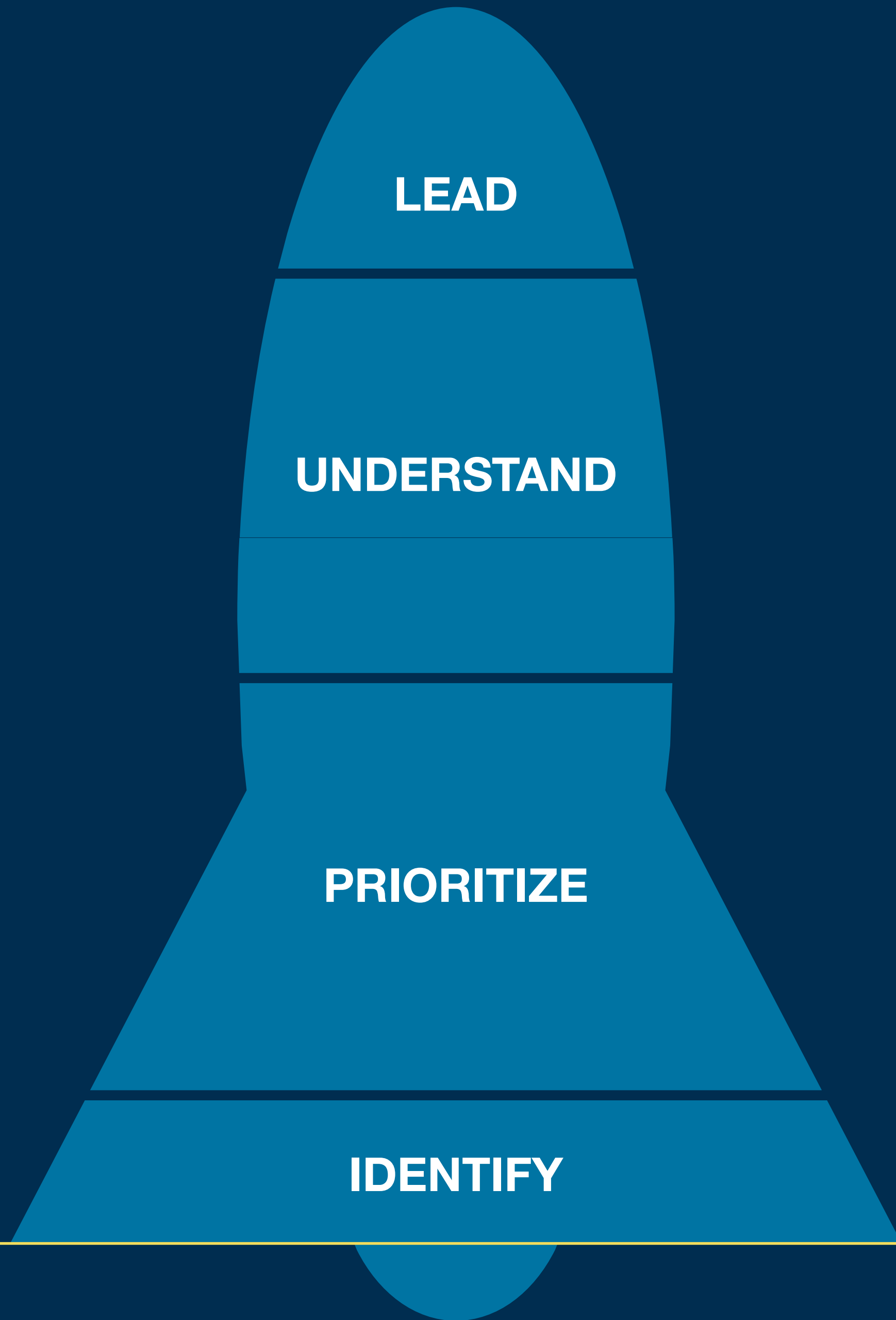


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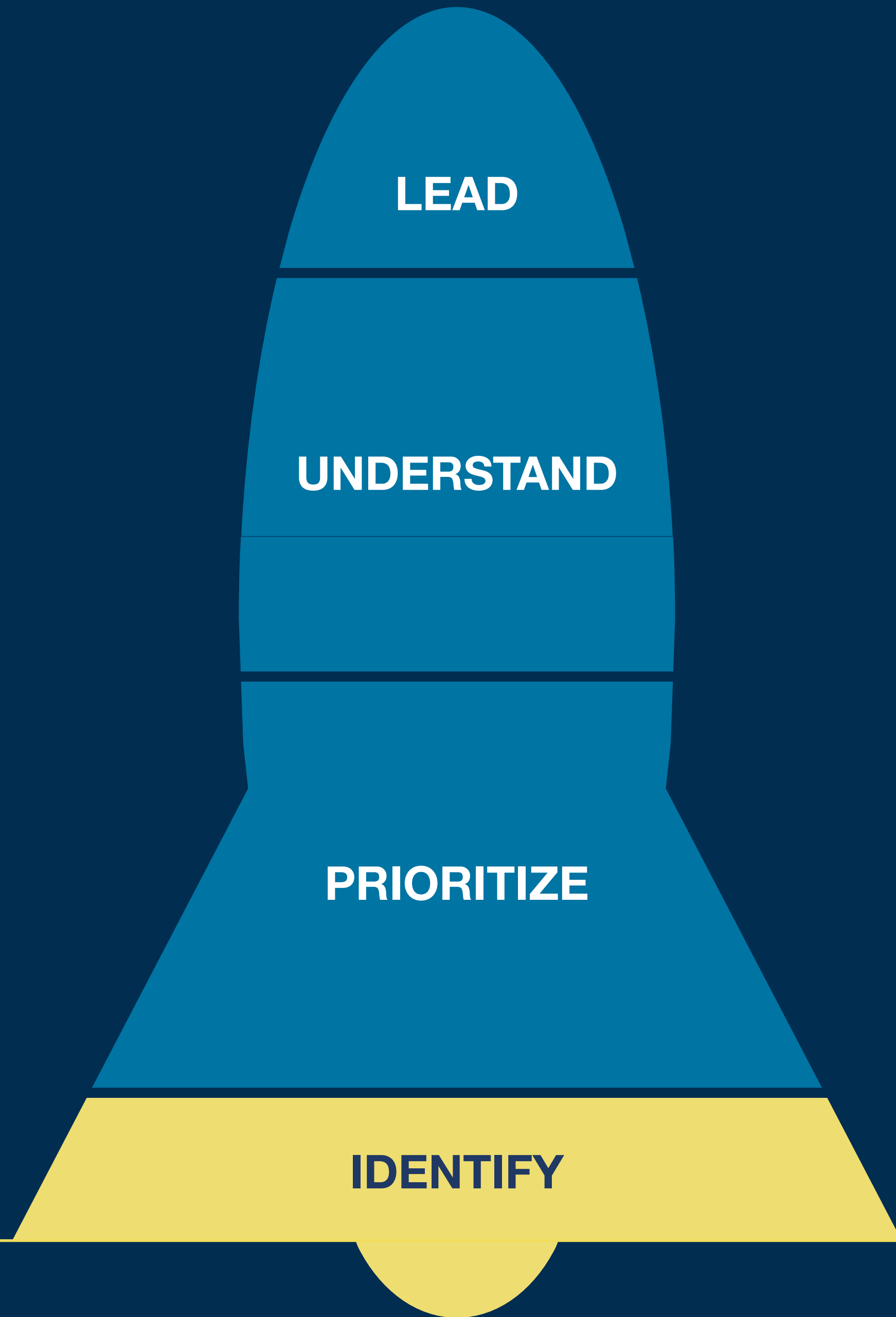
A good decision with bad understanding from others, won't get you the results you need.”

Clément Wehrung,
Dir. Product Management, Fuze



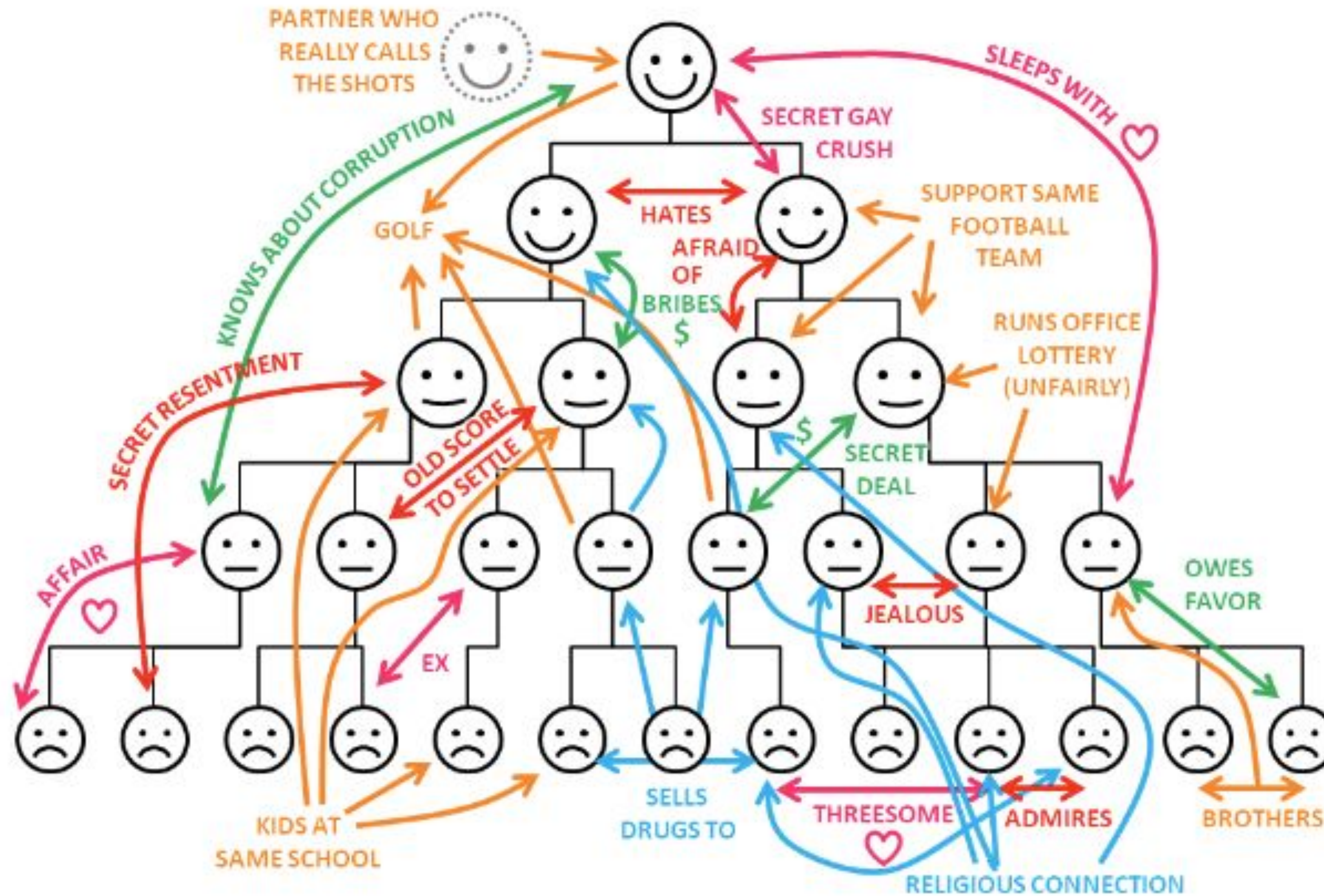


How to effectively manage stakeholders



How to effectively manage stakeholders

The Real Org Chart



TIPS Framework





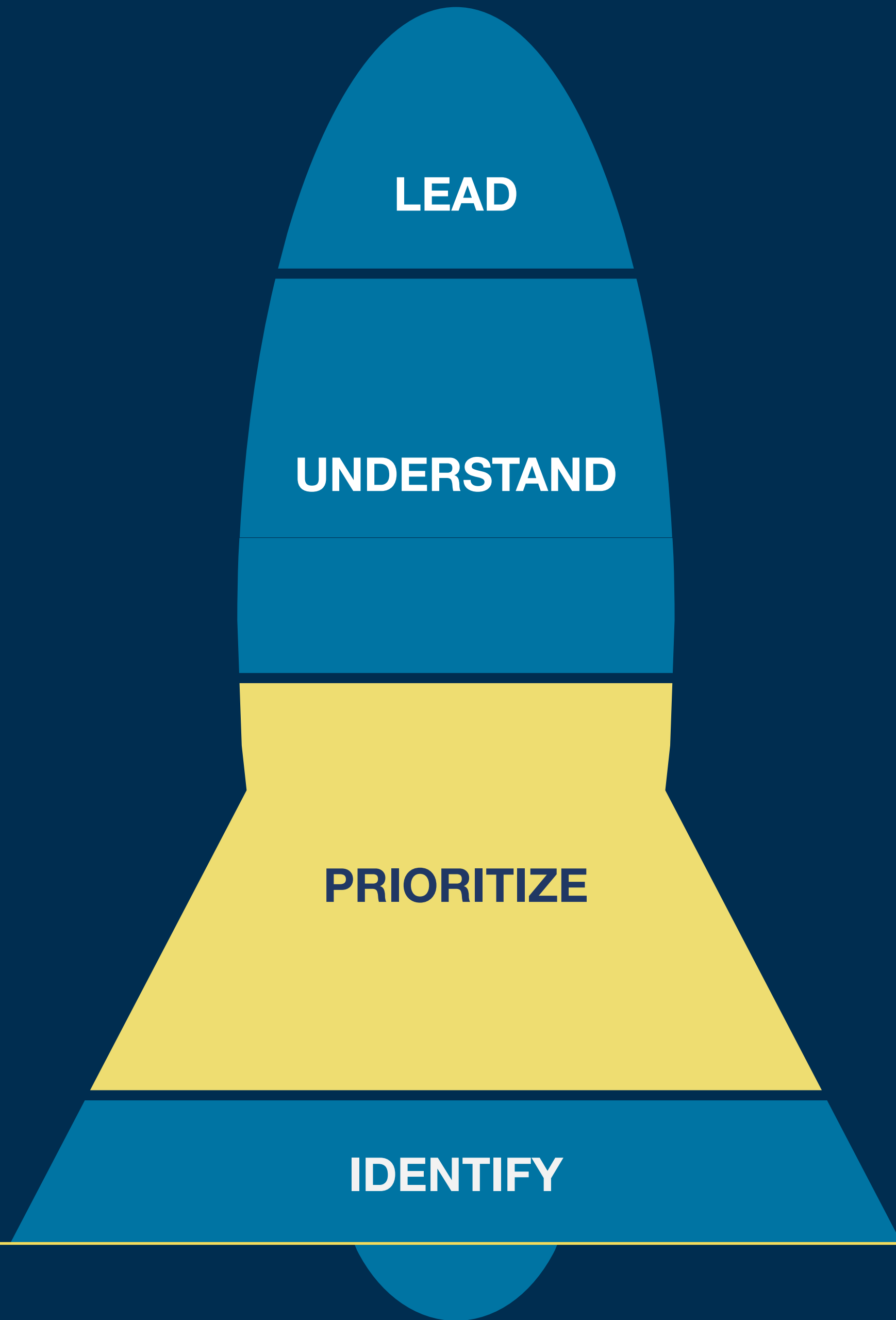
Everybody is a stakeholder

OH CRAP



Most of them don't work for you

OH CRAP OH CRAP



How to effectively manage stakeholders

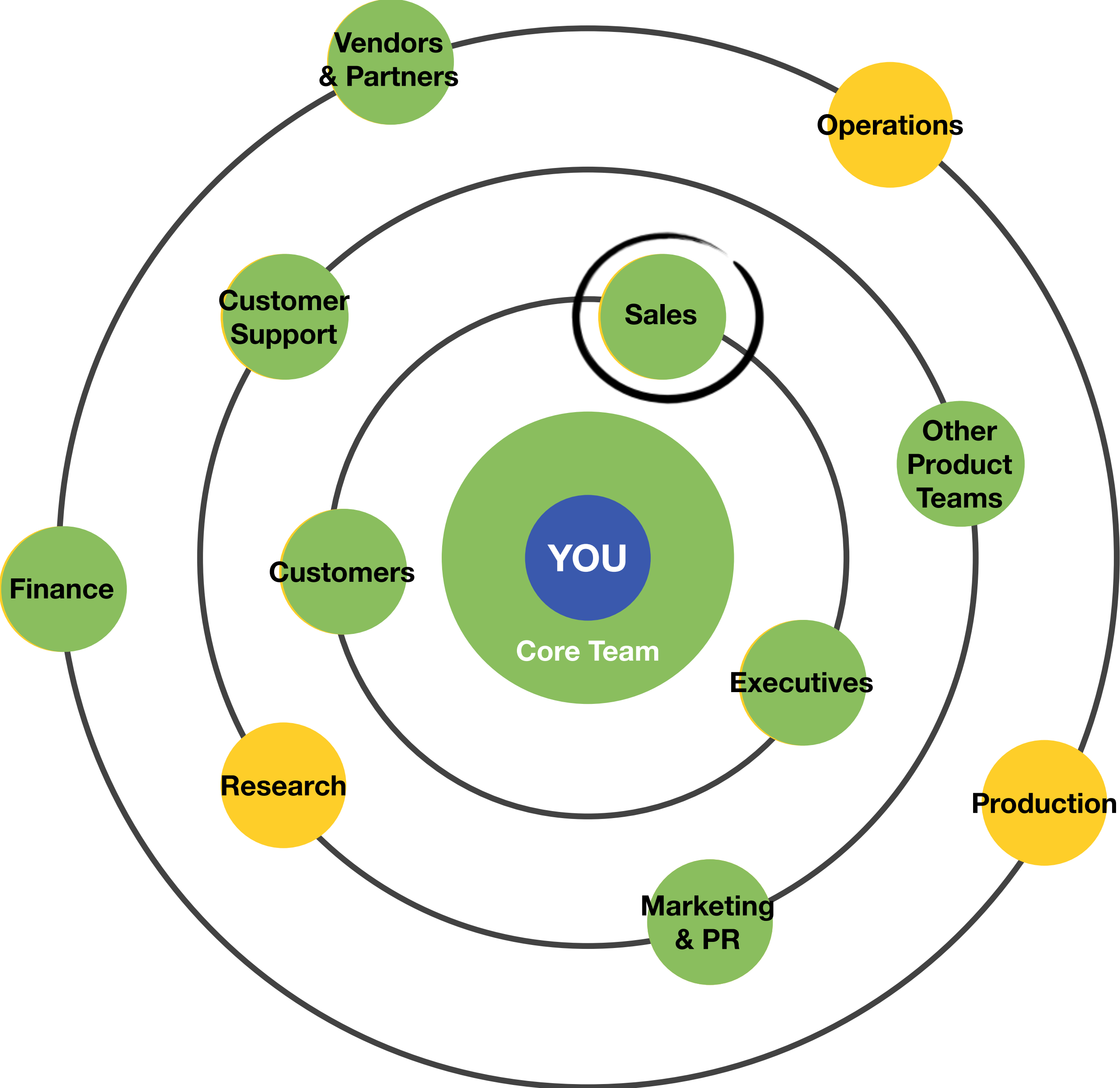
Who are your power players?

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#2852 950



Stakeholder Atom



Questions: To identify power players

What department did your CEO come from?

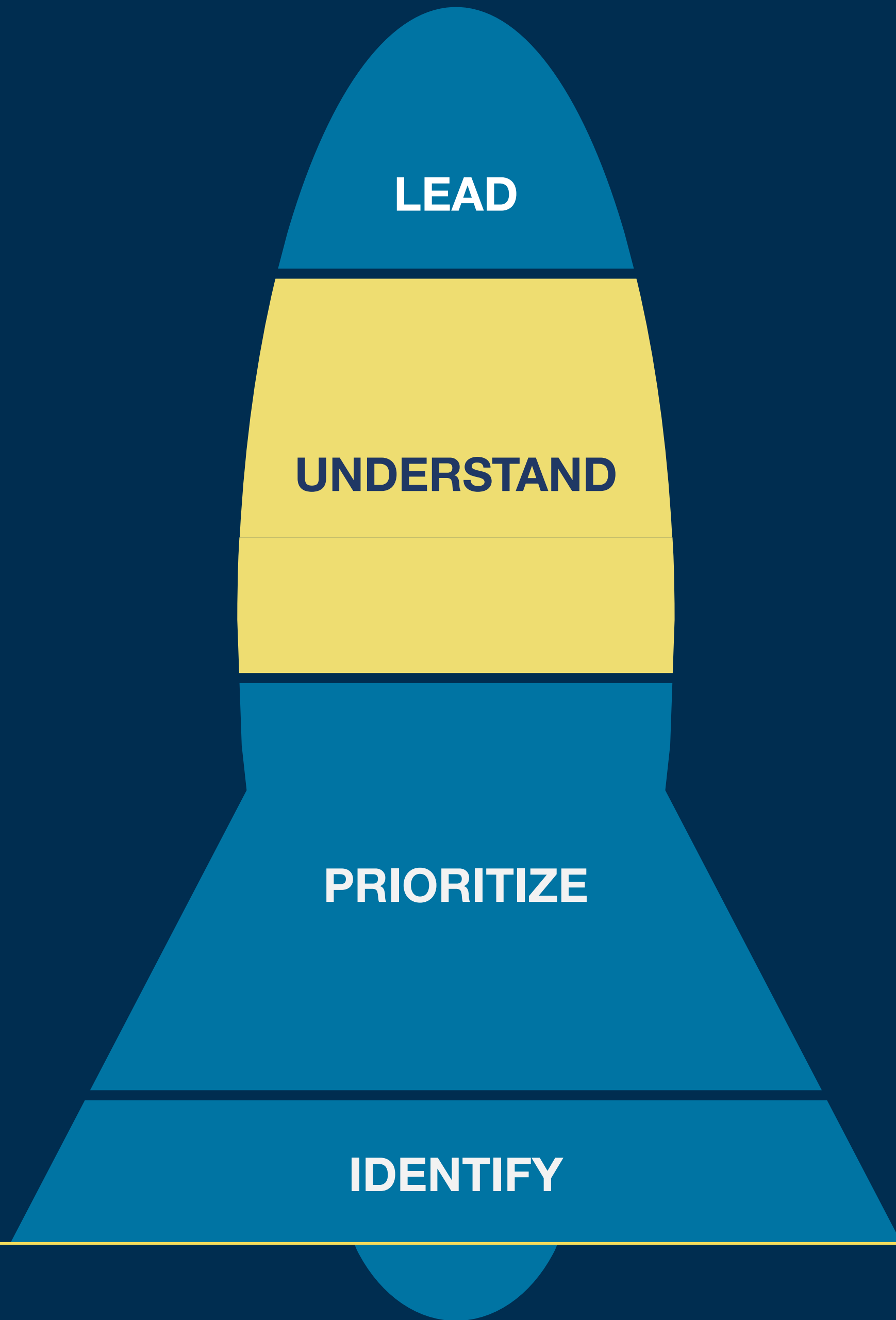
Which department has the easiest time getting hiring reqs?

Which department asks more questions about your roadmap?

Which department rewards people from *other* departments?

Which departments have a “Chief” rather than a “VP”

Who does the CEO have coffee with in the morning?



How to effectively manage stakeholders

Intimacy vs. Bandwidth

1:1
GROUP
CROWD
WORLD

1:1 Email	Slack DM	Text	Phone	Zoom	Face to Face
Group Email	Private Slack Channel	Group Text	Concall	Zoom Meeting	In Person Meeting
Company Memo	Public Slack Channel			Webinar	All Hands
Tweet	Website		Podcast	YouTube Video	Speaking Tour

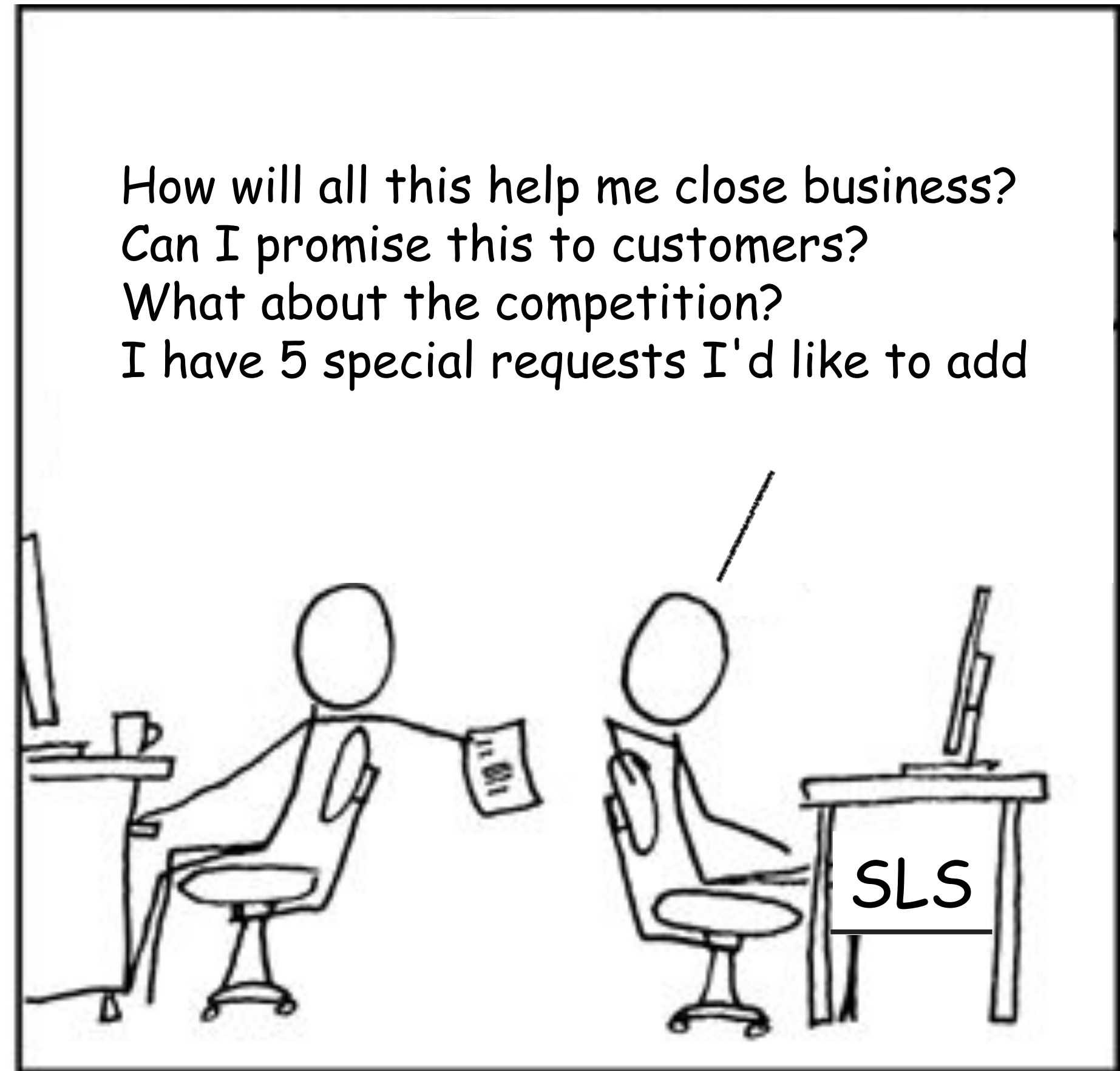
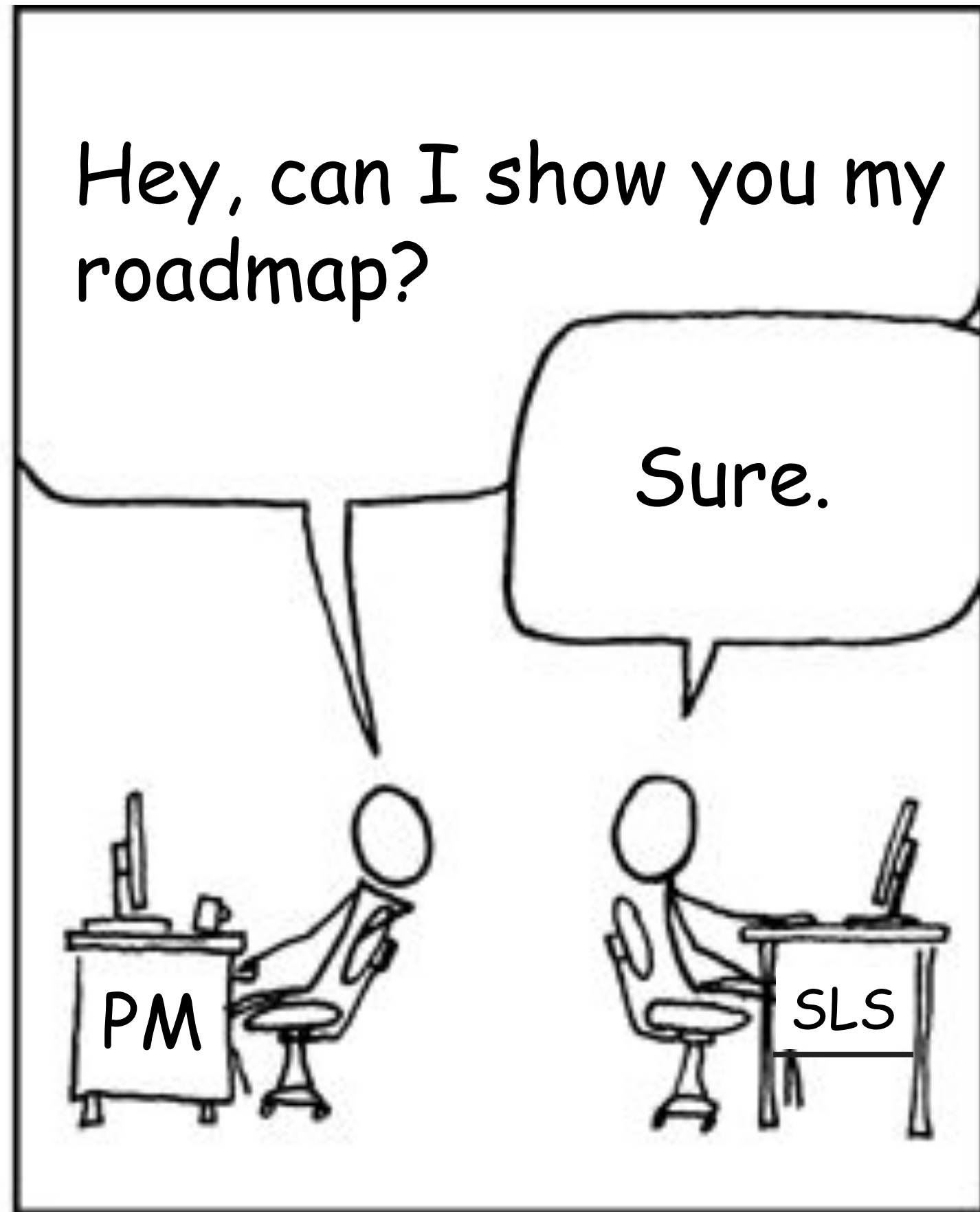
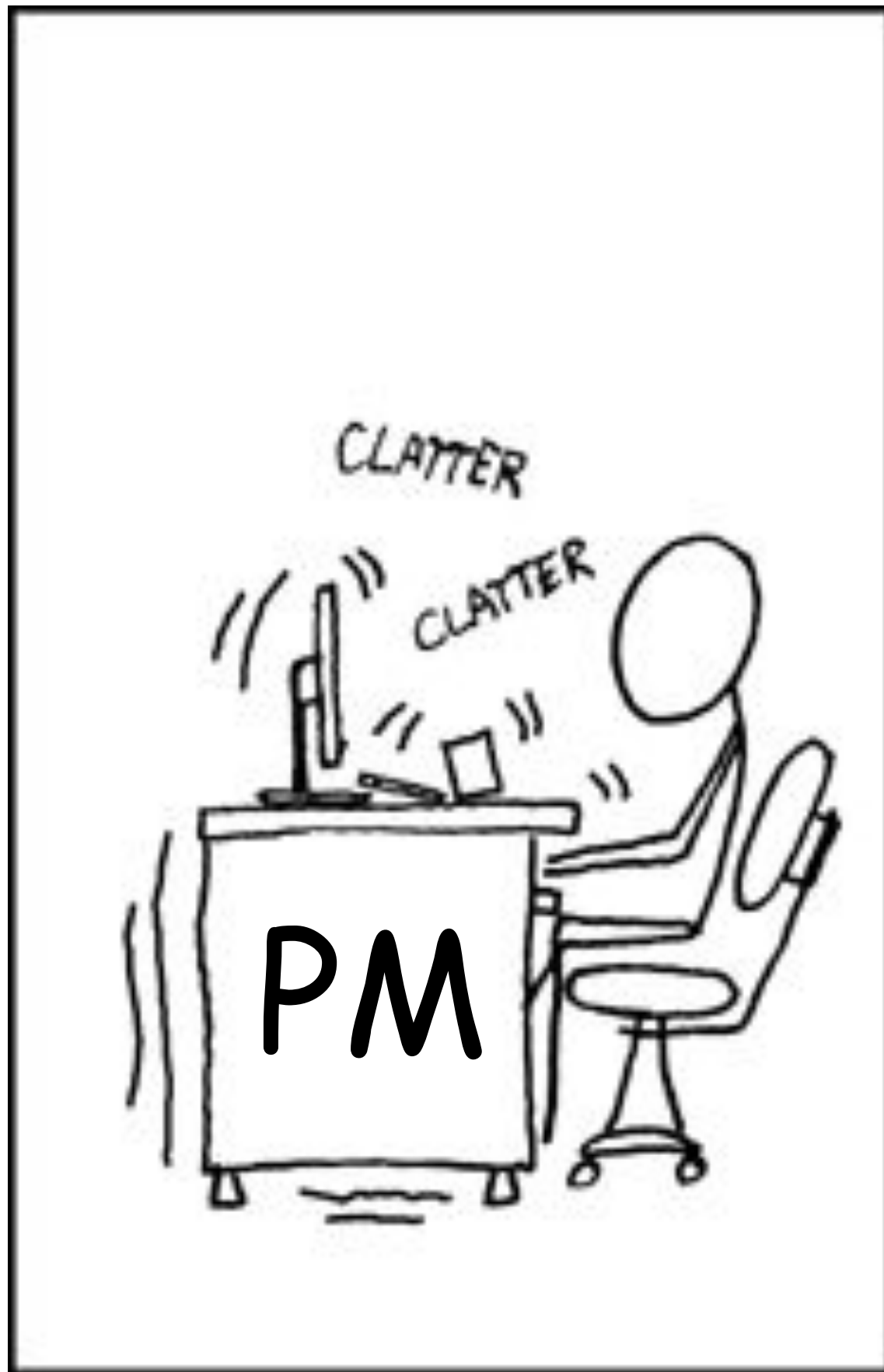
LOW BANDWIDTH

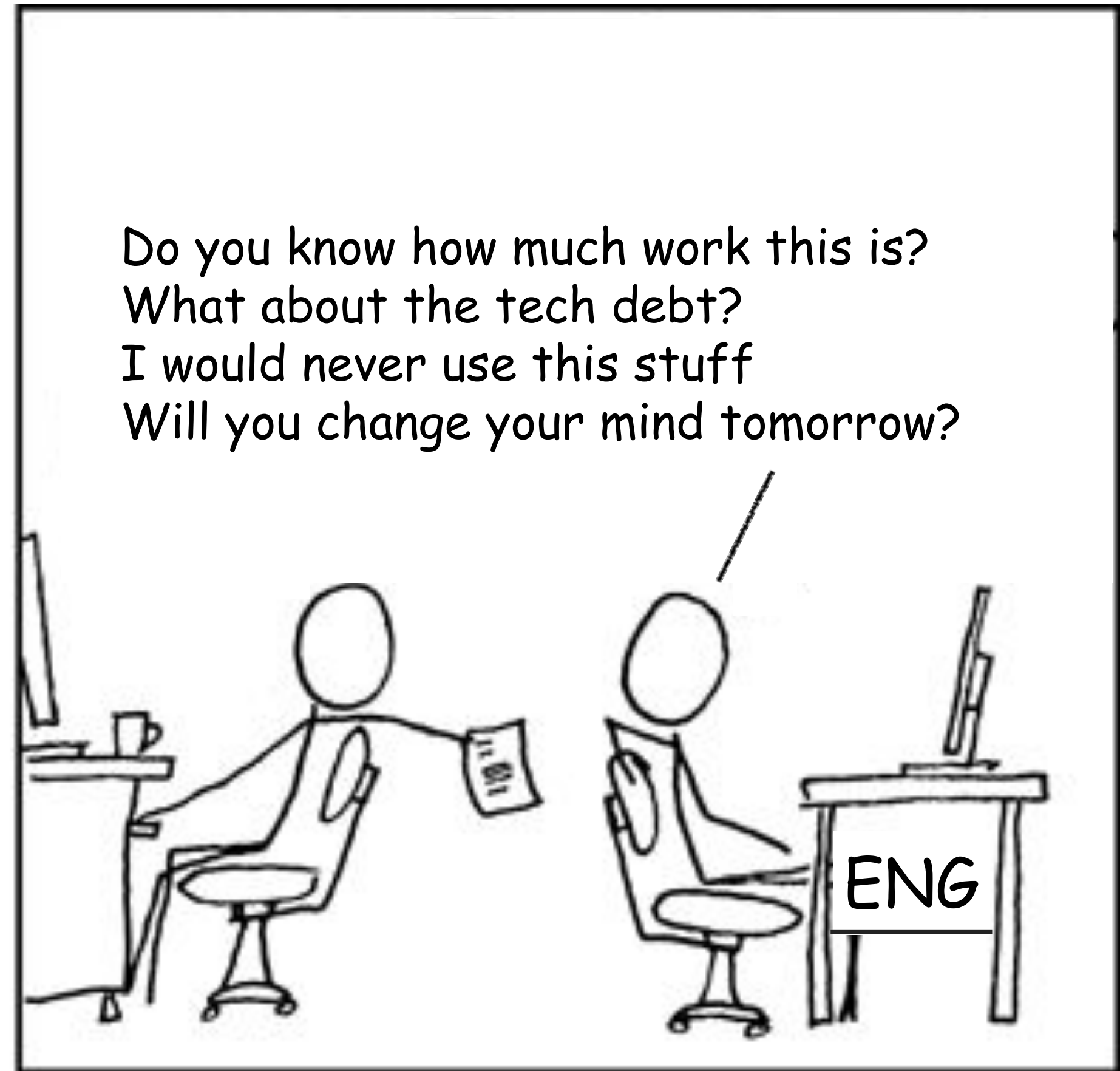
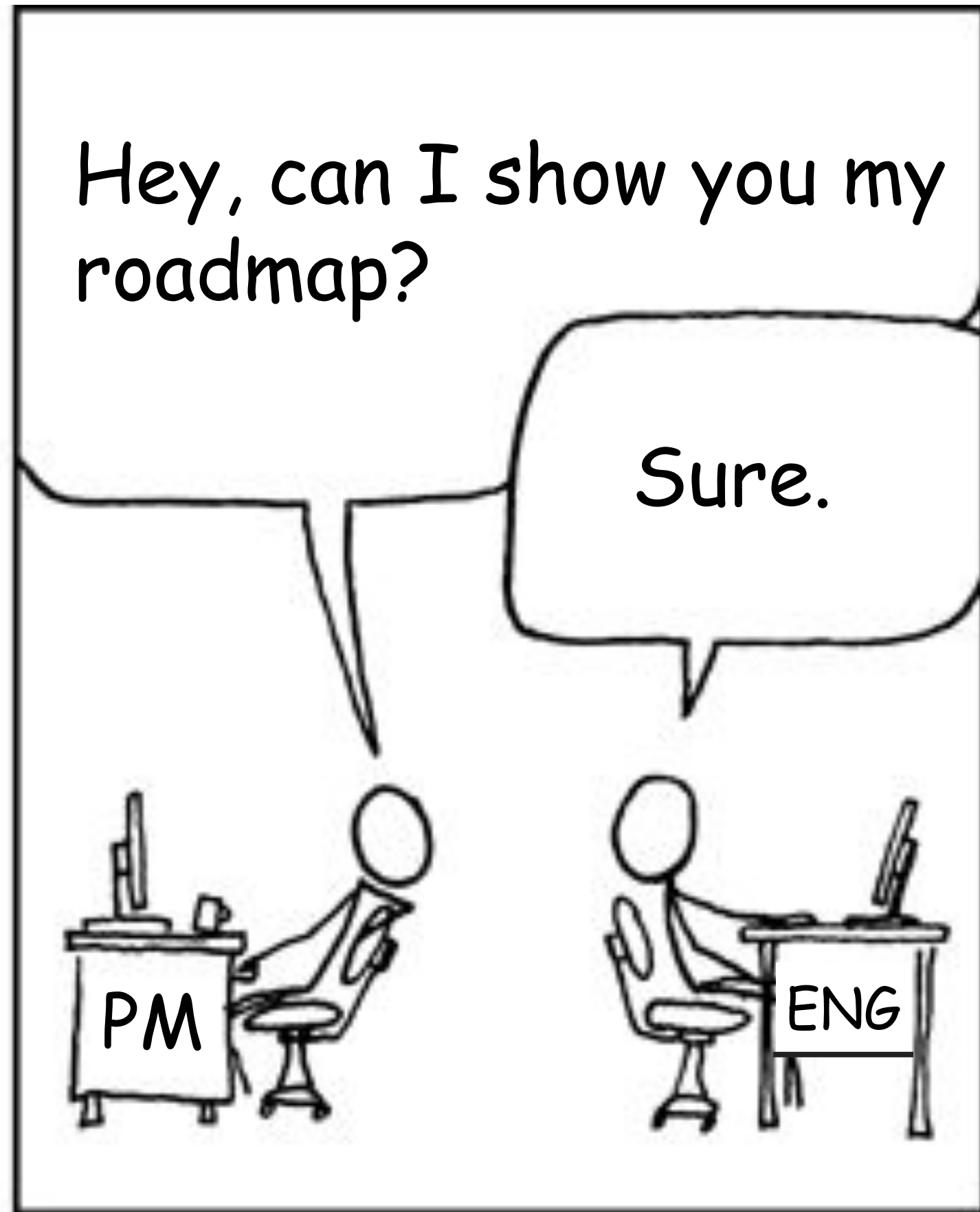
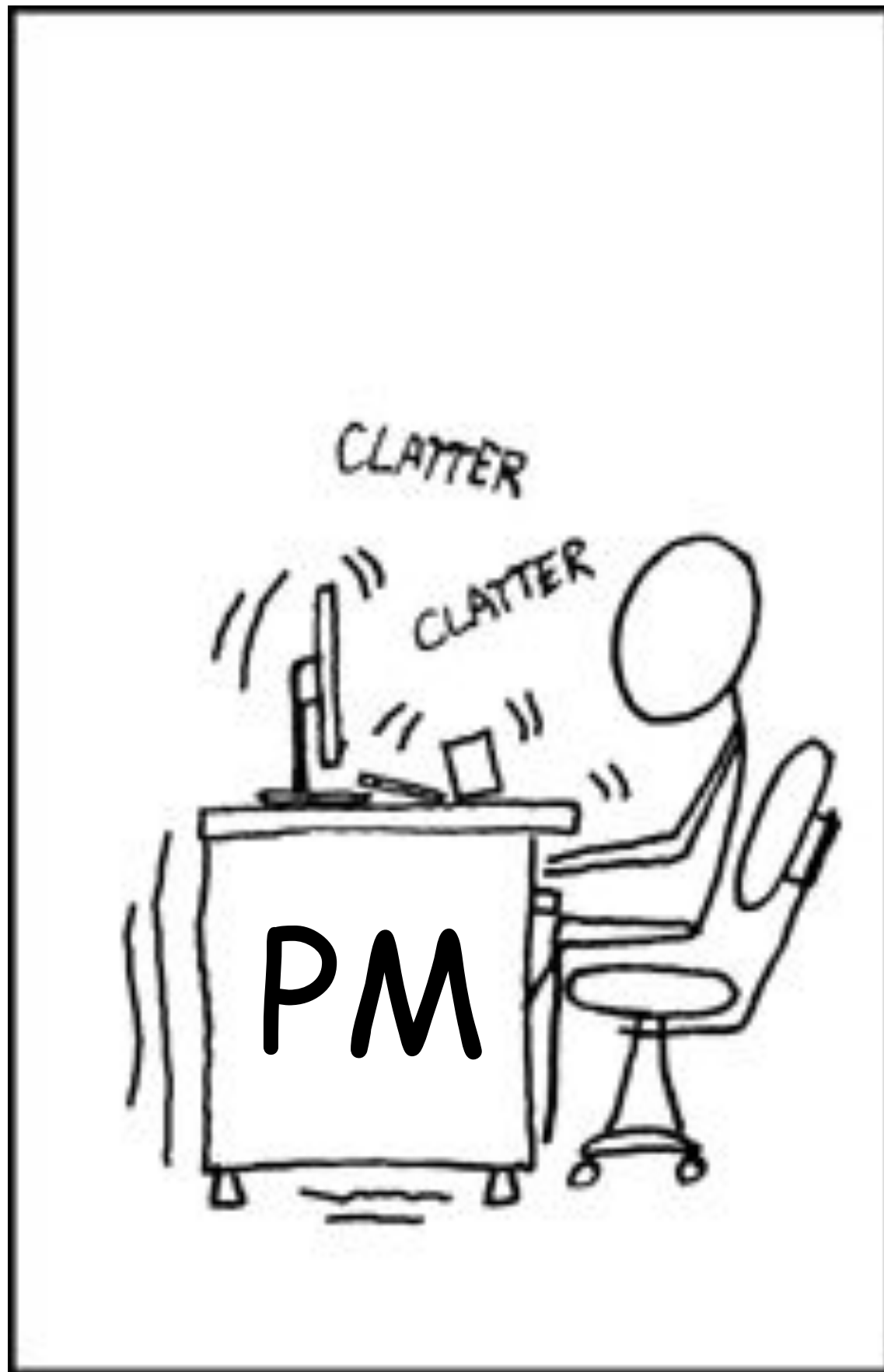
HIGH BANDWIDTH

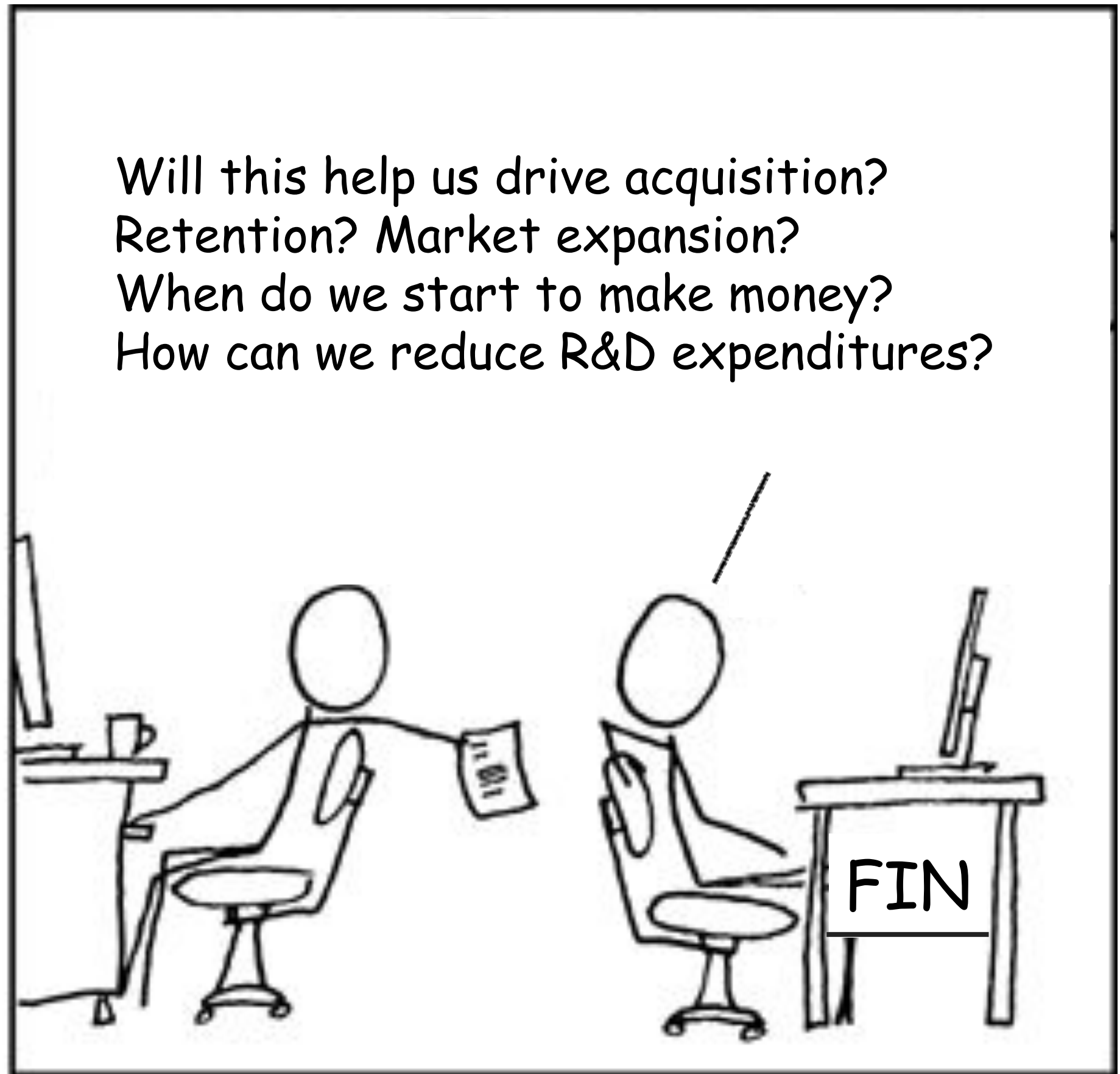
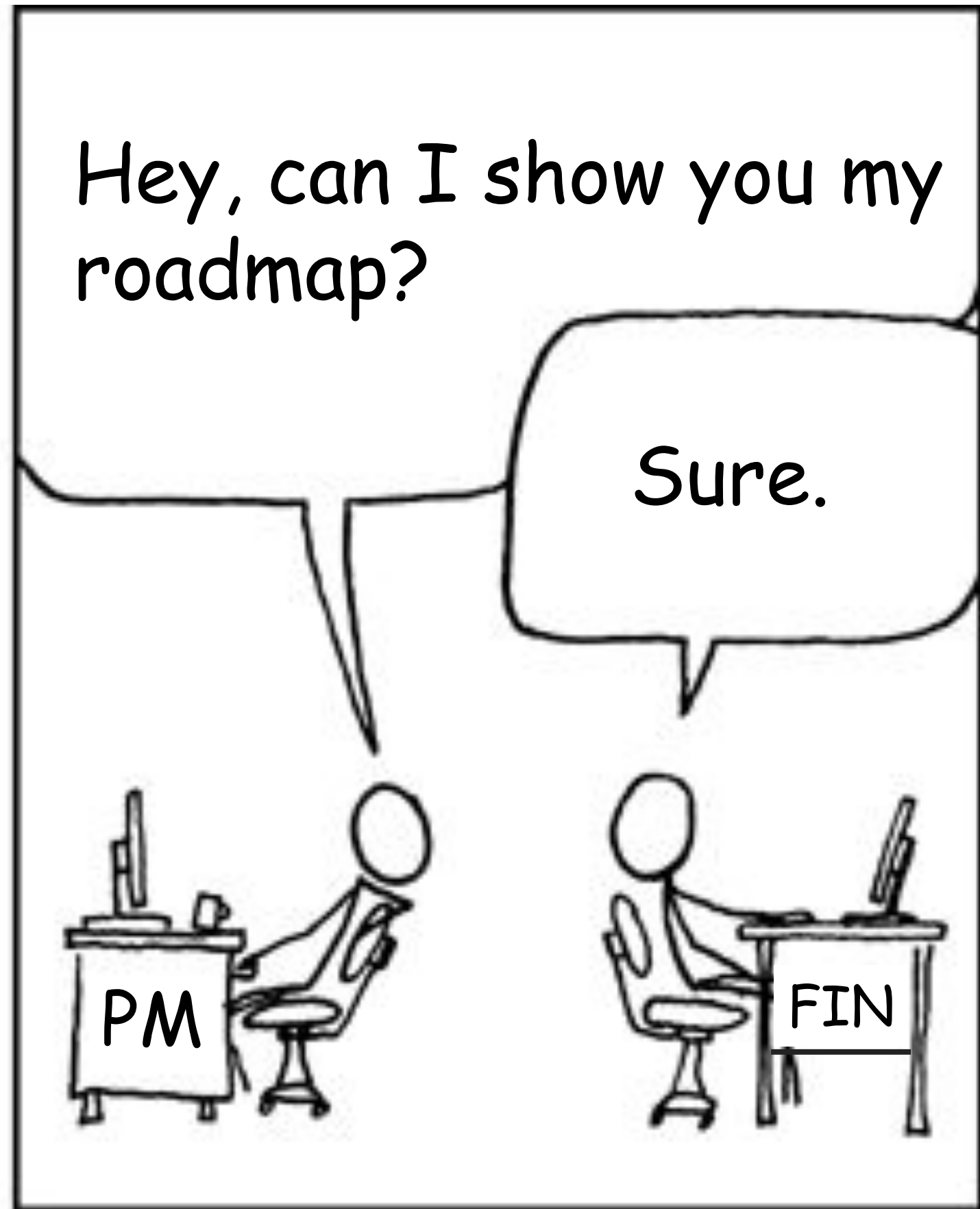
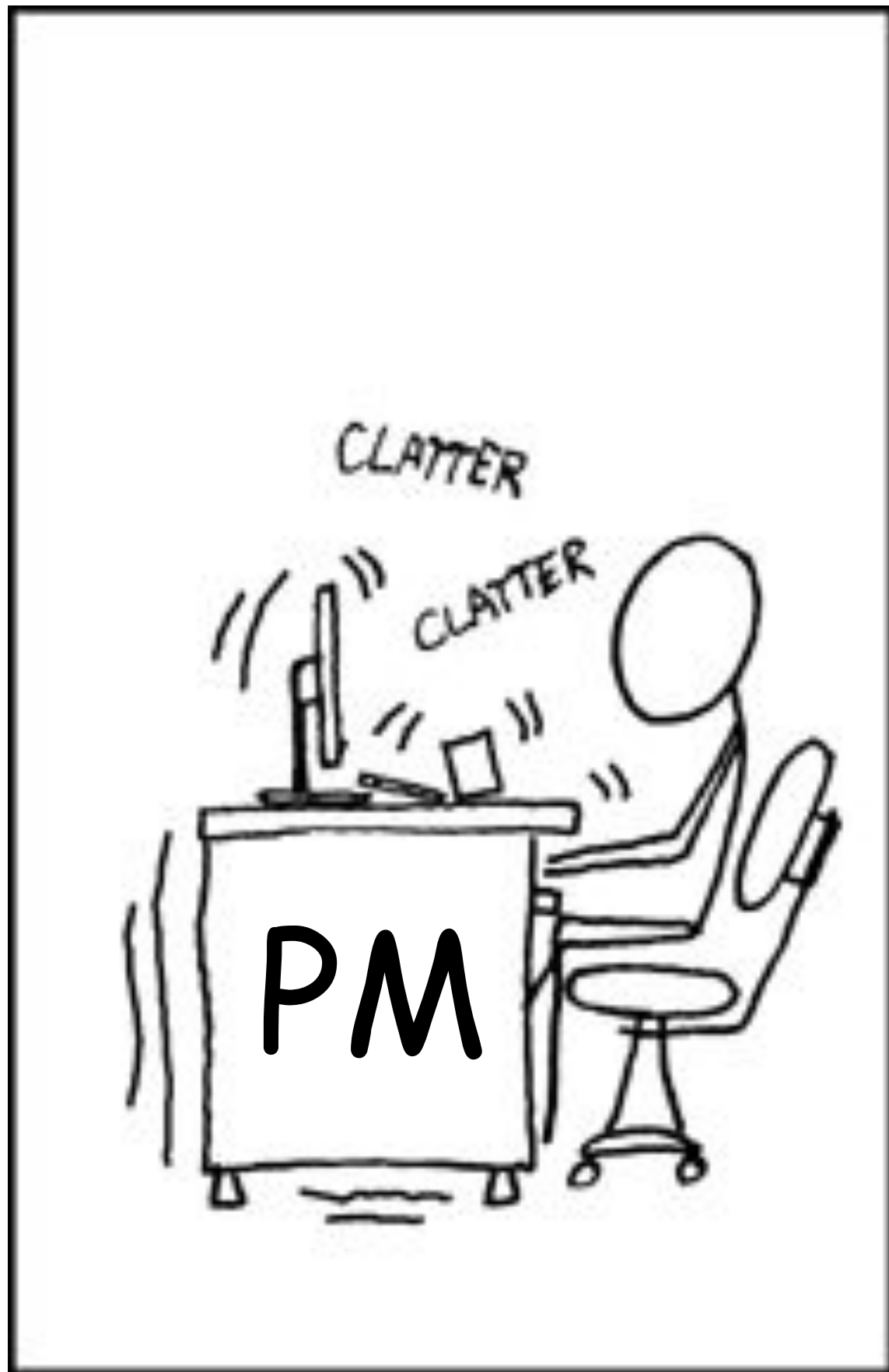


Motives are like a black hole:

You can **infer them**
from their effects







With stakeholders:



Start with what you
know, then **observe**

Treat them like you
would a customer:

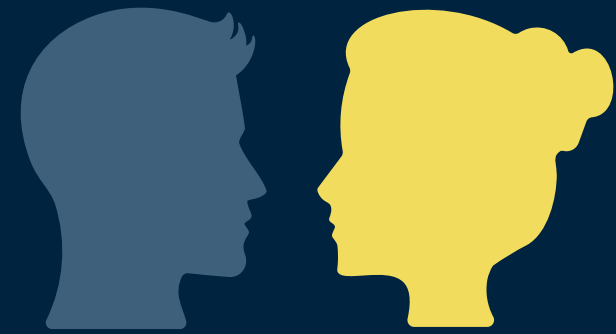
Listen



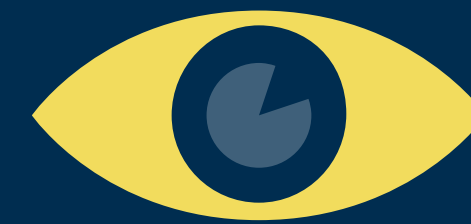
Instead of talking, mirror



POSTURE



FRONTING



EYE
CONTACT



LEANING
IN



TRIPLE
NOD



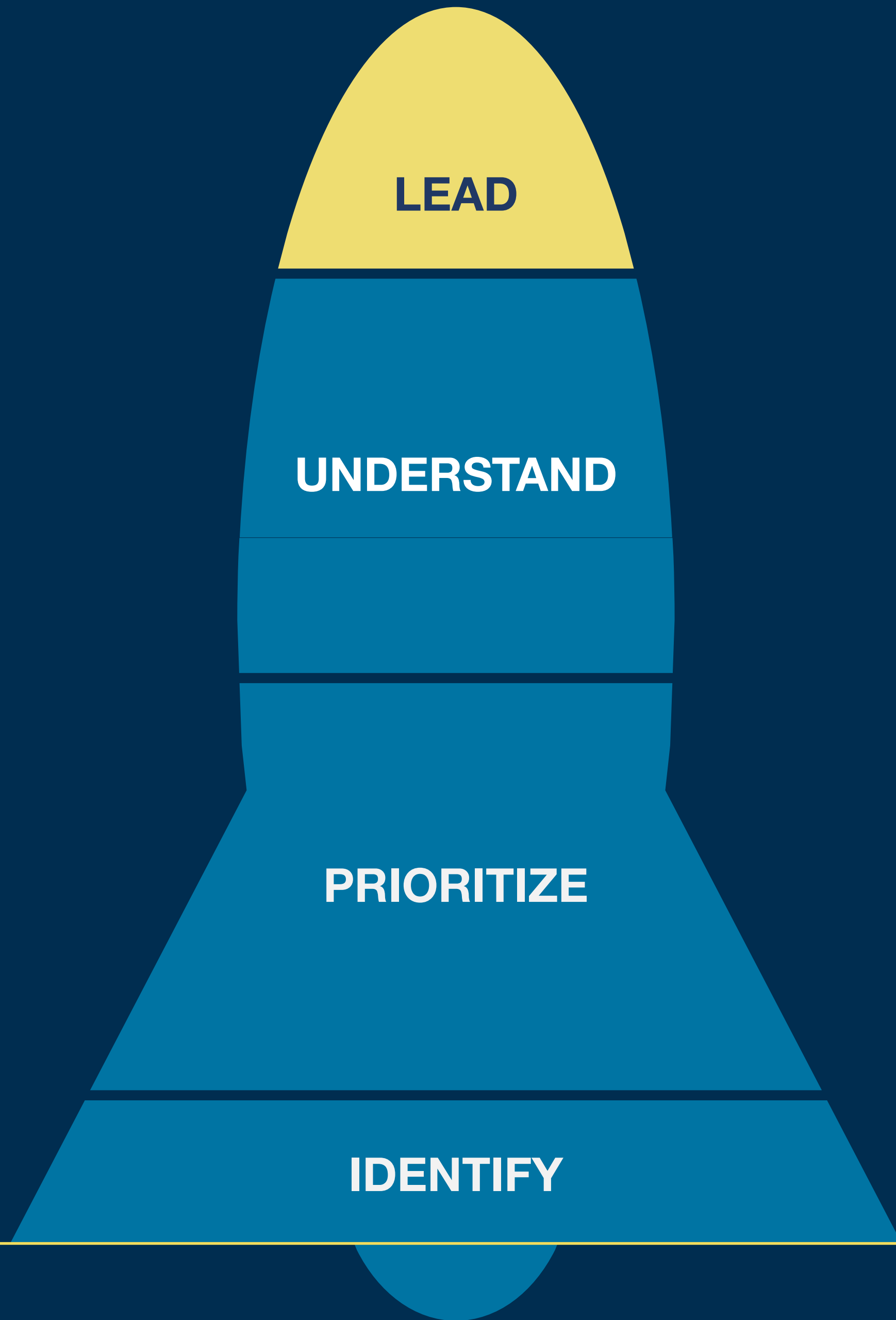
PUNCTUATION
GESTURES



WORD
CHOICE



SPEAKING
STYLE



How to effectively manage stakeholders

Decision styles

DIRECTIVE

A few people decide and inform others. Everyone is expected to get on board.

PARTICIPATIVE

One person decides but actively seeks input from stakeholders. Everyone is expected to debate and commit.

DEMOCRATIC

The group gathers information and then votes. Everyone is expected to accept the majority decision.

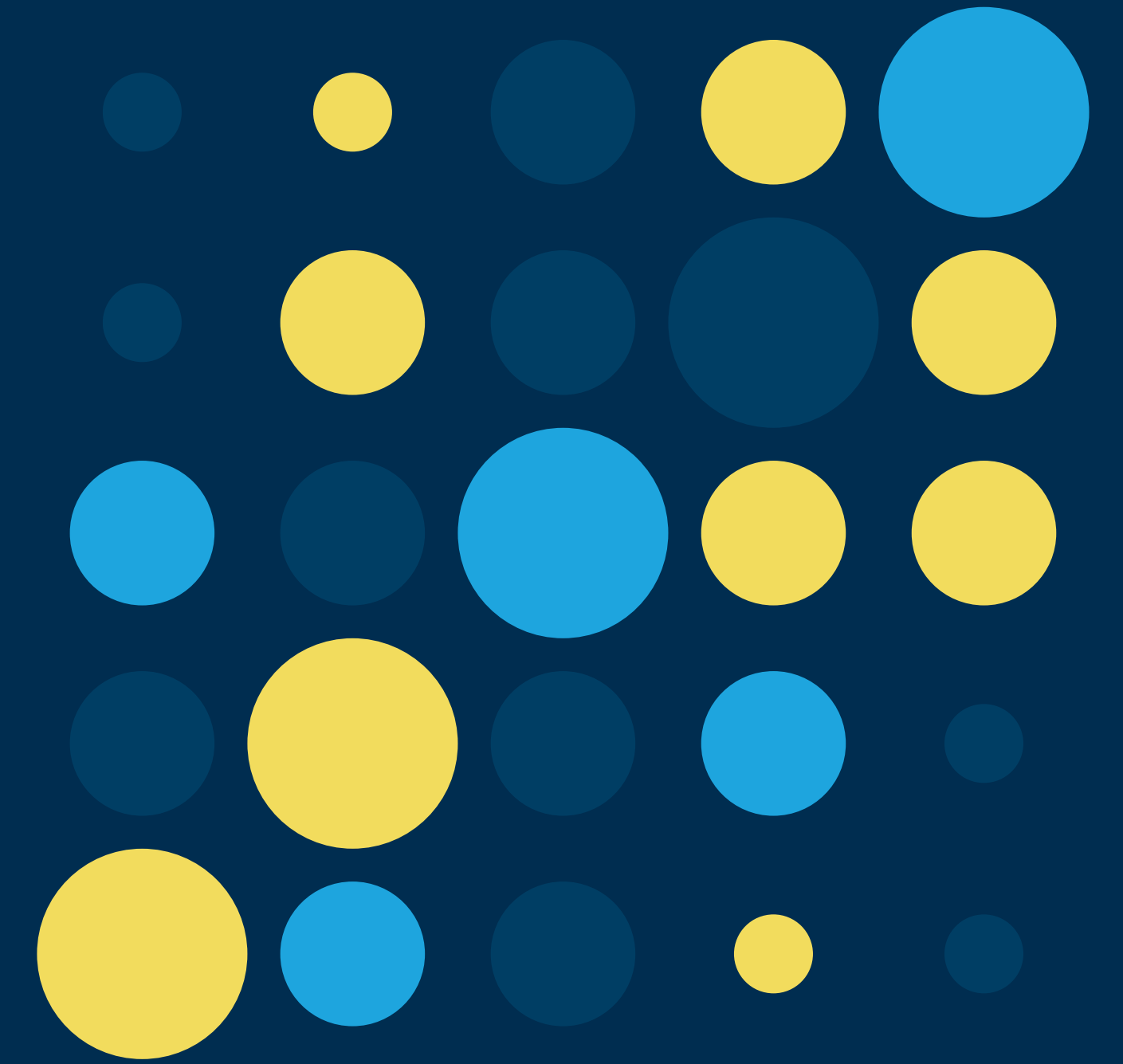
CONSENSUS

Everyone must agree before a decision is final. Often there is extensive discussion and debate.

Bain & Company Survey Conclusions

- >50% of top performers rely on participative style
- Employee engagement is significantly higher in companies with a participative style
- Employees of participative companies are 3x likelier to recommend their organization as a place to work
- A participative style often improves speed and quality of decisions

Stakeholder Management is NOT:

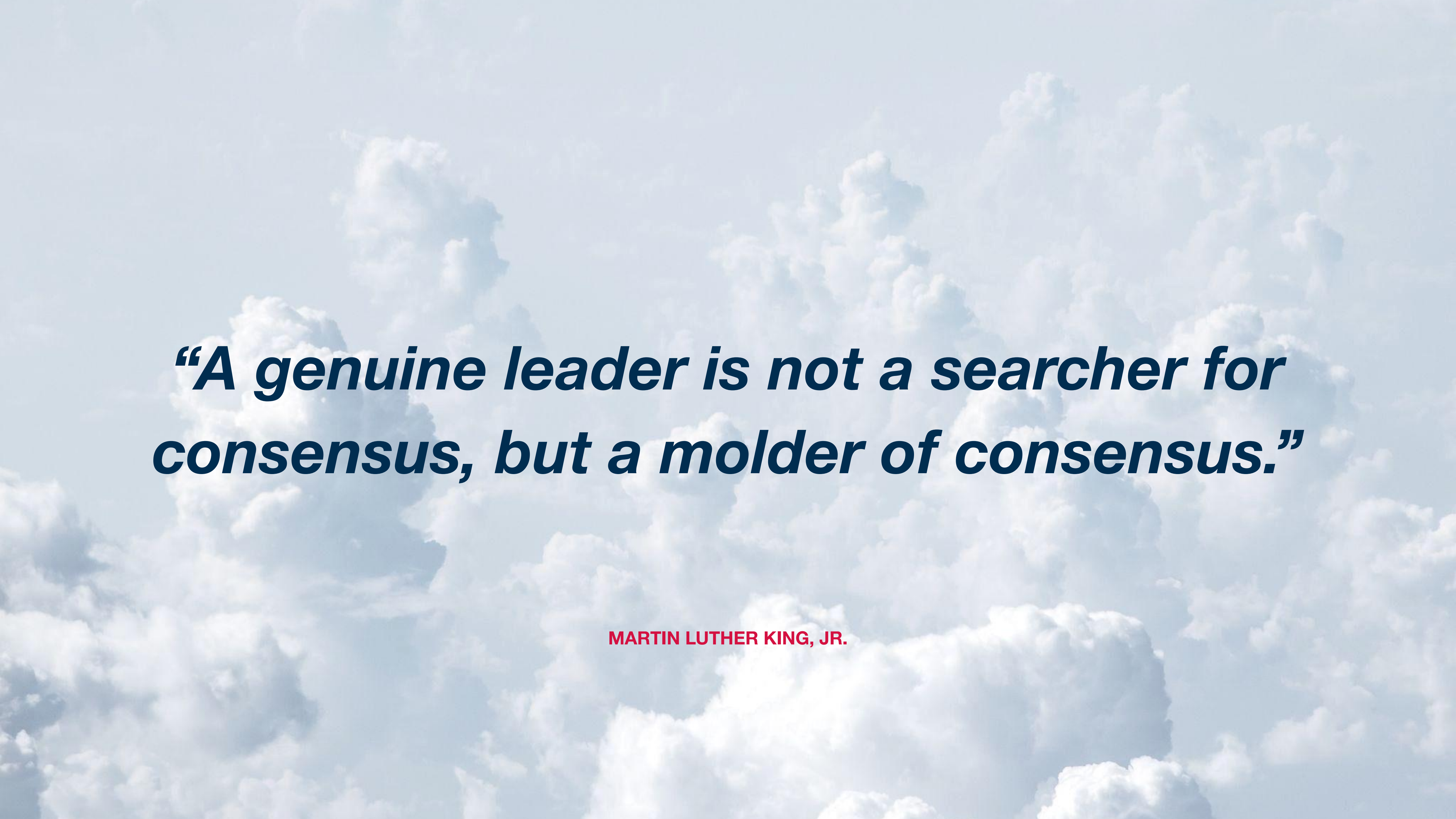


Requests, approvals,
objection handling

Stakeholder Management IS:

Proactive,
not reactive





“A genuine leader is not a searcher for consensus, but a molder of consensus.”

MARTIN LUTHER KING, JR.

The DRI





“At Apple when someone is trying to learn the right contact on a project: ‘Who’s the DRI on that?’”



“Every project is assigned a DRI who is ultimately held accountable for the success (or failure) of that project.”

PRODUCT
CULTURE

THE FORD V8

Anatomy of a good decision

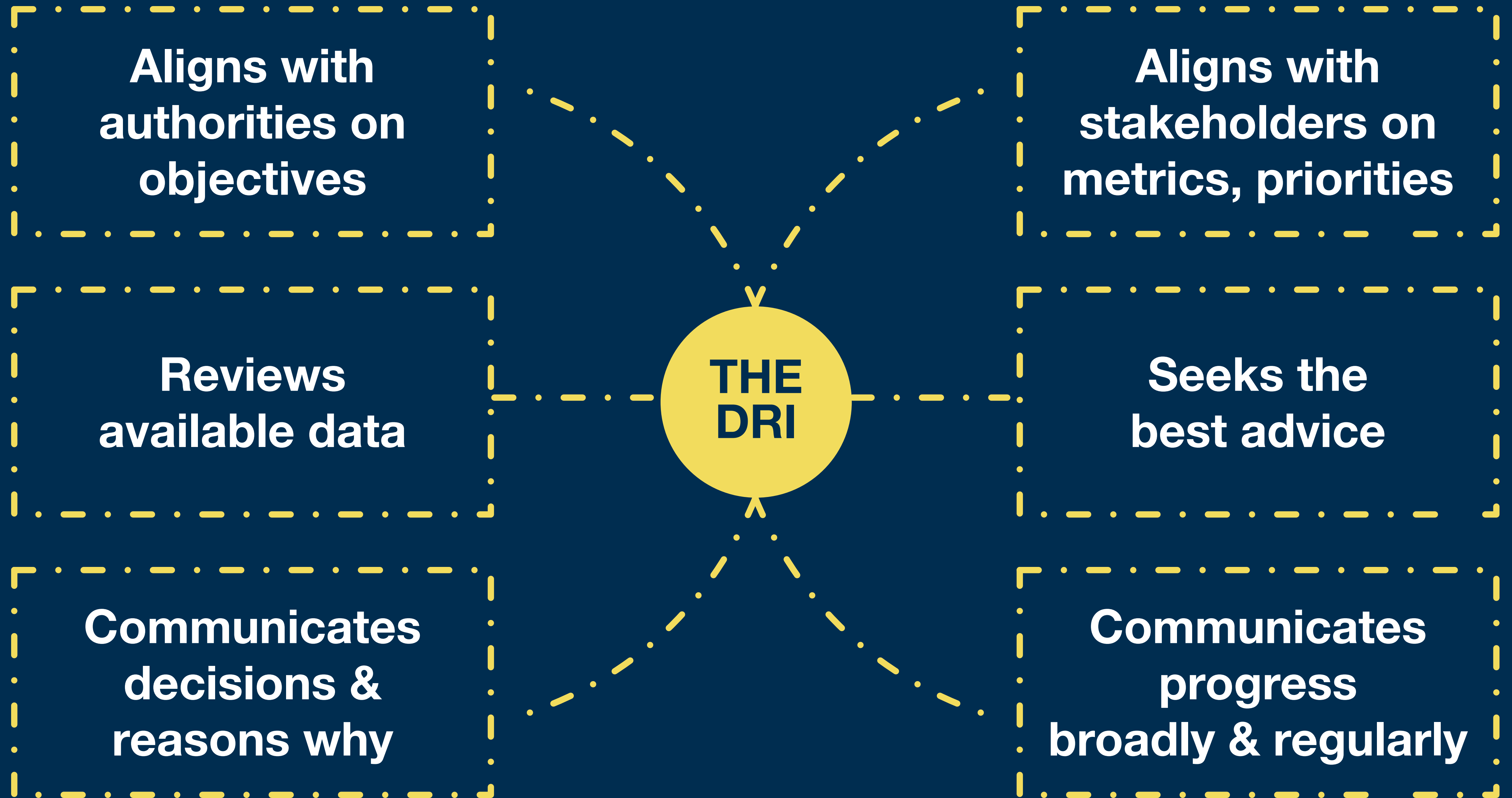


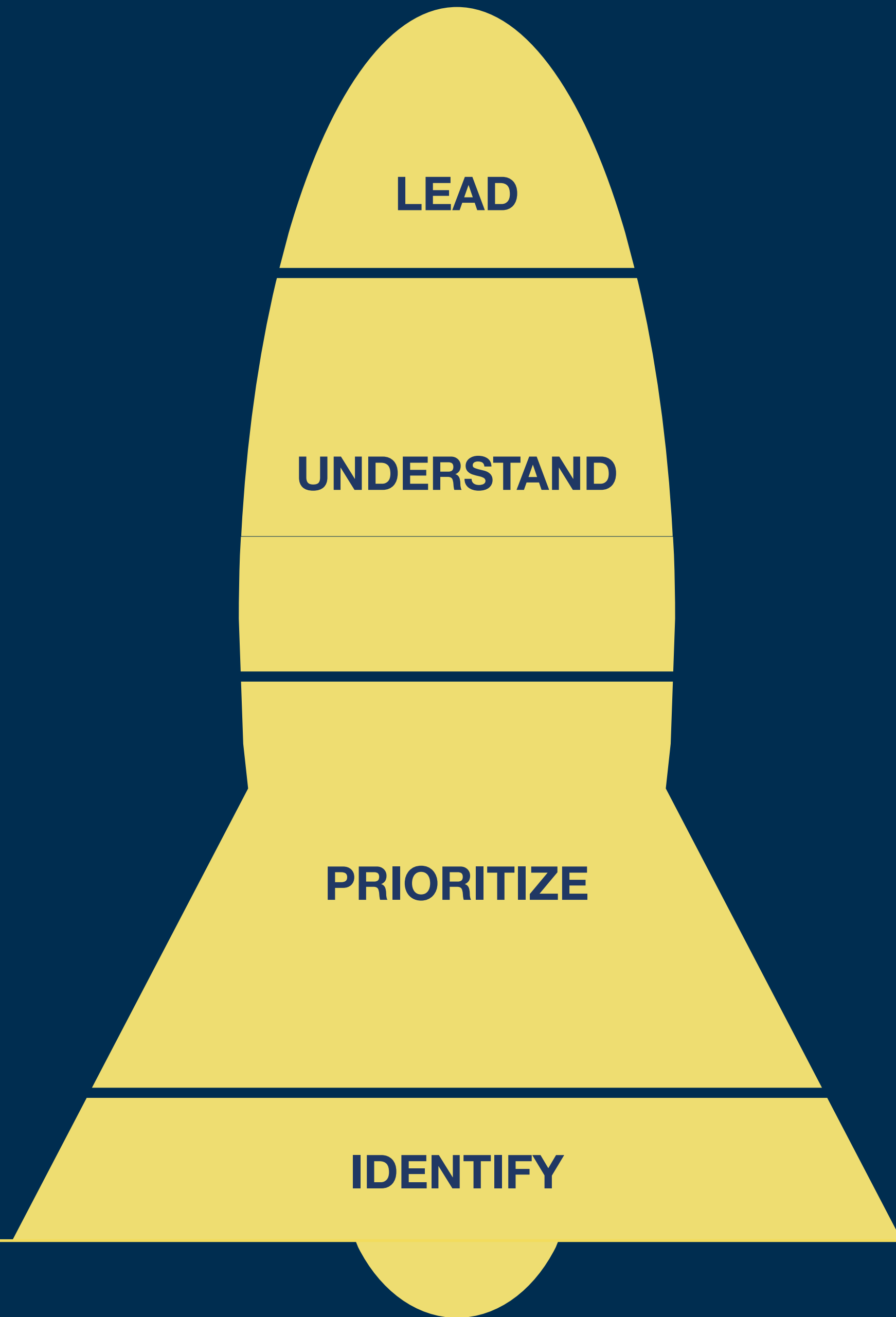


- ▶ Customers
- ▶ Dealers
- ▶ Procurement
- ▶ Finance
- ▶ Manufacturing
- ▶ Executives

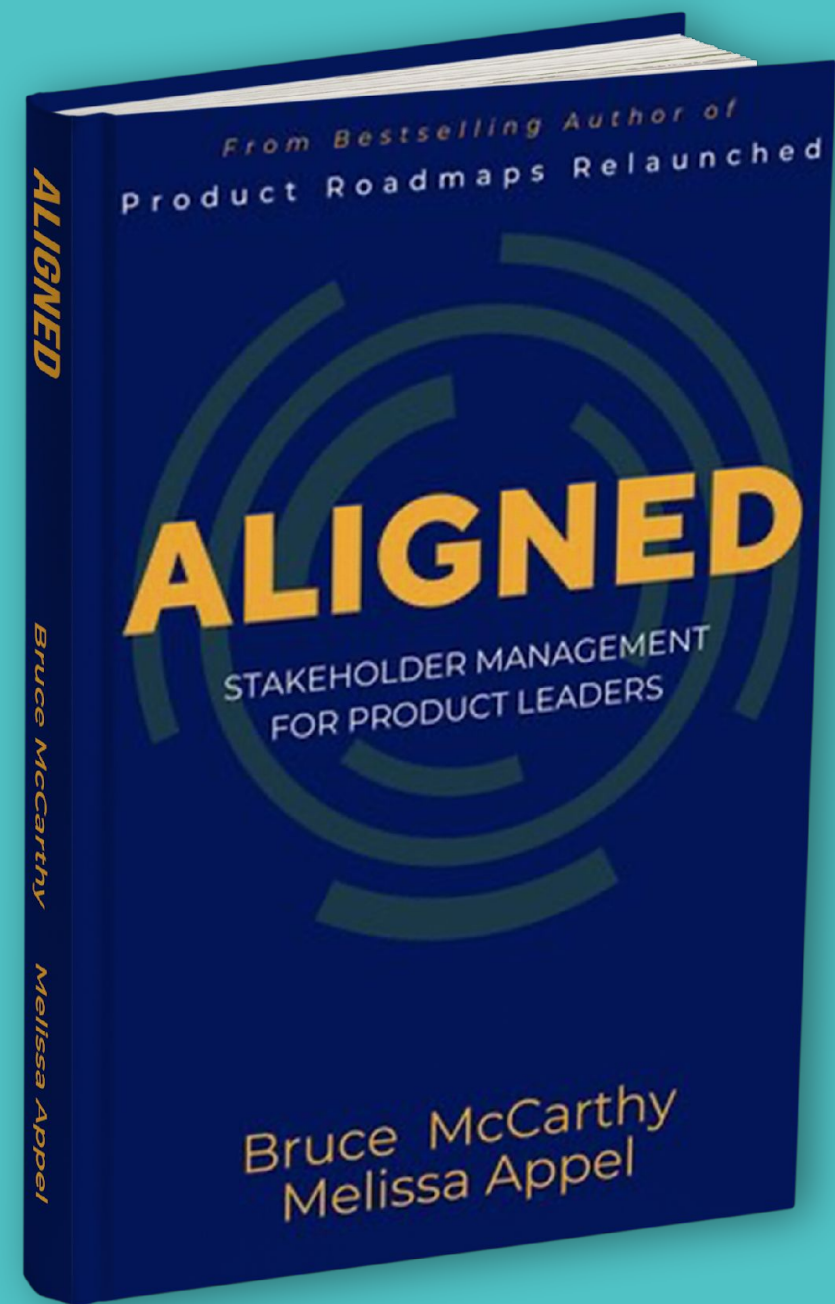
Chase Morsey, Jr.

Product Planning, Ford Motor Company





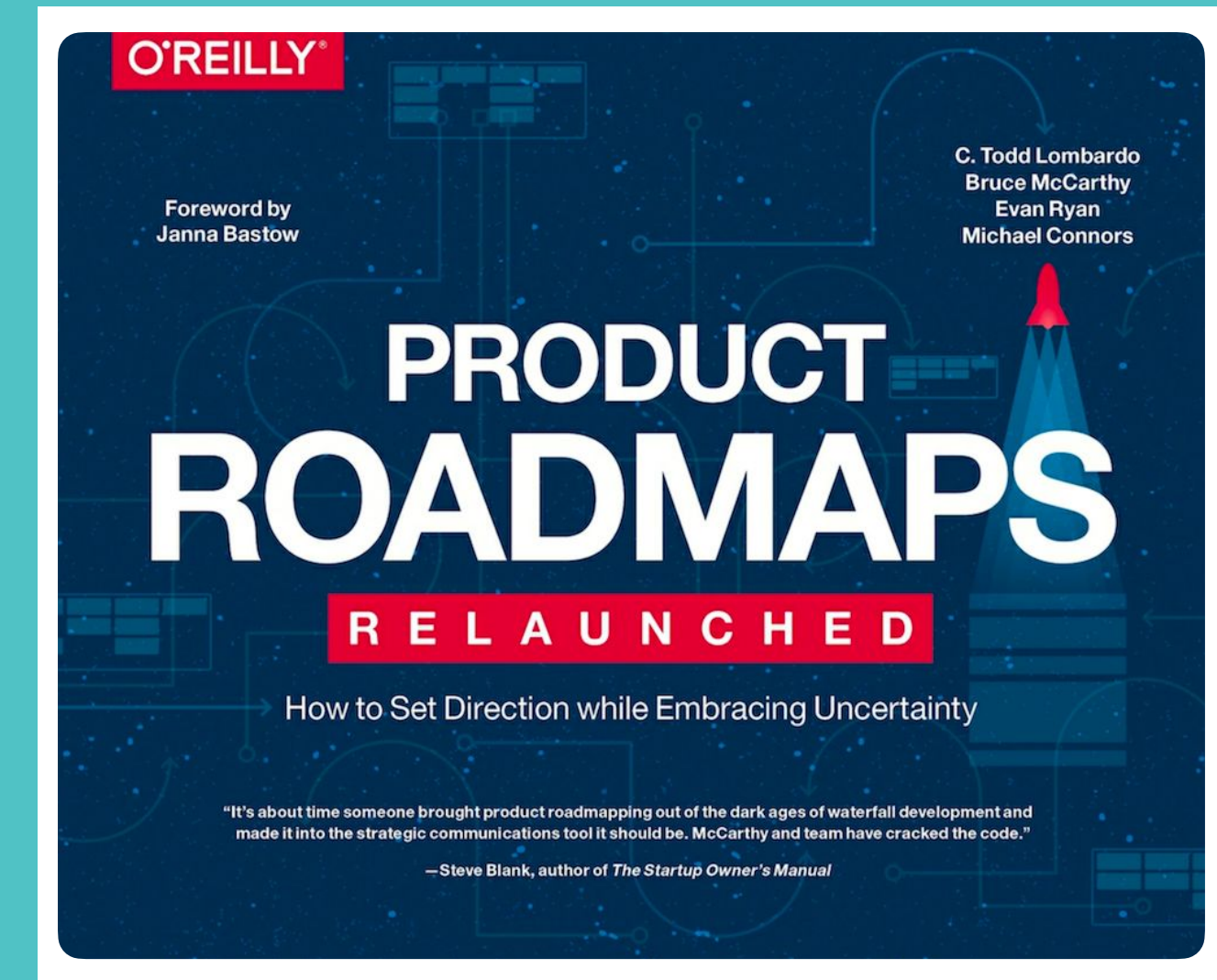
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