QRC Stakeholder engagement

Based on Engaging stakeholders on projects, QRC by Henny Portman, Dec'2020



Stakeholder life cycle

Identification

Stakeholder has minimal involvement with project

- Project team or stakeholder identifies they need to be involved
- Onboarding activity
- Agree role and working relationship

Early engagement

Working relationships begin to form

- Project team begin to understand stakeholder's communication preferences, motivation and working style
- Stakeholder starts to contribute

Mature engagement

Working relationships are embedded behaviours

- Stakeholders are aware of what is expected of them
- Relationships and working patterns are established

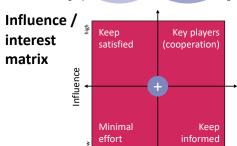
Dissolution

Stakeholder contribution ends

- Stakeholder is no longer required to contribute to the project and their involvement ends
- Could happen before project close or at project close

Engagement = understanding + action + influence

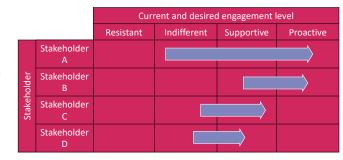
Stakeholder saliency model



Interest



Stakeholder engagement modelling



Engagement techniques:

- expectation mapping
- concerns mapping
- personal contacts notebook
- using others
- celebrating success
- active project marketing
- actively seek input

Communication

using informal opportunities

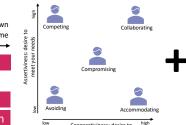
With whom, about what, How?

Running successful meetings:

- group discovery sessions
- kick-off meetings
- · requirements elicitation meetings
- status meetings
- problem-solving meetings
- workshops
- retrospectives
- lessons learned meetings
- project closure meetings

Thomas-Kilmann

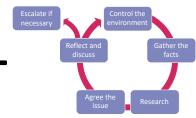
conflict mode instrument



Engage resisters:

- don't be difficult to work with
- be realistic with your expectations
- acknowledge you've notice
- listen
- ask for their help and thank them
- go via a gatekeeper
- · don't make things worse
- persuade with data and stories
- escalate
- ignore them

Addressing conflict model



Engagement modes

