Defense Acquisition University

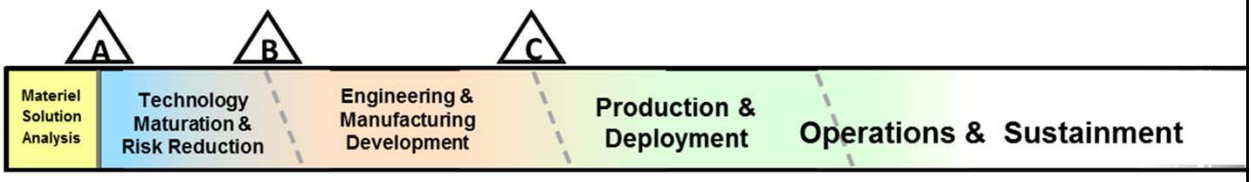
Tools to Improve Your Stakeholder Relationships

Steve Brown, C.P.L.

April 3rd 2018

Learn. Perform. Succeed

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



DoD System Management Framework

Stakeholder Terminology

Stakeholders

Customers

Stakeholder Analysis

Stakeholder Strategy

??

Stakeholder Management Plan

Shareholders

Engagement!

What is a "Stakeholder"?

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

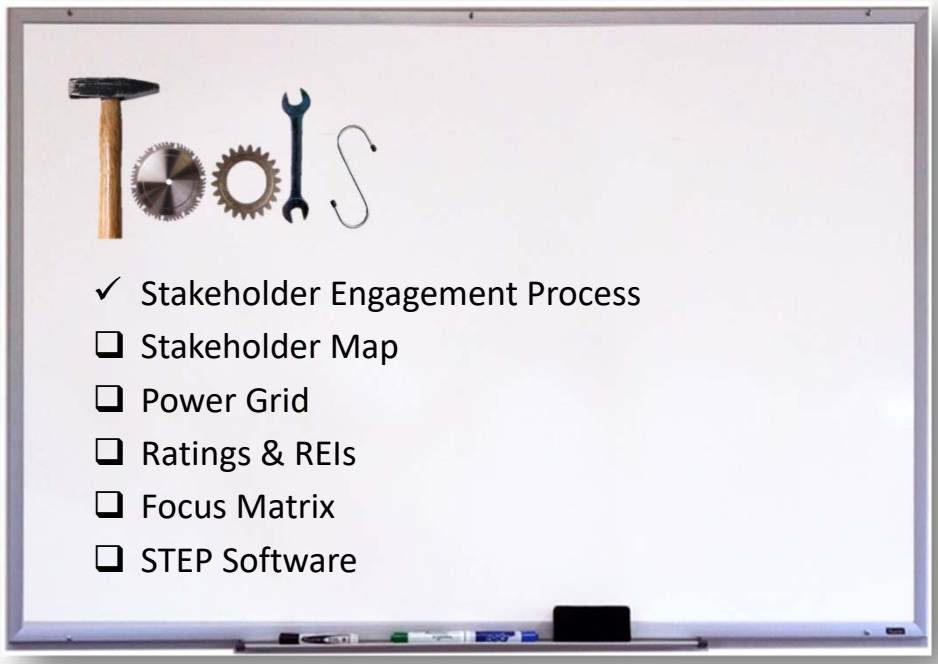
- Can include **individuals** and/or **groups**
- Both **inside** and **outside** your organization
- Can be positively or negatively **impacted**
- Can positively or negatively **influence outcomes**

What is the "Stakeholder Engagement Process"?

The Stakeholder Engagement Process involves 7 stages which will increase the probability that project/program succeeds

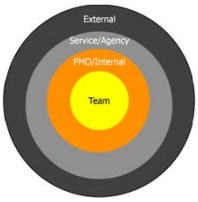
- **Engagement** of stakeholders
- **Planning** to engage stakeholders

Stakeholder Engagement Process



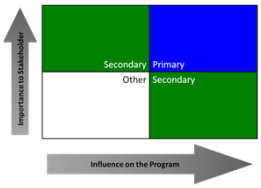
Stakeholder Engagement Planning Tools

Identify Stakeholders



Stakeholder Map

Prioritize Stakeholders

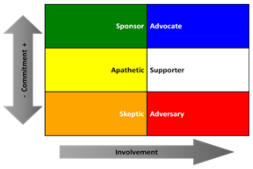


Power Grid

Analyze Key Stakeholder Relationship Ratings &

- Requirements
- Expectations
- Interests

Focus Engagements



Focus Matrix

Plan Engagements

- What
- How
- Who
- When

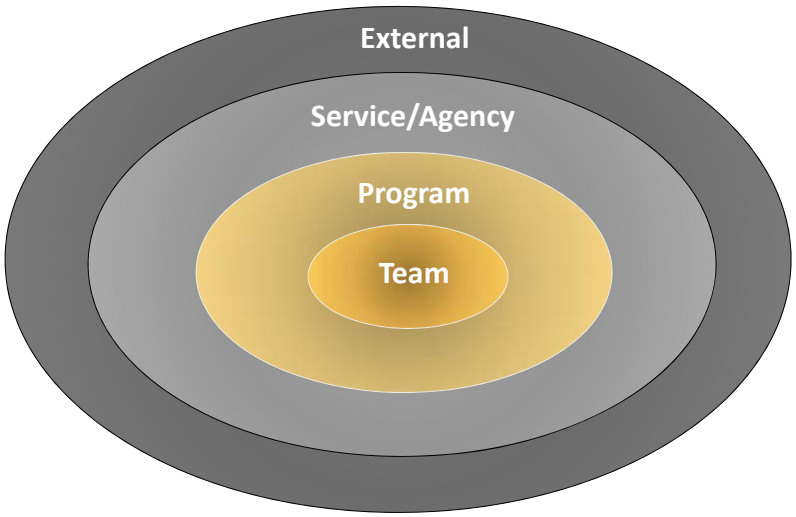
Engage Stakeholders!

STEP Software Tool

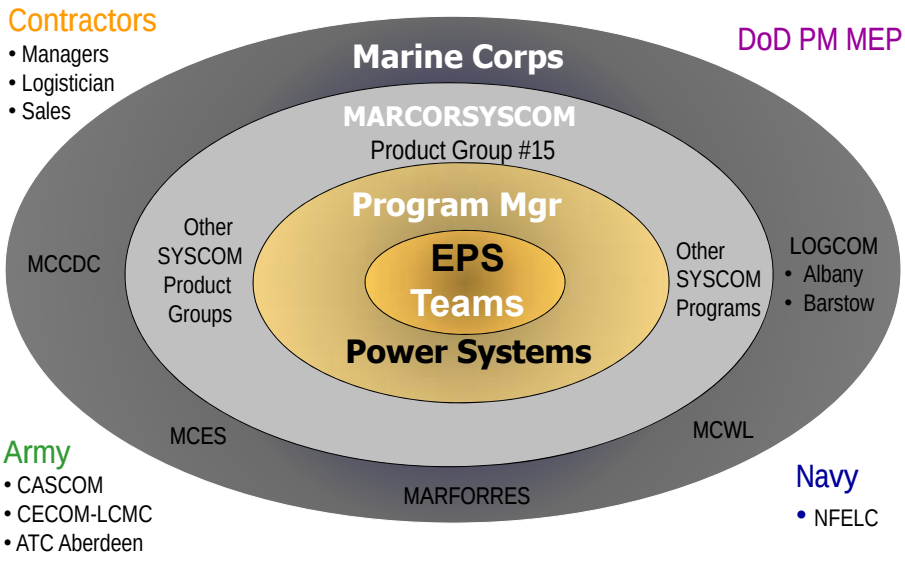
Identify Stakeholders

- Stakeholder Mapping
- Sample Stakeholder Maps
- Stakeholder “Flavors”

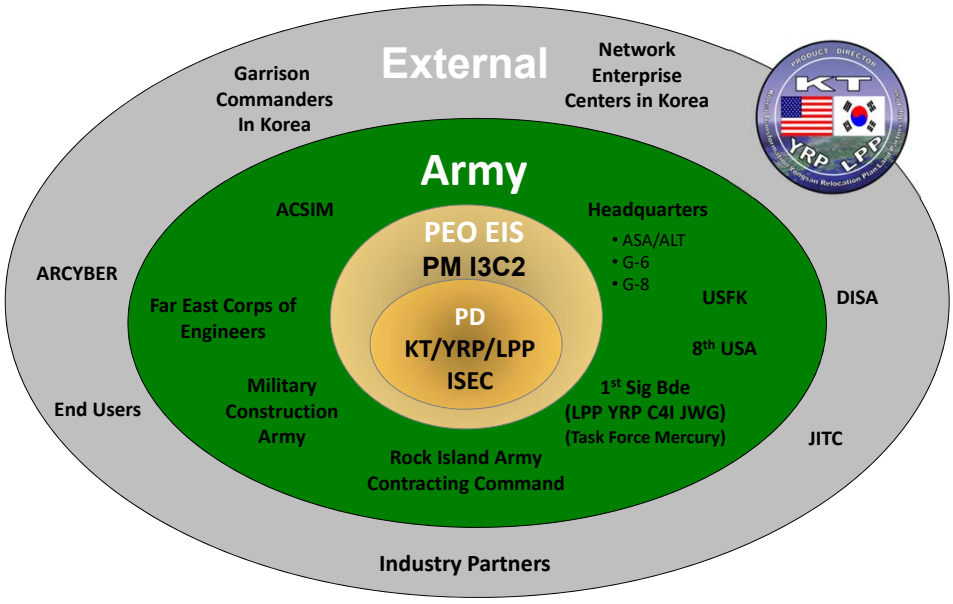
Sample Stakeholder Map Template

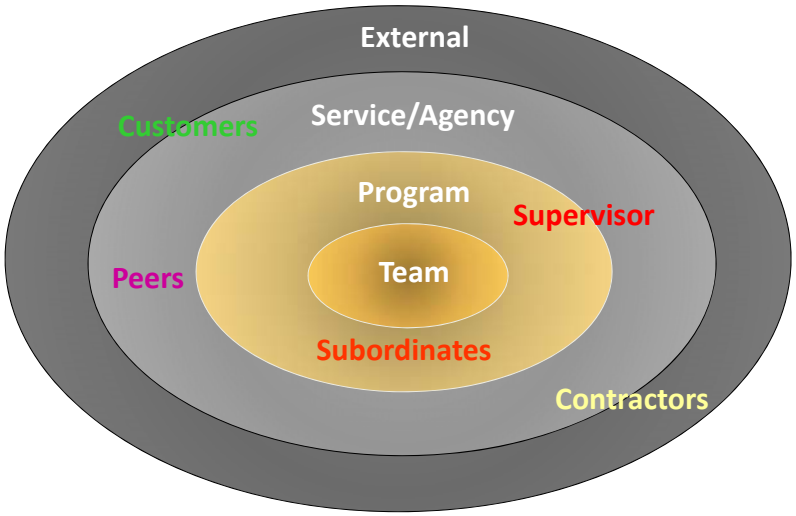


Sample USMC Program Stakeholder Map



Sample Army Program Stakeholder Map

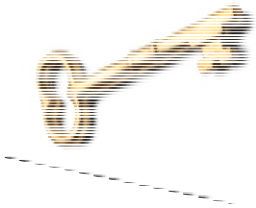




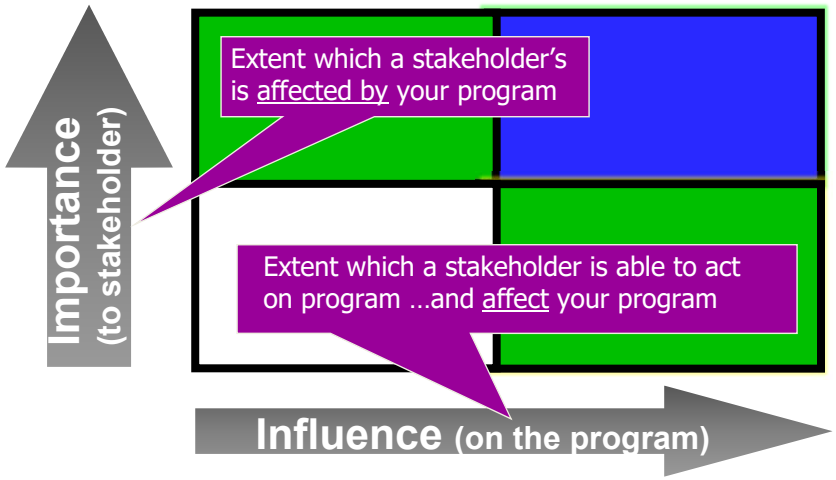
There are at Least Five Different 'Flavors' of Stakeholders

Prioritize Stakeholders

- Influence & Importance
- The Power Grid
- "Key" Stakeholders



Stakeholder Power Grid



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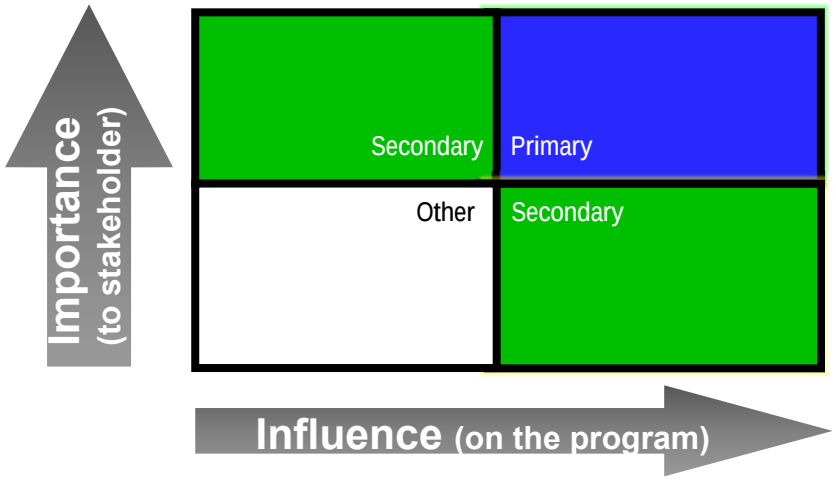
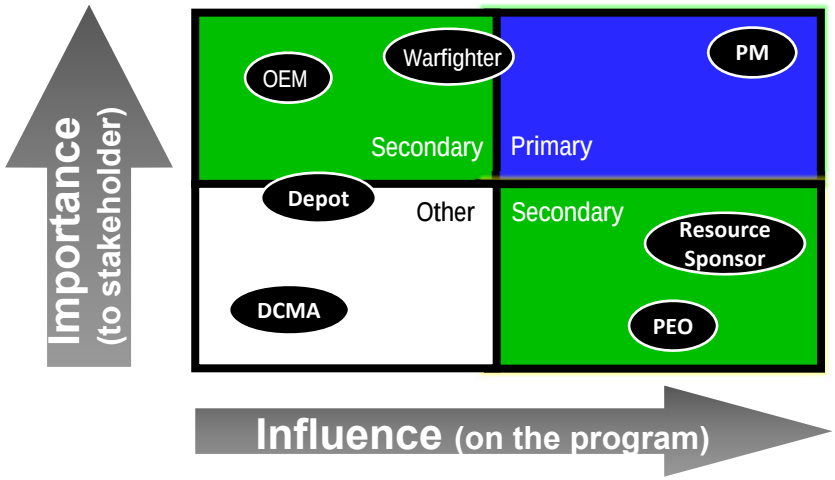
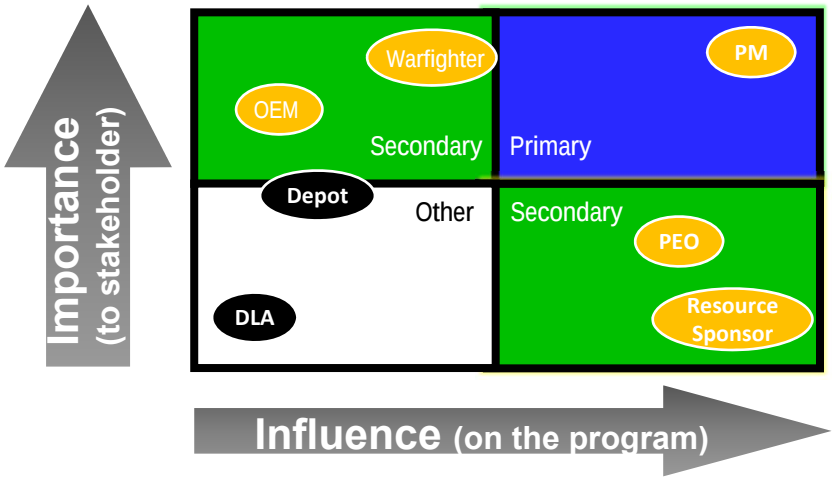


Sample of Stakeholders



Sample Power Grid & Key Stakeholders



Analyze Key Stakeholders

- Relationship Ratings
- **R**equirements
- **E**xpectations
- **I**nterests

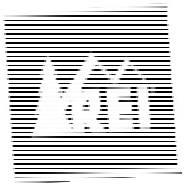
SAMPLE Stakeholder Analysis

Stakeholder	Relationship
Program Manager	**Good** (worked with for 3+ years in a previous job)
User Representative	**Fair** (pilot does not speak the same language, no acquisition experience)
Program Executive Officer	**None** (newly assigned Brigadier General)
. . .	

SAMPLE Stakeholder Analysis

Stakeholder	**Relationship**	**R**equirements	**E**xpectations	**I**nterests
Program Manager	**Good** (worked with for 3+ years in a previous job)	Program Acquisition Strategy and APB	Wants to look good (pursuing promotion to SES / General)	Measureable program cost, schedule, performance
User Representative	**Fair** (pilot does not speak the same language, no acquisition experience)	System requirements documents (CDD, CPD)	Wants system fielded on time and to be highly supportable	Does not like surprises
Program Executive Officer	**None** (newly assigned Brigadier General)	Acquisition Program Baseline	Does not want to waste time with details	Bottom Line Up Front ("BLUF")
. . .				

Key Stakeholder Analysis



Requirements: Measurable product, service, result or accomplishment "***What We Agree To***"

- Often directly traceable to deliverable(s)

Expectations: What internally motivates stakeholder (people or organization) "***What I Want***"

- True stakes are rarely communicated in writing

Interests: How a stakeholder prefers that something is approached or completed "***What I Like***"

- Often reflects communication preference

Stakeholder Analysis

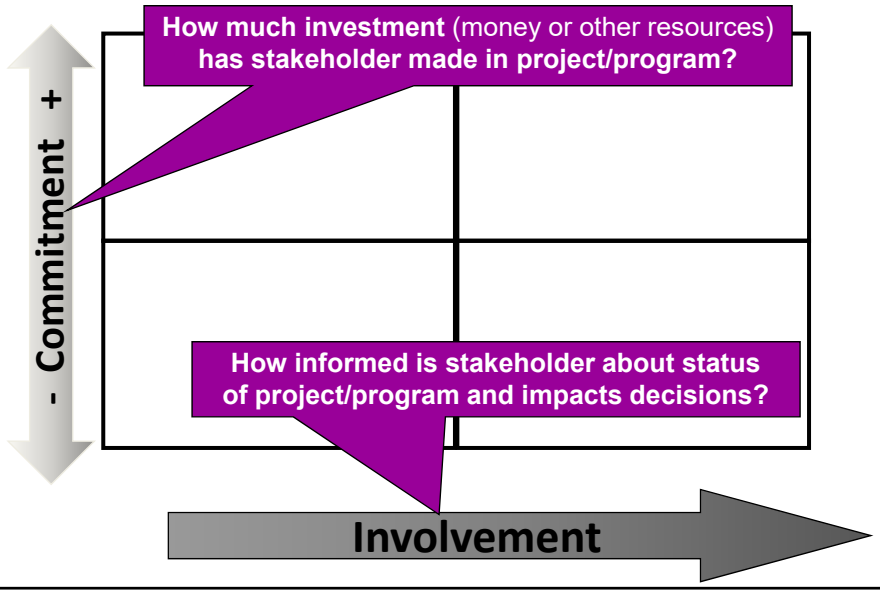
Stakeholder	Requirements	Expectations	Interests
Customers			
Supervisor			
Subordinates			
Contractors			
Peers			

"Invisible Requirements"

Focus Engagement Strategies

- Involvement & Commitment
- The Focus Matrix
- Your Focus Matrix
- Sample Engagement Strategies

Stakeholder Focus Matrix



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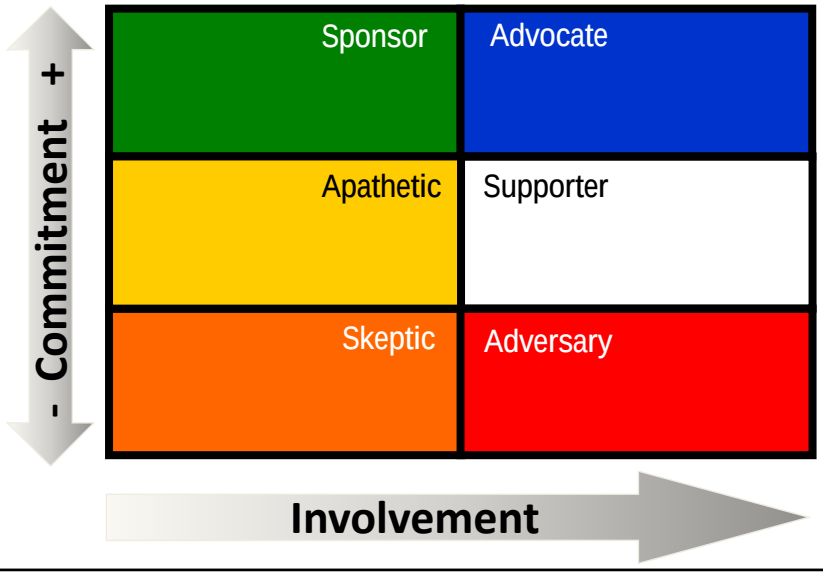

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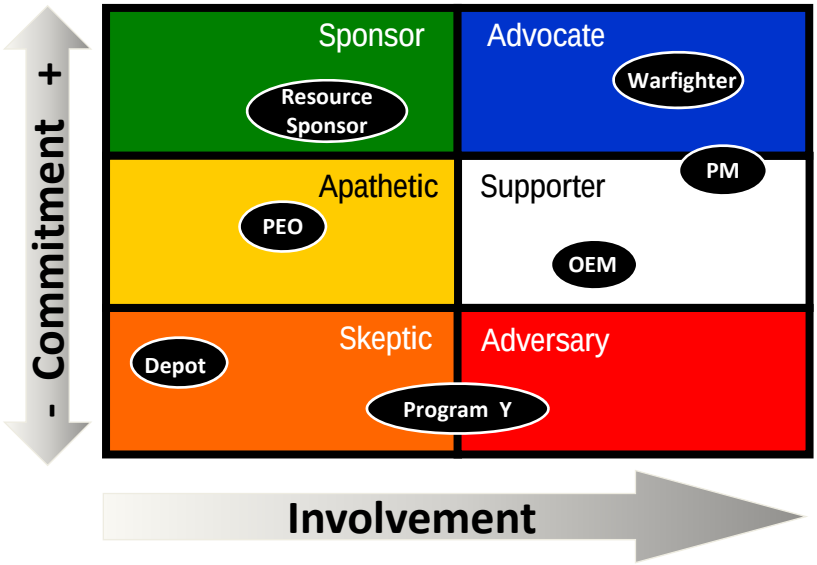
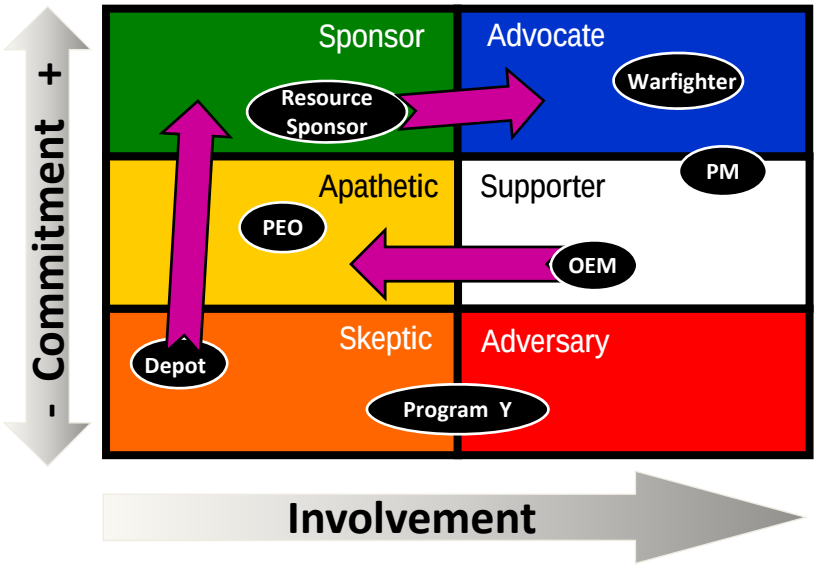


Sample Engagement Strategies



Stakeholder Engagement Planning Tools

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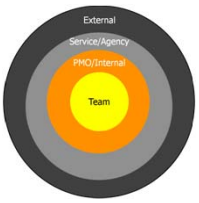
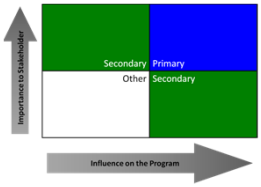


Stakeholder Map

Prioritize Stakeholders



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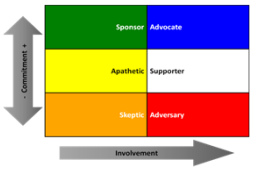

Focus Matrix

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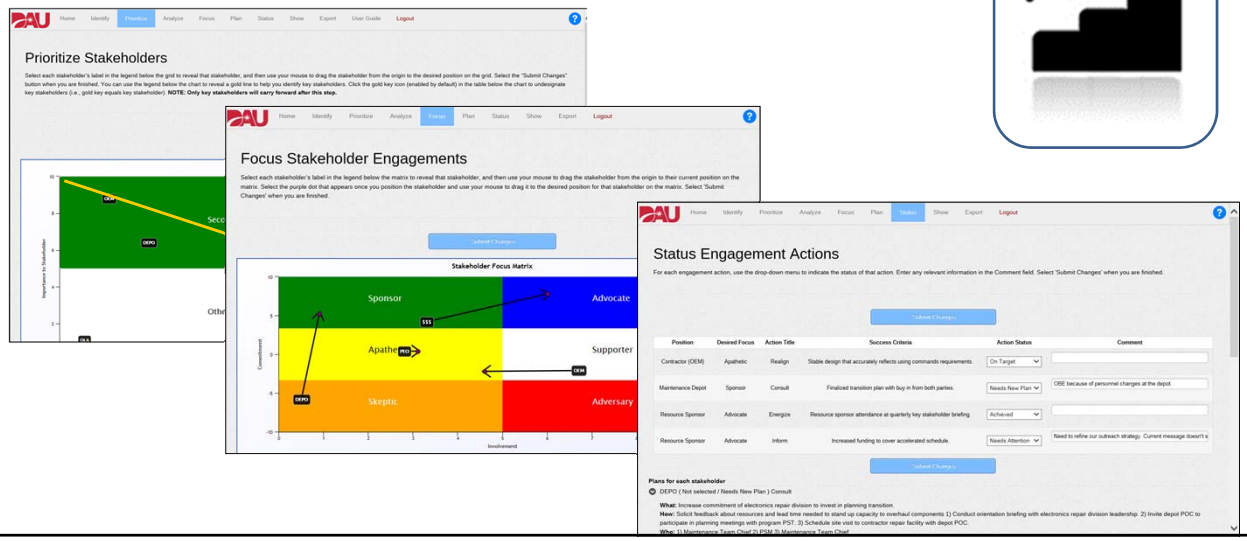
Engage Stakeholders!

STEP Software Tool

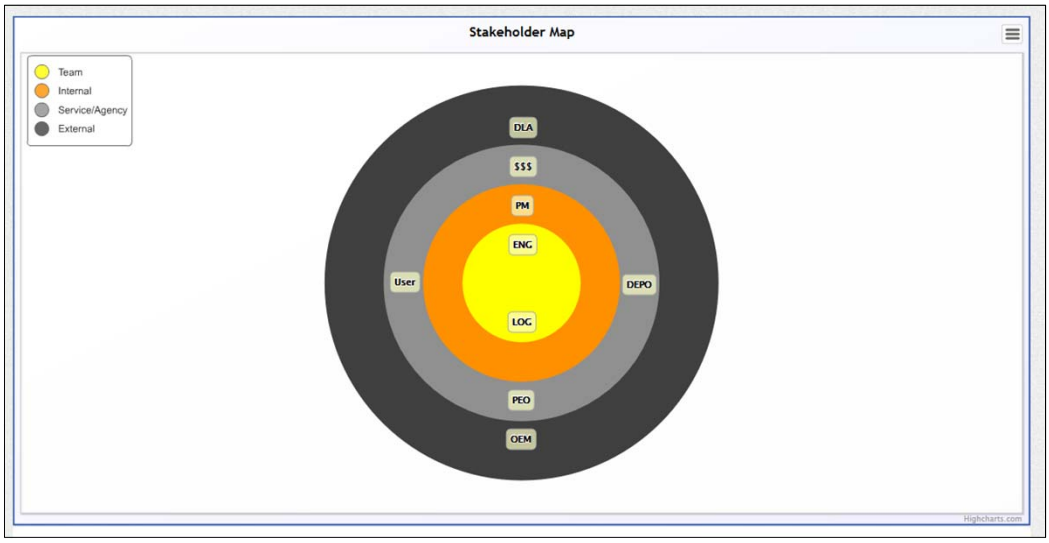
Stakeholder Engagement Plans

- **What**: strategy action verb
- **How:** describe specifics
- **When**: date or frequency
- **Who**: name(s) or position(s)
- **Success:** short term & long term
- **Why:** reason to engage key stakeholder
- Other

Stakeholder Tactical Engagement Planning ("STEP") Software Tool



"Identify" Screen



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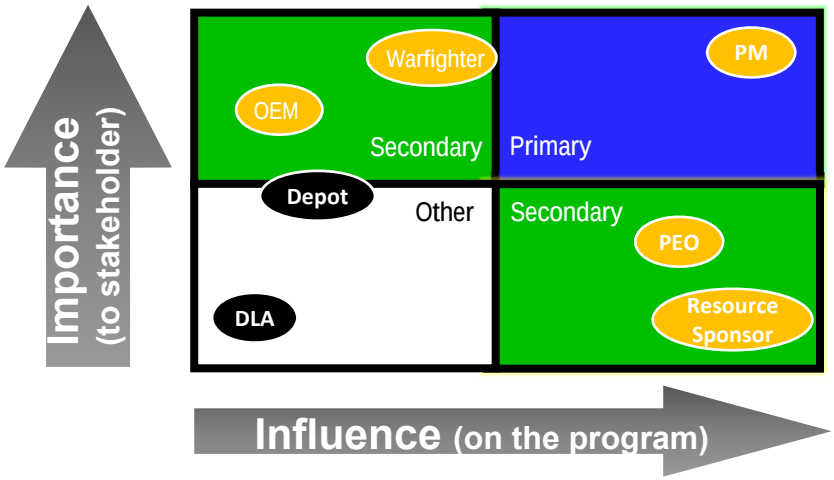

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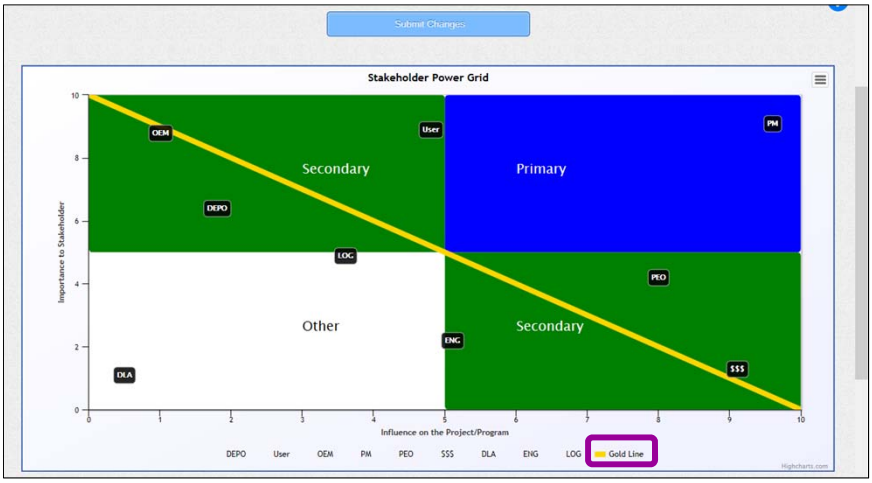
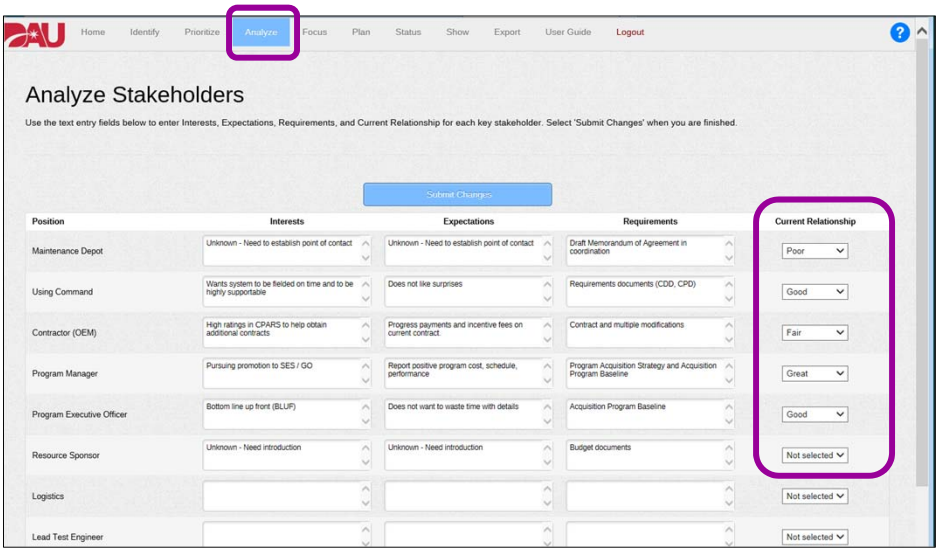


"Analyze" Screen



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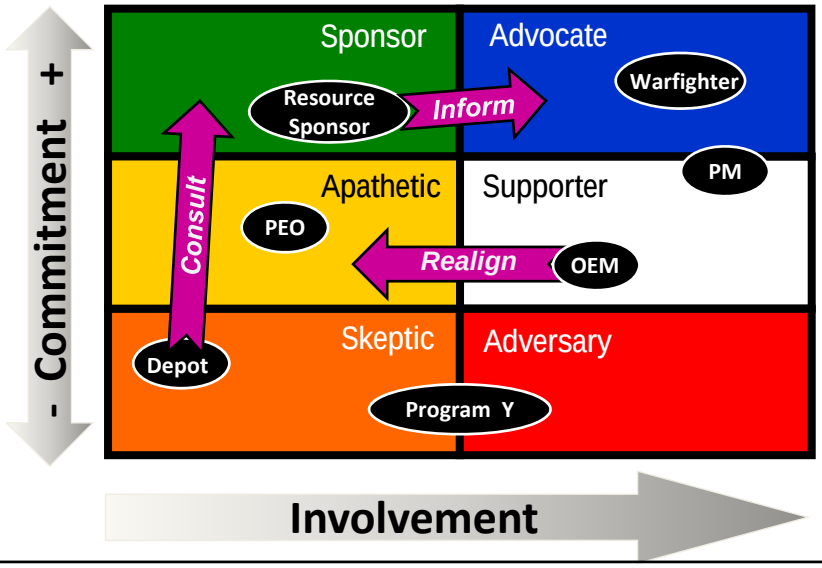

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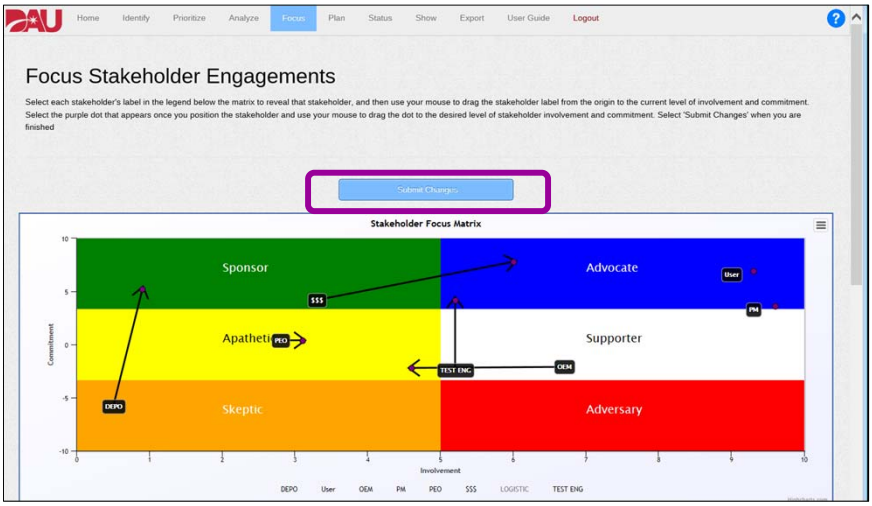

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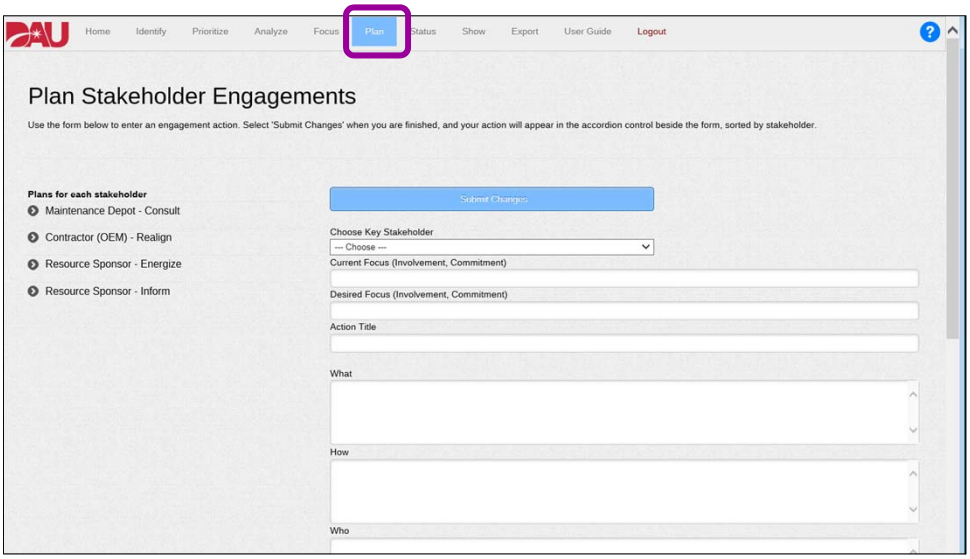

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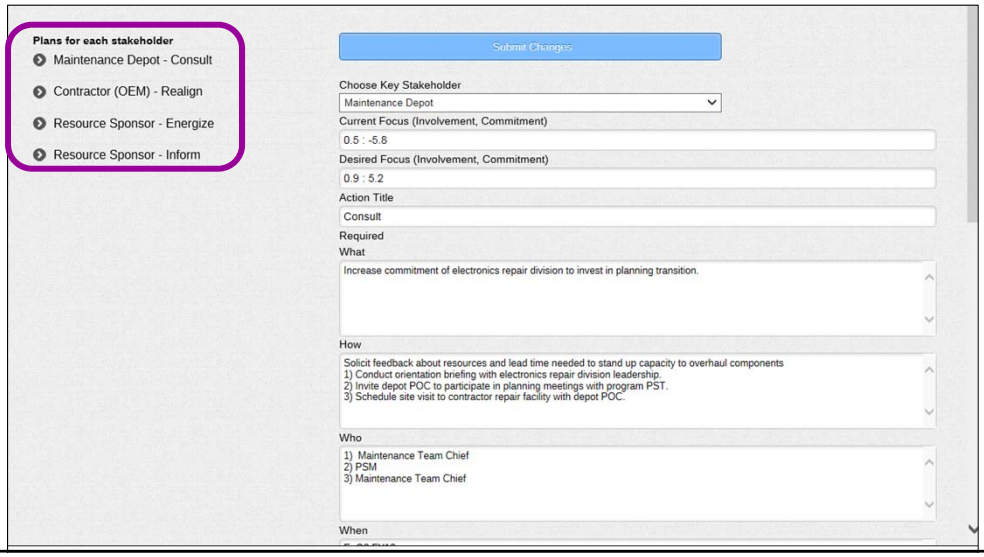

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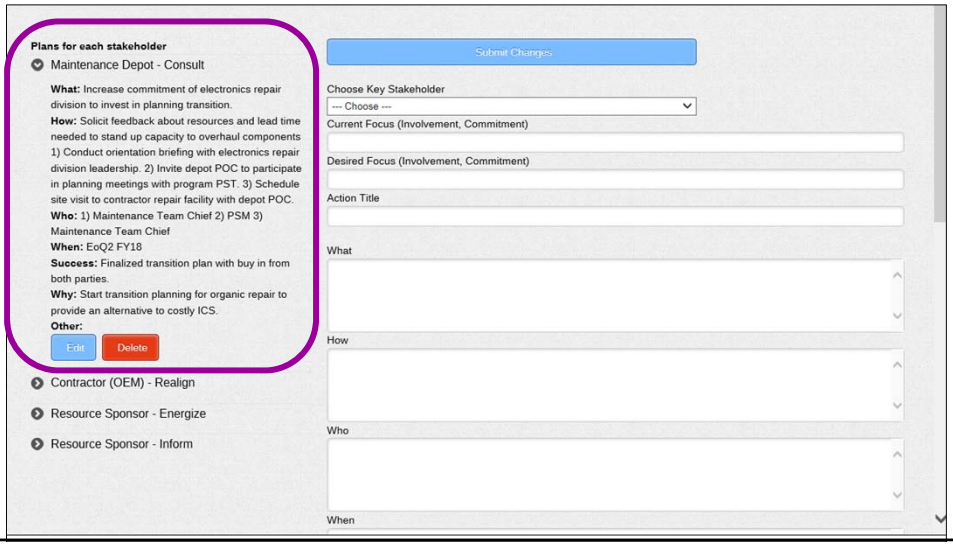
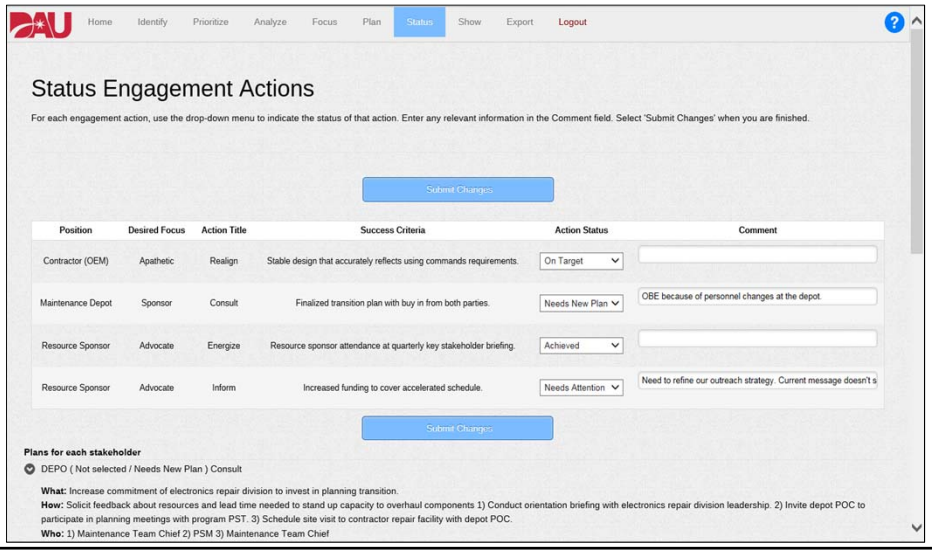
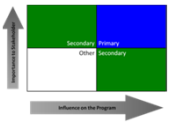


"Status" Screen



Stakeholder Tactical Engagement Planning ("STEP") Software Tool

- ✓ **Identify** (Stakeholder Map)
- ✓ **Prioritize** (Power Grid)
- ✓ **Analyze** (Rating & REIs)
- ✓ **Focus** (Matrix)
- ✓ **Plan** (What, How, Who, When …)
- ✓ **Status** (Relationship and Plan)



Where Can You Learn More & Practice?

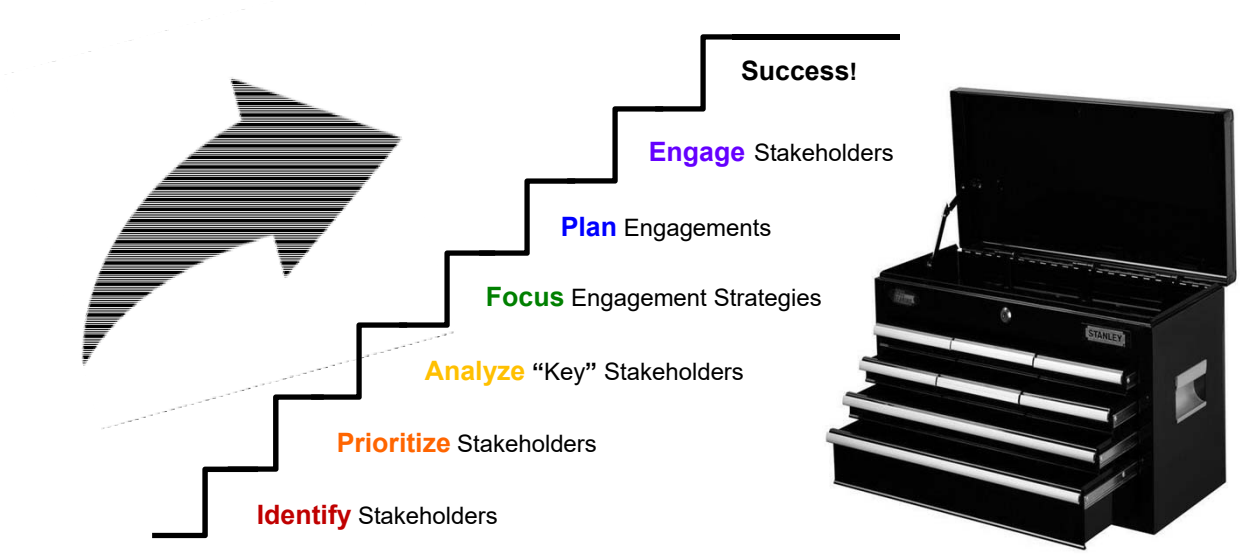
- **Stakeholder Engagement Workshops** (WSM 007): 1.5 days
  Intact teams (program offices …) build engagement plans
  - Leverages the STEP software tool. Details at icatalog.dau.mil
  - Email steve.brown@dau.mil or (703) 805-4660 to schedule
- **Stakeholder Engagement Course** (ACQ 452): 2½ day classroom course for individuals offered at DAU campuses
  - Description and class schedule are online at icatalog.dau.mil
- **Stakeholder Framework Online Module** (CLM 052): 3 hours

ACQ 452 Classes Scheduled in FY18

Class	Start Date	End Date	All Locations
002	3/27/2018 12:00:00 AM	3/29/2018 12:00:00 AM	KETTERING OH
001	3/27/2018 12:00:00 AM	3/29/2018 12:00:00 AM	FT BELVOIR VA
003	5/15/2018 12:00:00 AM	5/17/2018 12:00:00 AM	SAN DIEGO CA
004	5/22/2018 12:00:00 AM	5/24/2018 12:00:00 AM	WARNER ROBINS GA
005	6/12/2018 12:00:00 AM	6/14/2018 12:00:00 AM	CALIFORNIA MD
006	6/12/2018 12:00:00 AM	6/14/2018 12:00:00 AM	FT BELVOIR VA
007	7/31/2018 12:00:00 AM	8/2/2018 12:00:00 AM	HUNTSVILLE AL
008	8/28/2018 12:00:00 AM	8/30/2018 12:00:00 AM	LOS ANGELES CA

http://icatalog.dau.mil/onlinecatalog/coursedetails.aspx?crs=ACQ%20452

Stakeholder Engagement Process



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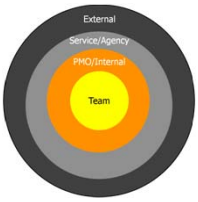

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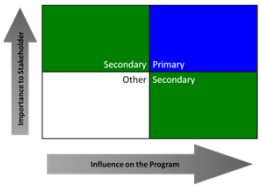

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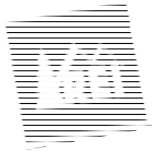

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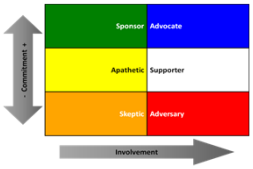

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