

Day 4

Managing & Influencing Stakeholders Leading Change

Name:

In partnership with

Programme journey

Leadership Excellence Programme



Notes



Day 3 Review

MS  **Amlin**



Activity

Day 3 Review

In small groups:

- Draw a mind map covering the key topics of the last session
- What stood out for you the most?
- What topics have you already discussed with someone outside of this group?



Notes



Managing and Influencing Stakeholders

MS  **Amlin**



Learning outcomes

Managing and influencing stakeholders learning outcomes

- Identify what stakeholder engagement and management is
- Clarify what stakeholder analysis is and why we do it
- Identify how to plan our approach to stakeholders
- Identify how to influence our stakeholders through type awareness and relationship building

Notes

Who are stakeholders?



Stakeholders are those individuals or groups who depend on the organisation to fulfil their own goals and on whom, in turn, the organisation depends.



ANYONE WHO 'HOLDS A STAKE'

Notes

Making a stakeholder plan



Notes

Activity

Activity: Making an inclusive stakeholder plan

In small groups

- What factors contribute to successful stakeholder engagement and management?
- What factors could derail effective stakeholder engagement and management?
- What skills engage stakeholders in a meaningful way?

Please prepare to feedback



Notes

Successful stakeholder management

- Identify correct stakeholders and their role in the project
- Agree preferred ways of working
- Understand what is important to them and why
- Identifying stakeholder interests and concerns
- Involving them in decision-making

Notes

Successful stakeholder management

- Co-creating solutions
- Fostering transparency and trust to achieve mutual understanding and successful outcomes
- Clear and simple reporting that works for them
- Continuous engagement, recognition and appreciation

Notes

What can get in the way?

- Diverse interests
- Communication barriers
- Power dynamics
- Time
- Resource constraints
- Not getting into their world – WIIFT positioning
- Resistance to change
- Managing conflicts
- Ensuring representation
- Sustaining engagement



Notes

Engaging stakeholders

- Active listening and effective communication, feedback and conflict resolution
- Empathy
- Diplomacy
- Collaboration and facilitation
- Negotiation and consensus building
- Problem solving
- Relationship building
- Adaptability and flexibility
- Cultural sensitivity

Notes



Colours and Stakeholder
Management

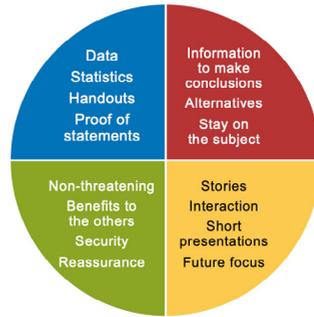


Can Insights help?



Notes

What we can be influenced by



Notes

Planning communication

Purpose

What's the logic – why are we doing it?
What are the details?
What is the evidence?
Have you given enough information
to invite a considered response?

Plan

What is the goal and when is the deadline?
What actions can I take?
What does success look like?
What is the end point?

People

What's the effect on people?
What have we learnt from the past?
- Connect with feelings, values and role
interdependence
- Acknowledge political realities and
commit to learning from the past

Picture

What is the big picture?
Tell me the story, give me a metaphor, draw
me a picture
Give me energy and enthusiasm – make me
feel involved
Excite me about the future

Notes

Adapting & connecting

Cool Blue

Be well prepared and thorough
Give them time to think

Do not

- Be flippant on important issues
- Stray from the agenda

Do not

- Push for quick decisions
- Assume silence = agreement

Be patient and supportive
Give time to develop the relationship

Earth Green



Fiery Red

Focus on the task in hand
Be clear about expectations and timescales

Do not

- Be unprepared or disorganised
- Speak slowly or hesitantly

Do not

- Impose routine or process
- Leave them out of the picture

Be friendly and sociable
Give praise and thanks

Sunshine Yellow

Notes

Wants to be	Likes you to	Fears	Can be Irritated by
In control	Be Brief	Losing control	Inefficiency Indecision
Admired	Be Engaging	Disapproval	Rules Routine
Appreciated	Value them	Confrontation	Lack of consideration
Correct	Be Precise	Embarrassment	Unpredictability Carelessness

Notes

Activity

Activity: Considering key stakeholders

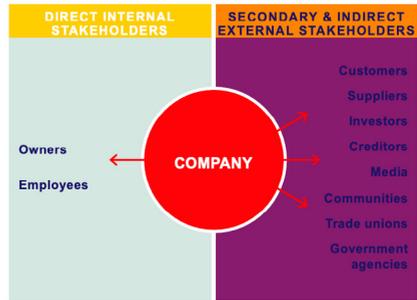
Individually:

- Consider your key stakeholders, what behaviours do you recognise? What colour energies do you think they lead with?
- What could you do to communicate, adapt and connect with them more effectively?
- Write down some actions you could take that will help you unlock your agenda



Notes

Types of stakeholders



Notes

Stakeholder analysis



IDENTIFY



PRIORITISE



UNDERSTAND

Notes

Activity

Activity: Identifying key stakeholders

Individually:

- Identify all key stakeholders you deal and liaise with – create a list
- Consider a specific project or initiative and identify the stakeholders associated with it
- Consider, how do you prioritise and approach these stakeholders currently?



Notes

Why map stakeholders?

- To be able to plan your effective and targeted approach
- To prioritise stakeholders according to their importance. This enables the business to function to its potential
- To know who can/will define value, shape priorities and has the power to support/block progress
- To have clarity on which stakeholders' interests will be most affected by a decision or action, and how you will plan to mitigate any possible derailers

Notes

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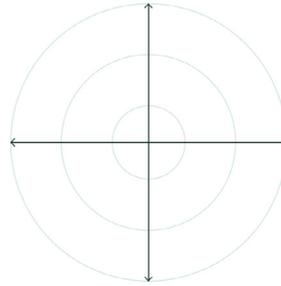
Notes

Power interest matrix



Notes

Stakeholder ecosystem map



Notes

Activity

Activity: Prioritising your stakeholders

Individually:

- Review the list of stakeholders you have identified for a specific project as pre-work
- Consider them against the power/interest matrix and stakeholder ecosystem map
- Are you clear on their needs
- Determine what level of involvement each stakeholder has and adjust if necessary
- Which stakeholders need to be prioritised?



Notes

Activity

Activity: Your stakeholder management plan

In pairs:

- Share your stakeholder maps
- Having taken time to review this, what will you
 - Stop
 - Start
 - Continue

Be prepared to share outcomes with the group



Notes

Finesse your approach

- Build meaningful relationships
- Build trust and rapport
- Really getting to know stakeholders likes/dislikes, style and motivations
- Clear communication – early – often

Notes

Finesse your approach

- Navigate and facilitate conflicts – be the glue that unifies
 - Confirm agreements
 - Work through disagreements facilitating concessions for greater good
- Keep building trust and the relationship
- Always be planned and ready!

Notes

Communication options

Formal:

- Meetings
- Conference calls
- Newsletters, websites
- Emails
- Presentations
- Contracts
- Press release

Informal:

- Hallway conversations, bathroom conversations
- Lunch meetings, after work drinks
- Sporting events
- Voicemail
- Notice boards

Notes

Making an impact

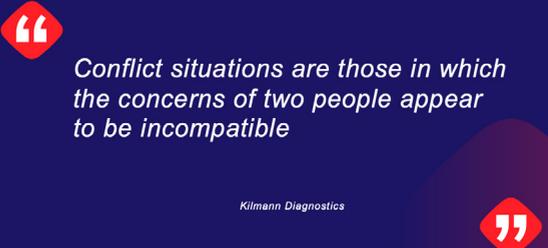


Notes



Preparing For Conflict

Defining conflict



Conflict situations are those in which the concerns of two people appear to be incompatible

Kilmann Diagnostics

Notes

In reality....

- Conflict in relationships is a fact of life
- It doesn't need to be a way of life or work
- It is inevitable
- With a positive approach, conflict changes its appearance and its behaviour
- Find alternatives to fight/flight reaction
- Problem solve instead of getting even
- Prevention is better than a cure

Notes

Productive conflict

Notes

- An open exchange of conflicting or differing ideas
- Where parties feel equally heard, respected, and unafraid to voice dissenting opinions
- The purpose is to reach a mutually beneficial resolution
- Greet conflict in a positive way, ready to learn something new or improve the relationship
- Conflict = Opportunity!

Conflict handling approaches



Source: Kenneth Thomas & Ralph Kilman 1974

Notes

Steps to conflict resolution

1. Attend to the other person

Validate the opinion, feeling, or intention

2. Explore the need behind the want

Ask a why question to flush out the need that is driving the want

3. Invite the others solution

How would you see us solving that?
What can we do so you get... (your need) and I get (my need)?

4. Build for maximum win-win

Don't knock down an idea without understanding why it was suggested:
What I like about your suggestion is...
What my concerns are... What do you suggest we do?

Notes

Activity

Activity: Reactions to conflict

In pairs, discuss and capture in the workbook:

- A conflict situation that has happened recently
- Which conflict mode were you and the other person using?
- How did that impact the resolution?
- What might you try differently now?



Notes

Stakeholder name	Engagement action (minimal effort, keep informed, keep satisfied, key player)	Reaction to change (Passenger, Champion, Saboteur, Resister)	Potential barriers for them	Action and approach	How activity will be completed	When	Other dependencies to stakeholder agreement	Frequency of comms	Agreed comms method	Insights 2 lead colours

Notes



Managing and Leading Change

Session learning outcomes

- Identify what delivering successful change means
- Identify different reactions to change and resistance
- Clarify how to manage change and keep people motivated
- Identify the stages of change and practice the skills to support your team through it

Notes

Delivering change

Successful Change

*The **central** issue is never strategy, structure, or systems. The core of the matter is always about changing the behaviour of people.*

John Kotter, Professor, Harvard Business School

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Notes

Change hangover

- If **previous experiences** have not been positive, new change initiatives become harder
- Understanding **historical barriers** to implementation can help to develop specific strategies to manage and eliminate them
- No change occurs in isolation, it occurs in a context of all those **priorities** competing for resources, and all the **lessons/history** from previous implementation

Notes

Activity

Activity: Reactions to change

In pairs

- Discuss how you react to change:
 - Can you think of any recent changes you have experienced at work?
 - Are there any patterns to how you personally react?
 - What are the key triggers that make change hard for you?



Notes

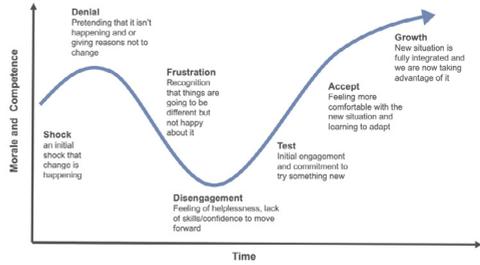
Consider your last discussion....

- Did you prepare personally for the change?
- Were you patient in giving yourself time for the changes to occur?
- Did you persist with old habits and patterns?
- Did you persevere in overcoming obstacles and setbacks?
- Did you make any adjustments to your lifestyle to support the changes?
- Did you achieve the desired changes?

Notes

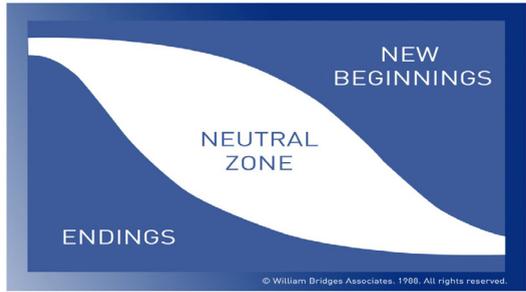
Stages of change

The Kübler-Ross change curve



Notes

Transition Model



Bridges Transition Model

Notes

Adapting your style to support



Notes

Step 1

Clarify

Intention: To raise awareness

Notes

Questions to help clarify

What do I understand about the why for this change?
What, when, who, where
What is going to be different?



How am I being impacted and how am I feeling?
Who else is involved how are they impacted/feeling?

What do I know about the end goal and the plan to get there?
What is my/their role

Is the vision compelling for me?
Am I inspired and involved?
Is it exciting?

Notes

Step 2



Notes

The 4 P model

Purpose

- Show logic and provide a well-researched rationale
- Present the relevance of the information you are sharing
- Give supporting evidence, including needs benefits

People

- Recognise the effect on people
- Connect with feelings, values and role interdependence
- Acknowledge political realities and commit to learning from the past



Plan

- Propose a call-to-action
- Present a goal-directed and time-focused plan with clear expectations and next steps
- Describe how success will be measured

Big Picture

- Paint a compelling vision of what is possible
- Connect with a creative and far-reaching goal
- Provide a visual image, metaphor, personal story or slogan

Notes

Key questions

Purpose

What are the driving forces or reasons for this change?

People

How will this change impact day-to-day roles and relationships?



Plan

What action steps are planned and what are the timelines for each action?

Big Picture

What is it going to be like when the change has been achieved?

Notes

Activity

Activity : Colourful Communication

Individually:

- Prepare a change communication or update using all the colour energy preferences. Include the 4P's and consider:
 - How it will be shared?
 - Who needs to know?
 - When it needs to happen?
- Please be ready share the communication



Notes

Step 3

Foster Acceptance

Intention: To involve and engage

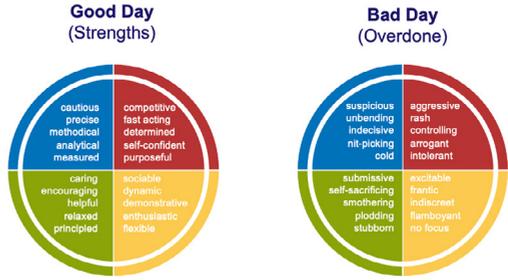
Notes

Fostering acceptance

- Understand your personal response to change
- Identify your strengths, challenges and support needs
- Assess your progress / performance
- Surface and address any resistance

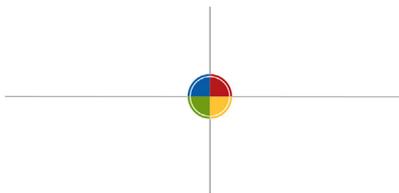
Notes

Colour energies



Notes

Strengths in change



Notes

Strengths in change

- Attends to the management of the change process.
 - Focuses on the 'how' of changing as well as the 'what'.
 - Understands the complications to proposed change.
 - Creates contingencies and methodologies for implementing change.
- 
- Displays decisiveness in determining a direction for change.
 - Is resolute in a commitment towards a new direction.
 - Engages and relishes the challenge that change presents.
 - Initiates and is a catalyst for making change happen.
- Seeks consensus in finding a mutually beneficial way forward.
 - Is considerate of the impact change has on others.
 - Encourages co-operation and collaboration.
 - Considers the consequences and implications and ensures that all are brought along in the process.
- Seeks and enjoys the stimulation of change.
 - Seeks others' creative input in designing the change.
 - Encourages participation and involvement of those affected by the change process.
 - Is optimistic and positive in the face of resistance and concerns.

Notes

Challenges in change

- Can be overly cautious or pessimistic in moving towards a change.
 - Looks critically and tends to see the problems more than solutions.
 - Is resistant to changing well-established policies and methods.
 - May be attached to tried and tested, and unwilling to explore alternatives.
 - Is impatient, assuming that the answer is clear.
 - Can be overly directive with a tendency to over manage.
 - May not consider others' feelings or consider the personal impact of change on others.
 - May have unrealistic expectations on timelines and deliverables.
- 
- May prefer to keep things as they are.
 - Likes to keep the pace of change slower, to maintain harmony.
 - Could be averse to taking risks.
 - May be uncomfortable with uncertainty that is created in the change process for self and others.
 - May create more ideas and options for moving forward than is possible to consider.
 - Can create confusion through under-developed or vague ideas.
 - Tends to be unstructured, leading to a lack of follow-through and completion.
 - Can be overly optimistic and may commit to taking on more than can be delivered.

Notes

5 drivers of behaviour

S	Status	an individual's perception of their importance relative to others
C	Certainty	the extent to which we feel able to predict the future
A	Autonomy	the sense of control and choice about what action to take
R	Relatedness	the sense of safety with and closeness to others
F	Fairness	the extent to which an exchange or event is seen as fair/just to all parties

Notes

Activity

Activity: SCARF

In small groups consider:

- How might these drivers be affected by a change?
- What could strengthen this element for yourself?
- How could you support others with each driver?



Notes

Draw up a capture sheet

Driver	How Affected	Personal Actions	Support for others
Status			
Certainty			
Autonomy			
Relatedness			
Fairness			

Notes

Activity

Activity: Reflection

Individually:

- Reflect on today's session
- What are the key learning points for you?
- What are you going to focus on when managing and influencing stakeholders?
- What areas of change leadership do you need to focus on?



Notes

Notes



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