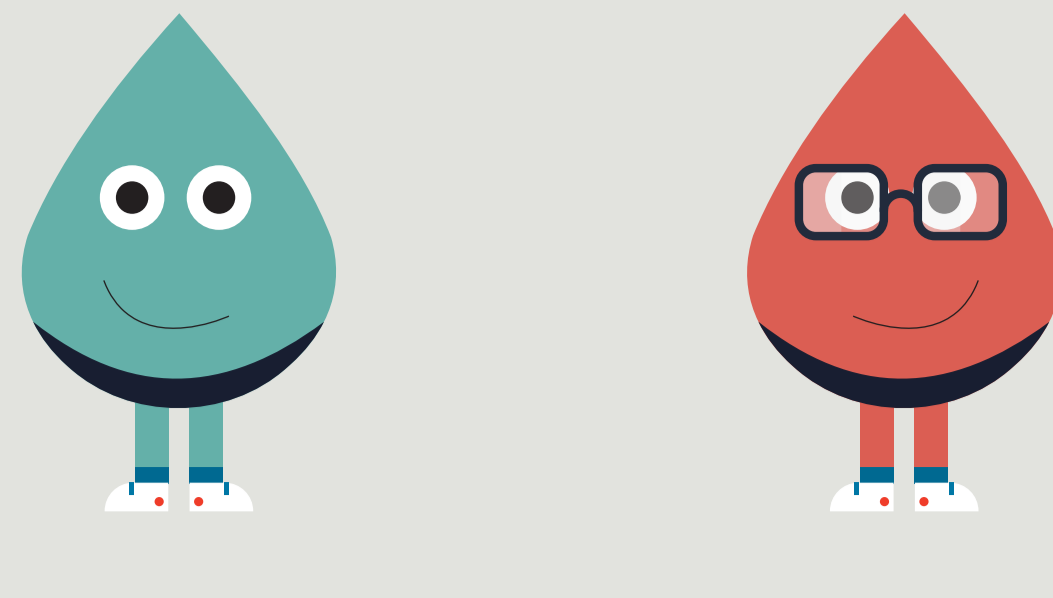
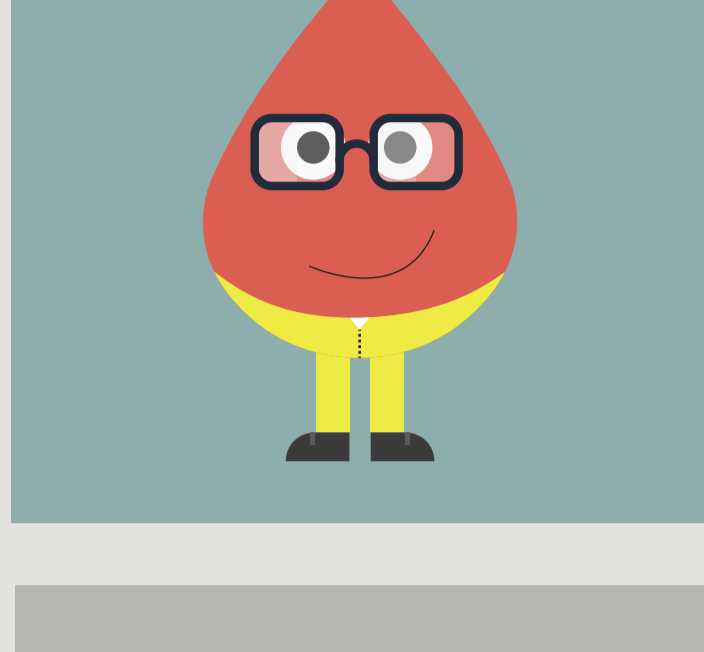


Manage Stakeholder Relations



Make proper stakeholder management a habit.

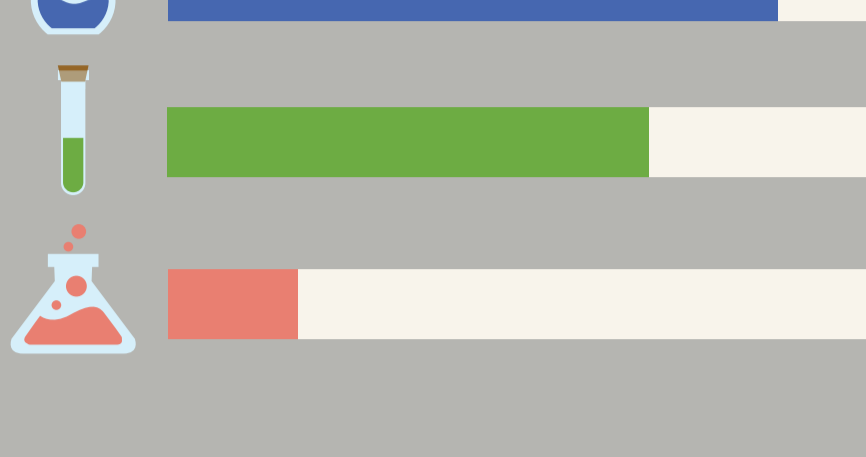
Your Challenge



As a CIO, you are responsible for addressing a wide variety of competing demands from many different stakeholders.

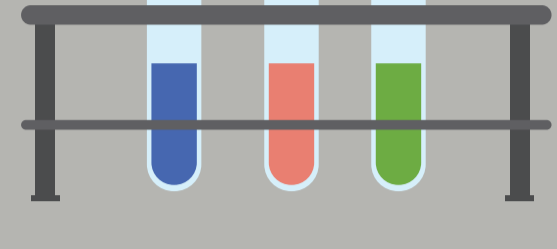
The challenge begins with understanding how to identify stakeholders that are relevant to you and can impact your ability to succeed. It is often the unforeseen, hidden stakeholders that can unexpectedly derail your agenda. Invest time in the structured stakeholder identification methods identified in this blueprint to ensure that no one gets left out.

Once your stakeholders are identified, understanding which of your stakeholders are most important and determining the best way to address the needs of each one can be complex and time consuming. Classify your stakeholders according to their ability to impact your agenda through their influence and interest, leverage those who can provide support, and align those who may choose to obstruct.



Design plans for stakeholder management and communication to tailor your approach for maximum success. Each of your stakeholders is likely to react differently to your goals, so spending time to understand them and treat them the way they want to be treated will be critical to your success.

Track your stakeholder management success over time by using Info-Tech metrics and tools to highlight where you should be focusing your attention.



Stakeholder management is more important than you realize – it can make or break your IT project, organization, and career.



Poor stakeholder management can undermine you and your department's credibility within the organization.

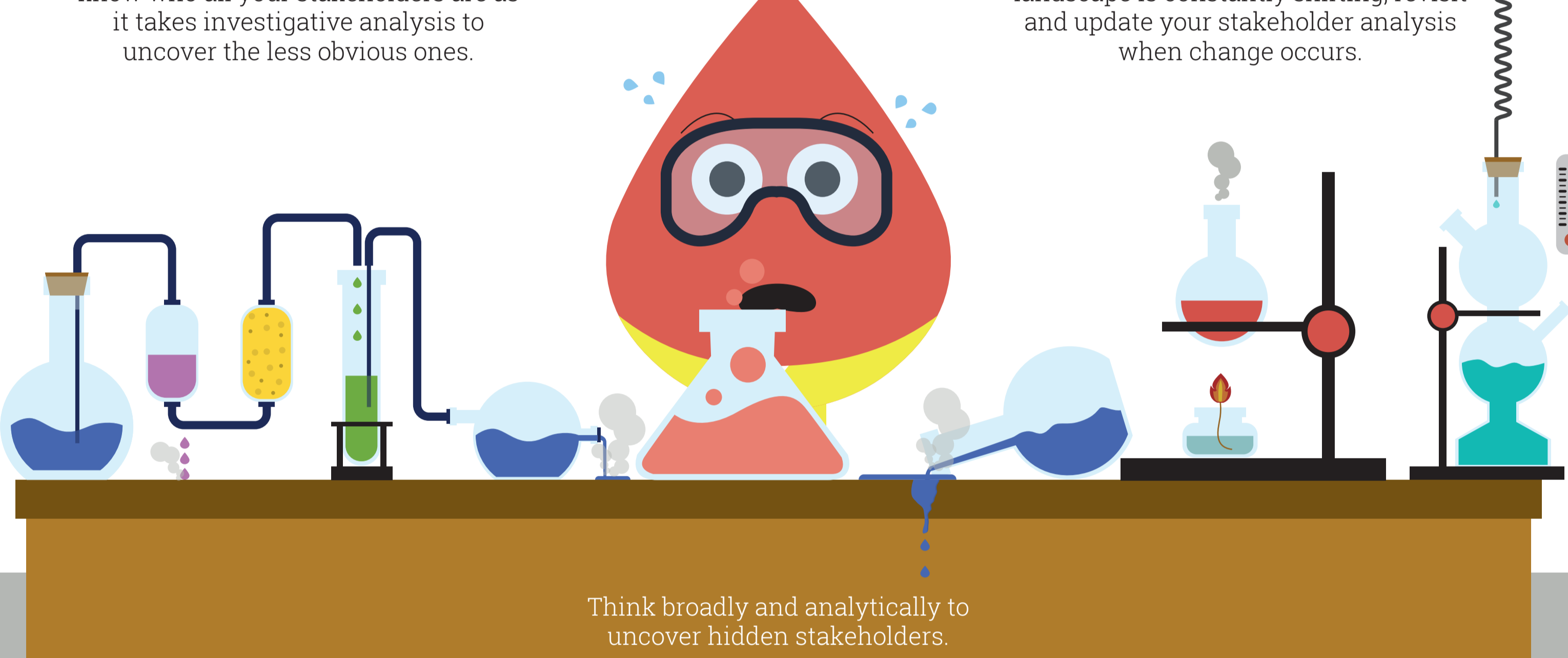
Both executives and project managers have lost their jobs due to mismanaging stakeholders – **don't be one of them.**



Realize that you have more stakeholders than you think you do.

Realize that you may not intuitively know who all your stakeholders are as it takes investigative analysis to uncover the less obvious ones.

Understand that the stakeholder landscape is constantly shifting; revisit and update your stakeholder analysis when change occurs.

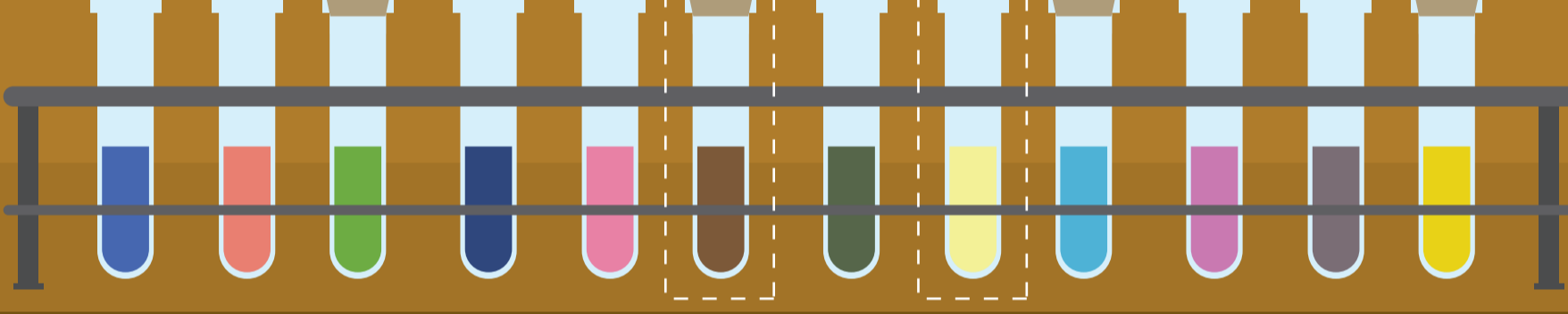


Think broadly and analytically to uncover hidden stakeholders.

Know where to focus your efforts.

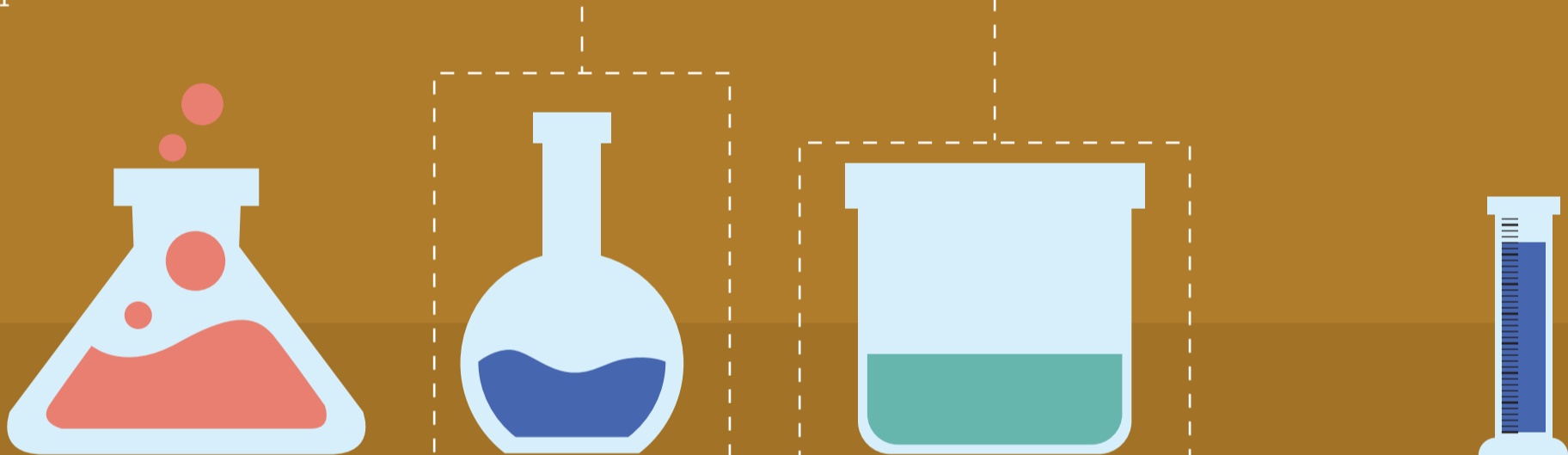
Understand that only some stakeholders are critical to your success; determine the most important stakeholders and focus efforts on them.

Don't forget about the collective: a large number of unimportant stakeholders can collectively become a major force.

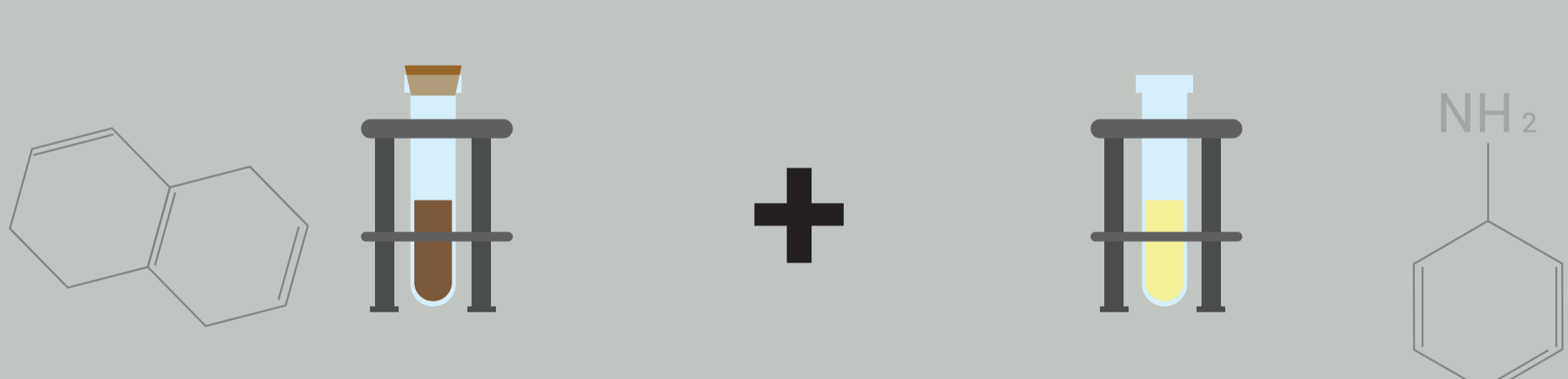


Realize that loud stakeholders aren't necessarily the important ones; it's the stakeholders who can influence your success who are important.

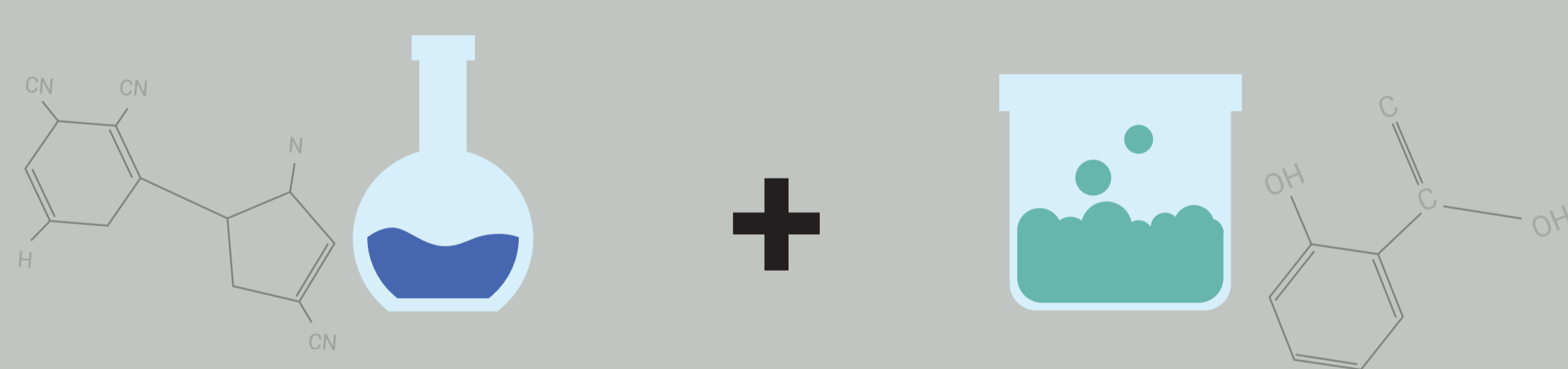
Realize that listening to your stakeholders is not enough; you must take their feedback seriously and act on it accordingly.



Do unto others as they would have done unto themselves.



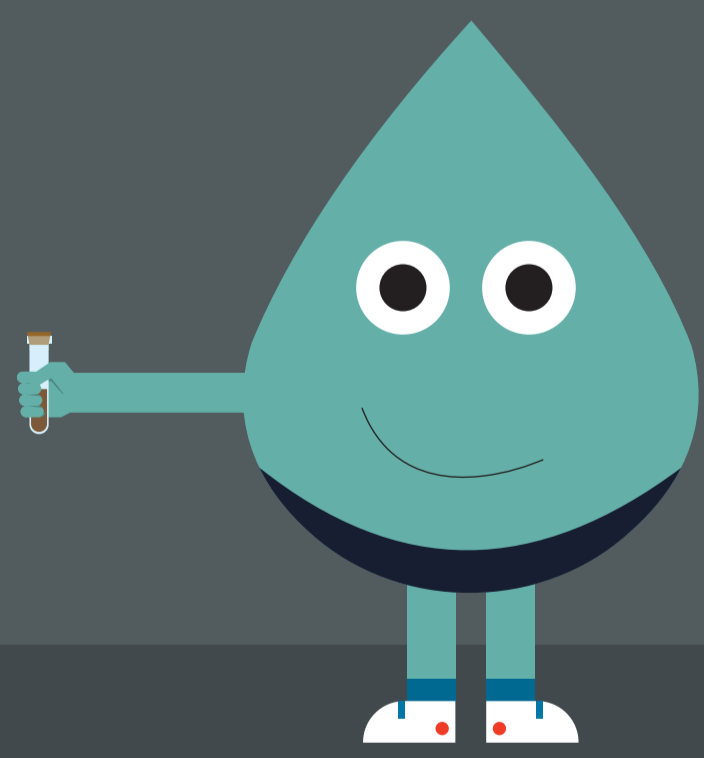
Create alignment between stakeholder objectives and your own: don't fight your stakeholders' objectives with your own.



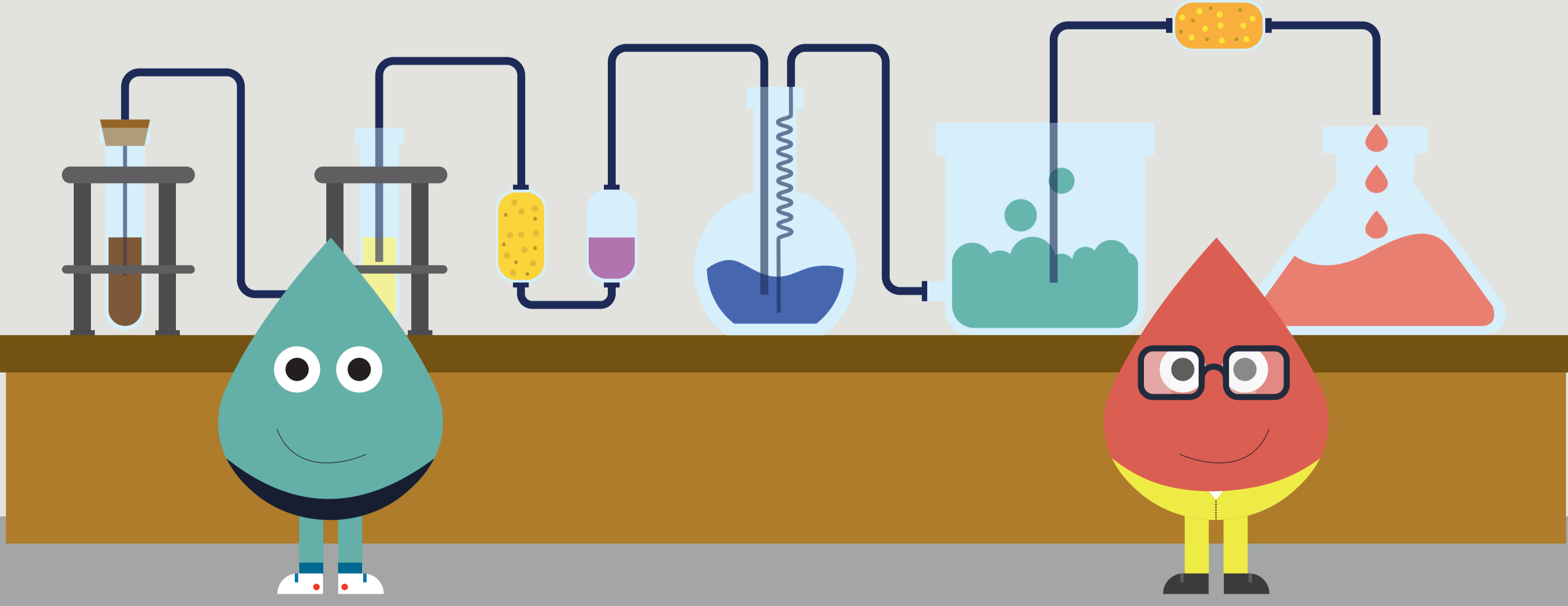
Treat important stakeholders as unique individuals and tailor your approach to ensure positive and effective interaction.

Understand that there's no substitute for the human touch.

One-on-one face time with key stakeholders can be very meaningful; take advantage of these opportunities.



Realize that stakeholder management is a continuous process.



Don't wait for your stakeholders or their opinions to change; be proactive and continuously engage with them.

Know that stakeholder management doesn't end with the plan – it is an ongoing process that must be constantly executed and monitored.

FOLLOW THIS FORMULA

1 Make the Case
Define a stakeholder.

2 Identify Stakeholders
Realize that you have more stakeholders than you think you do.

3 Analyze Stakeholders
Know where to focus your efforts.

4 Manage Stakeholders
Do unto others as they would do to themselves.

5 Monitor Stakeholder Management
Realize that stakeholder management is a continuous process.