Stakeholder Involvement

# HOW DO I INVOLVE MY STAKEHOLDERS BEST IN AN AGILE ENVIRONMENT?

*Jaap Dekkinga*

*2019 Project Management Symposium*

# GOALS
## of this Brown Bag

- Provide tool to identify different types of stakeholders

- Provide tools on how to involve different types of stakeholders
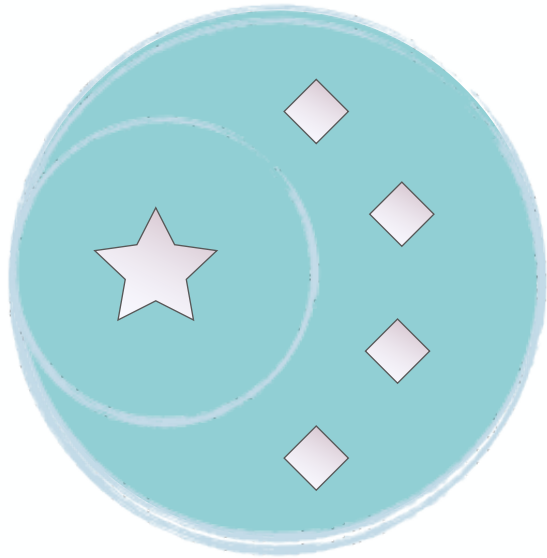
# Jaap Dekkinga
*Agile Coach*

- **Client: AAMC**

- **Areas of Interest**
  - Agile, Scrum, LeSS, Kanban, SAFe
  - How to best tailor an Agile transition
  - Social science behind Agile
  - Innovation, Inventing

- **Fun Fact**
  Knows all the words to hits by Queen

# Agile Manifesto

A **Value** is an established ideal that the members of a given society regard as desirable

**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

Agile is a mindset ☆

Defined by values ◇

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# Customer Collaboration

**One of the struggles I have seen when organizations transition to Agile is:**

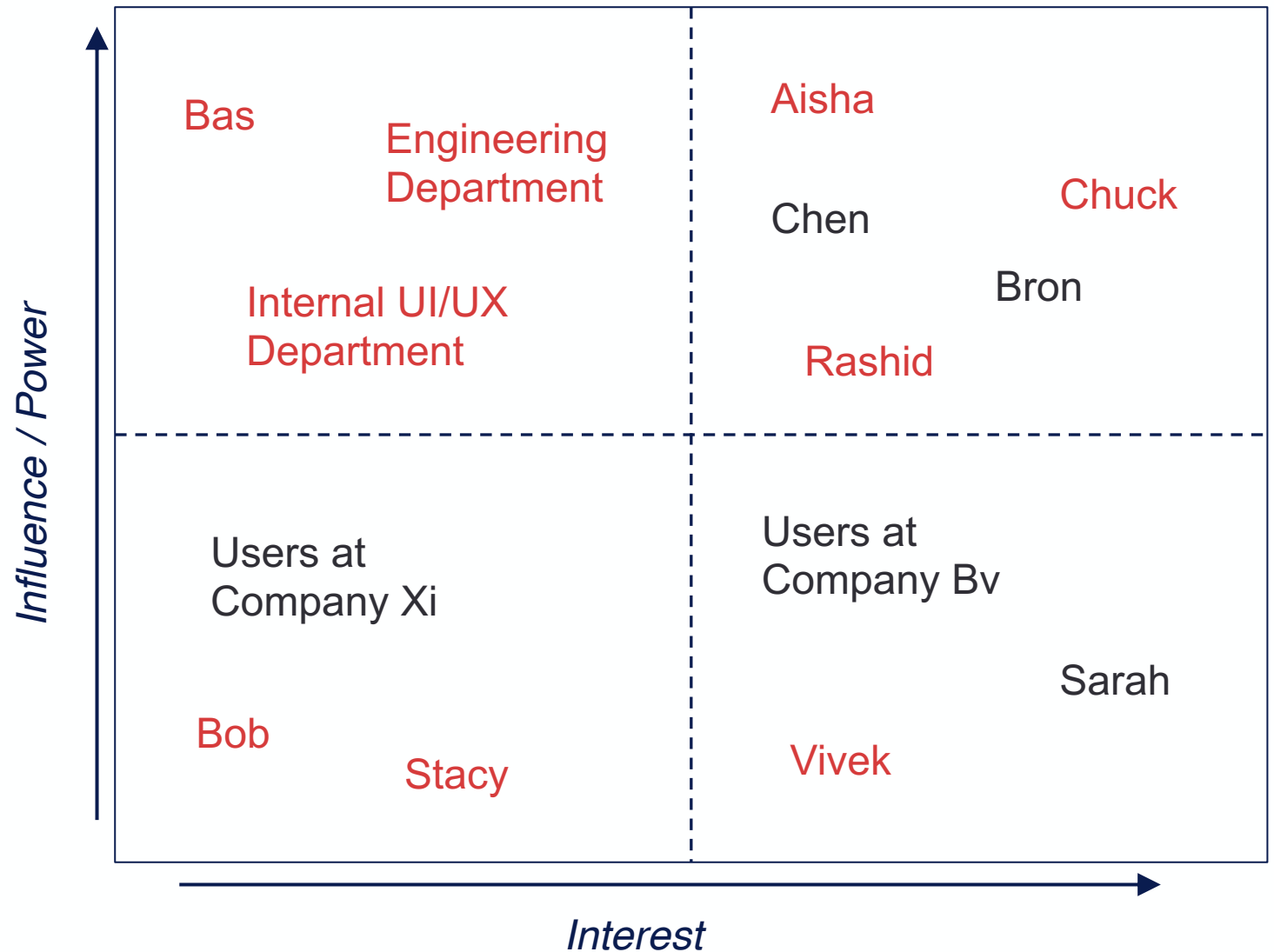| **WHEN** do I involve the right customer | **HOW** do I involve the right customer |
|:---:|:---:|

## Follow a 2-Step Process

1. Map out the players for a value stream, product, or feature(set) in a simple 2x2 Stakeholders Matrix (influence/power and interest)

2. Involve players in each quadrant based on their specific strength or opportunity
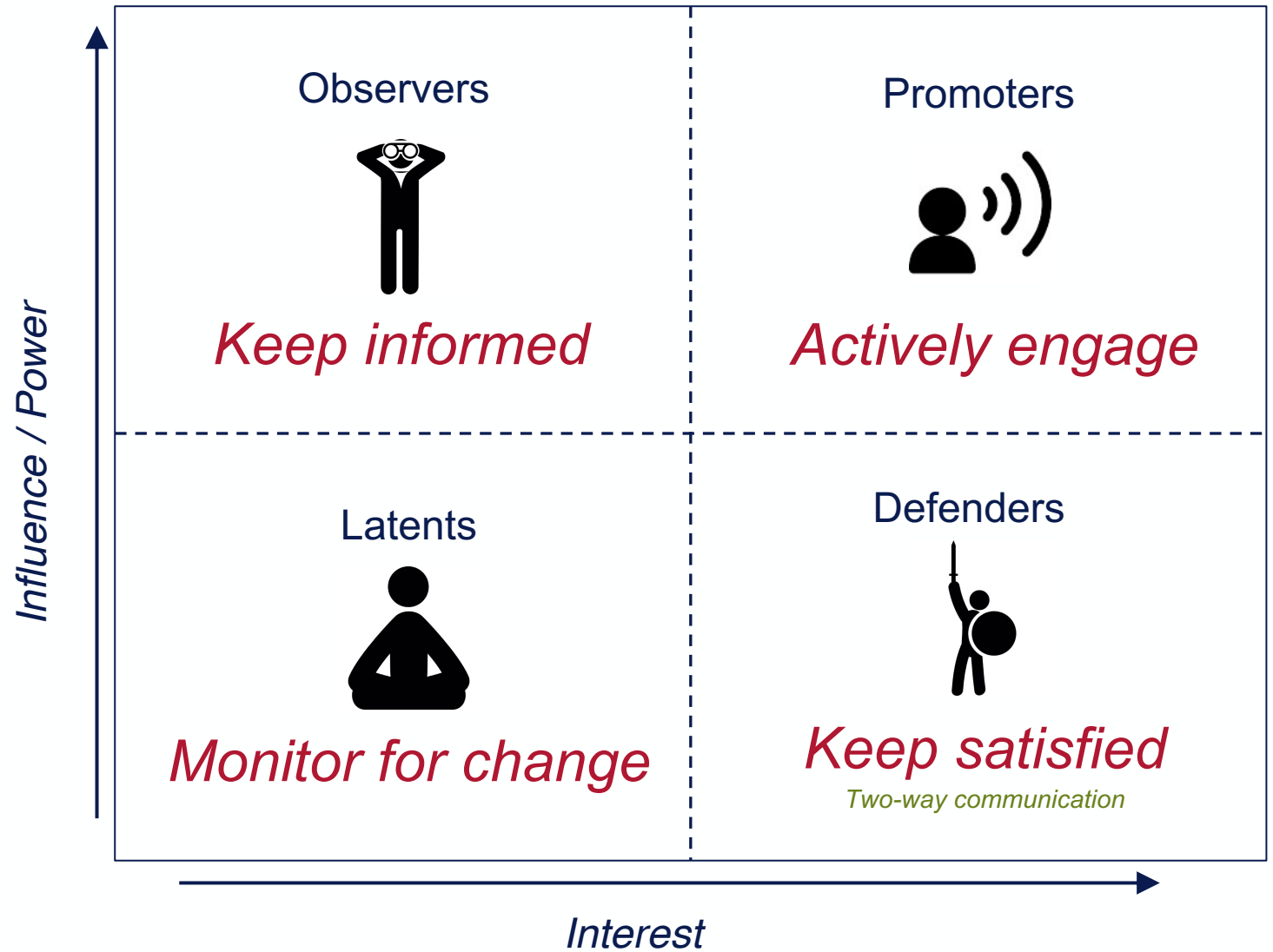
# 2x2 stakeholders matrix



Influence / Power

High

Low — Interest — High
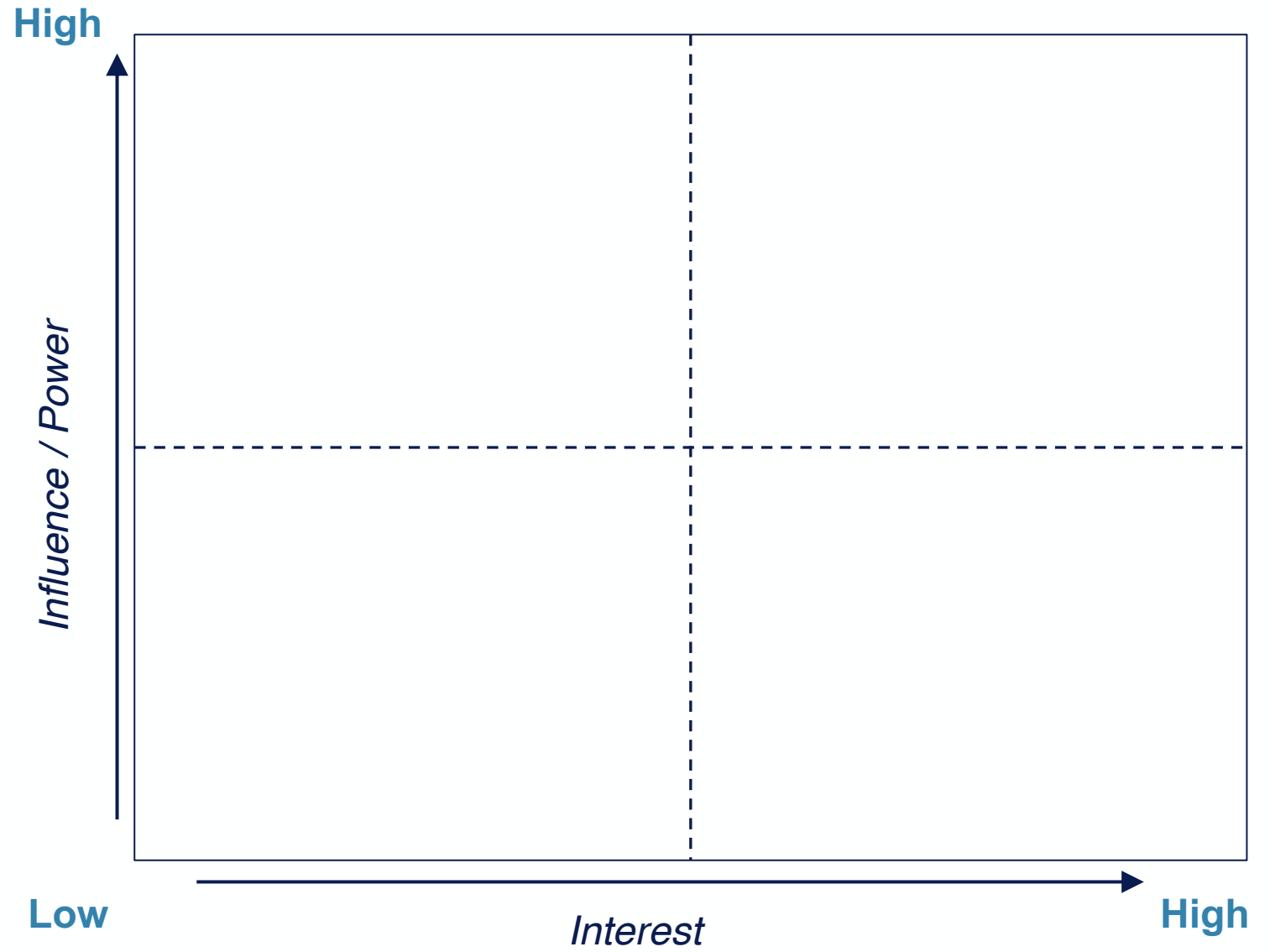
# Exercise: Map Out the Players

*Alternative: color code internal vs external or paying vs non-paying*



Influence / Power

Bas

Engineering Department

Aisha

Chen

Chuck

Bron

Internal UI/UX Department

Rashid

Users at Company Xi

Users at Company Bv

Sarah

Bob

Stacy

Vivek

Interest

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# Matrix: Type + Action



**Observers** — *Keep informed*

**Promoters** — *Actively engage*

**Latents** — *Monitor for change*

**Defenders** — *Keep satisfied* — Two-way communication

Influence / Power
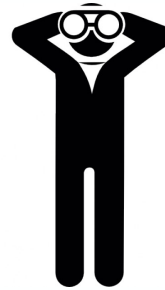
Interest

# Promoters
(high influence + high interest)

These stakeholder are <span style="color:red">crucial for your success</span>. They need to be actively involved in your project. This group will be able to influence the organization on your behave. Keep these stakeholders informed and engaged.

# Observers
(high influence + low interest)

These stakeholders are a risk factor.

Monitor this group and keep these stakeholder informed on the progress, successes, upcoming goals, impacts and vision. Influence this group to become promoters.

# Defenders
(Low influence + high interest)

These stakeholders will help you to complete your project.

They are a great source of information, a willing source to give you feedback on your prototypes and MVP's. Nurture this group.
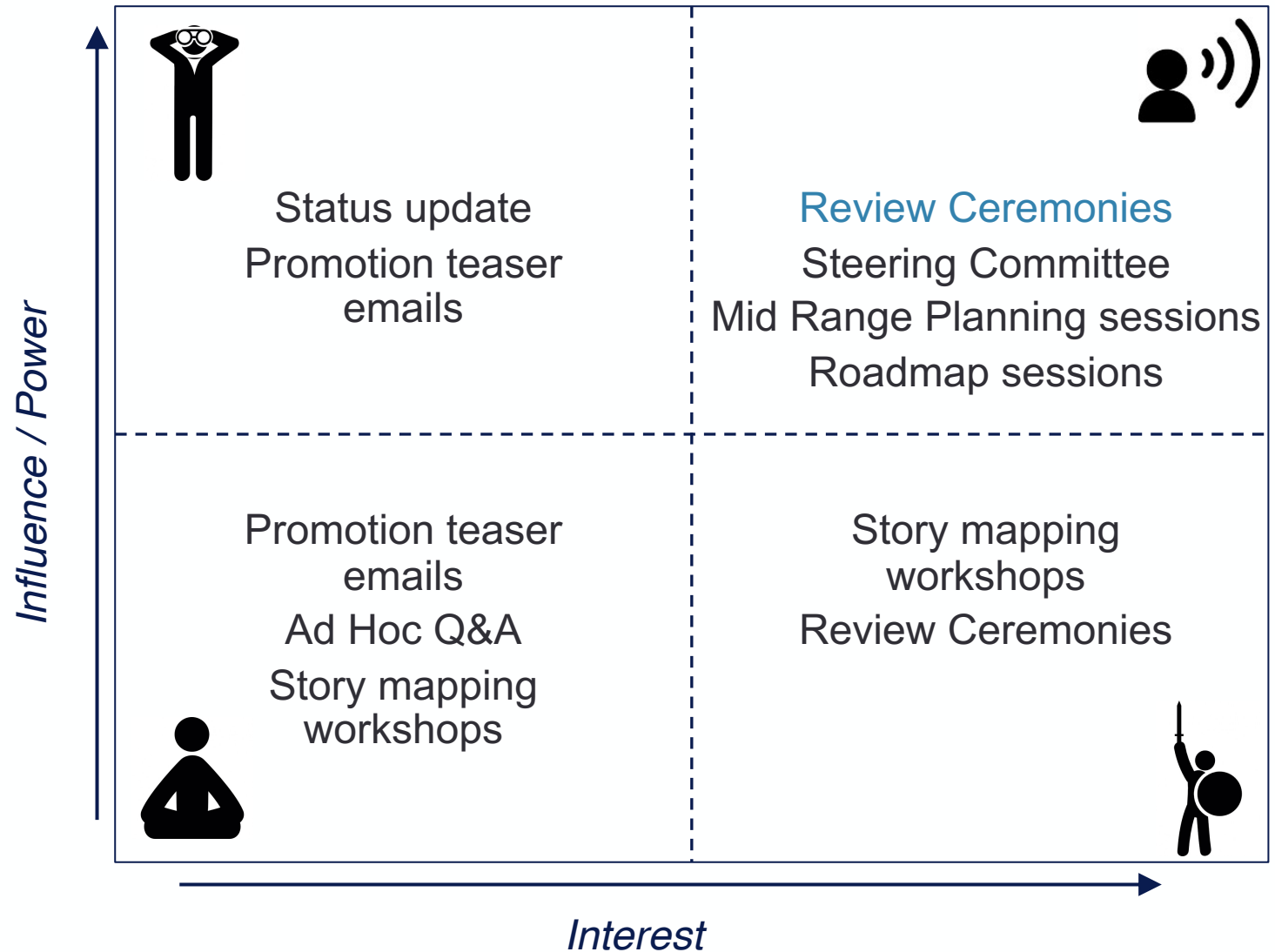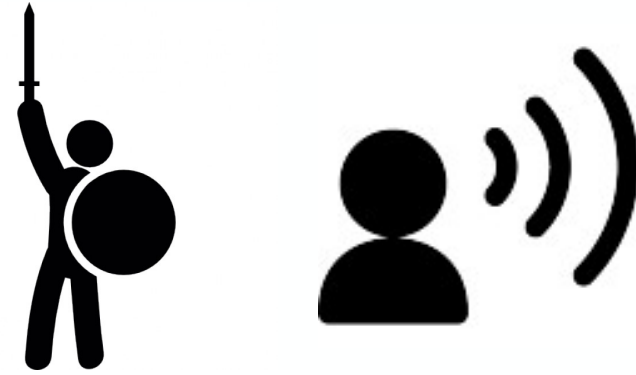
# Latents
## (Low influence + low interest)

These stakeholders are potential defenders, your task is to inform them how your project can help them. Excite this group.
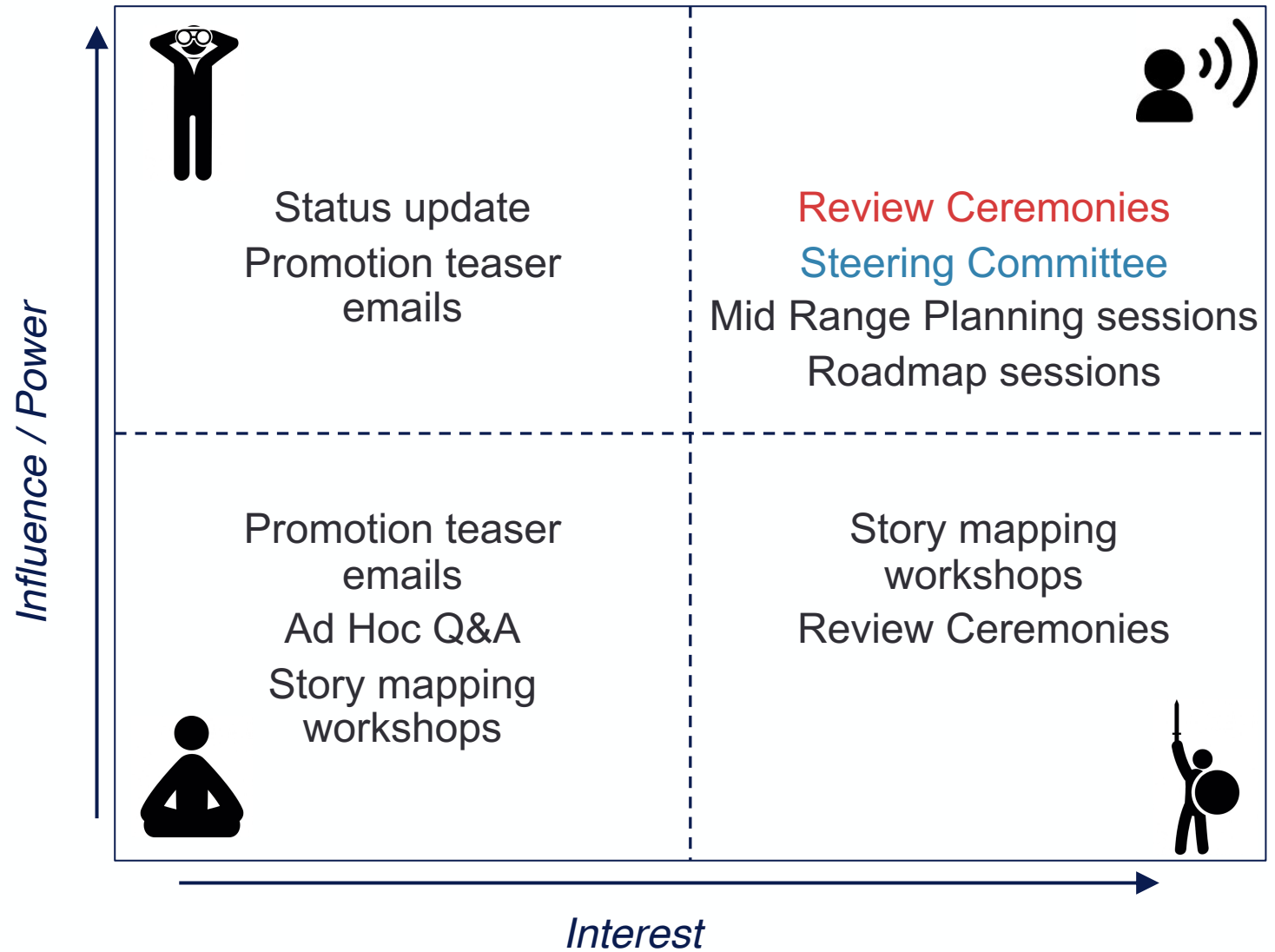
# Review Ceremonies

Opportunity to showcase the work of the team, demonstrate work finished within the iteration, and get immediate feedback from stakeholders.

# Matrix: Involve Techniques

Status update
Promotion teaser emails

Review Ceremonies
Steering Committee
Mid Range Planning sessions
Roadmap sessions

Promotion teaser emails
Ad Hoc Q&A
Story mapping workshops

Story mapping workshops
Review Ceremonies
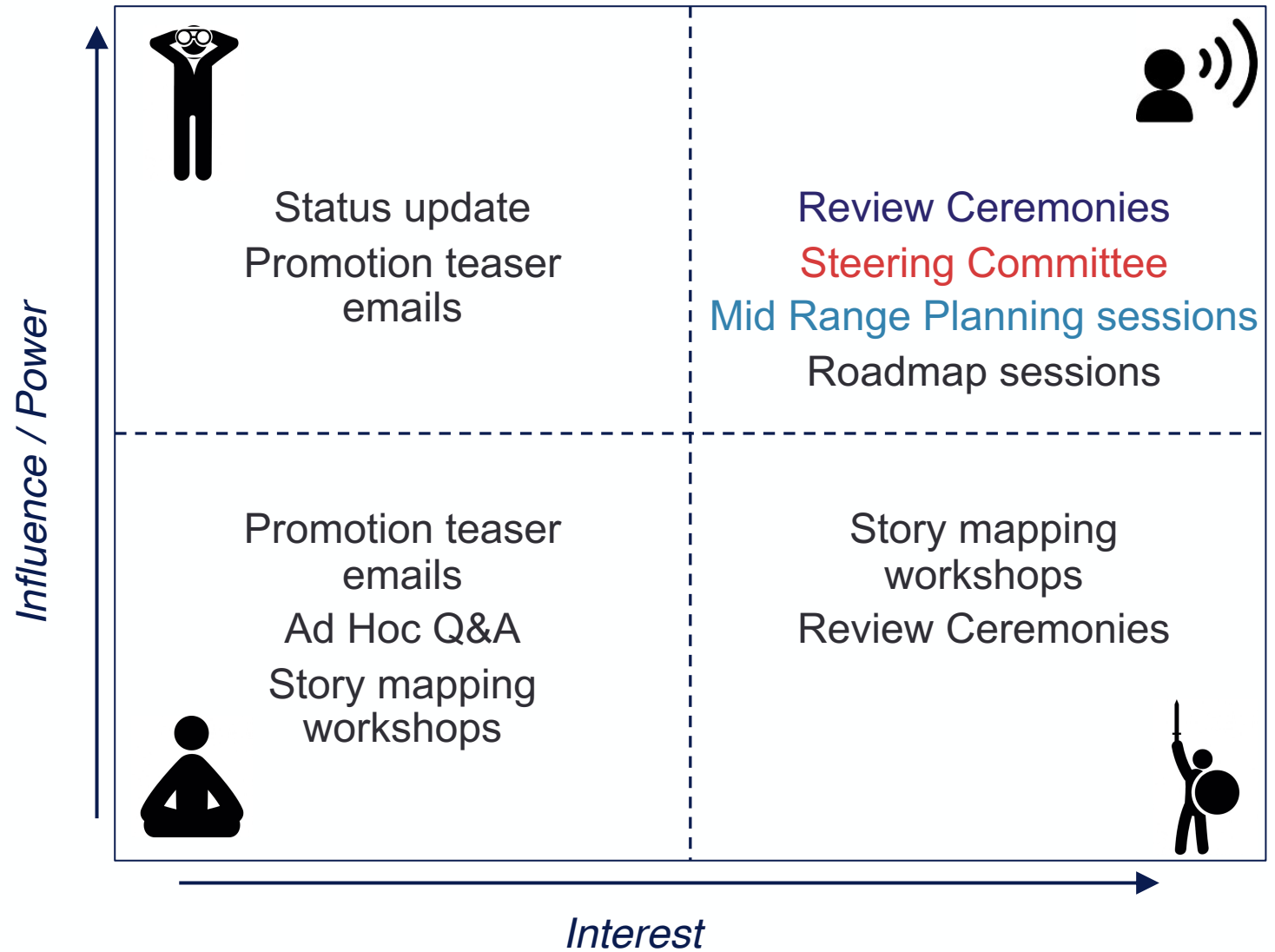
*Influence / Power*

*Interest*

# Steering Committee

An advisory committee made up of high level stakeholders and experts who provide guidance to the project and help to remove impediments the SM can't resolve.

# Matrix: Involve Techniques

*Influence / Power*

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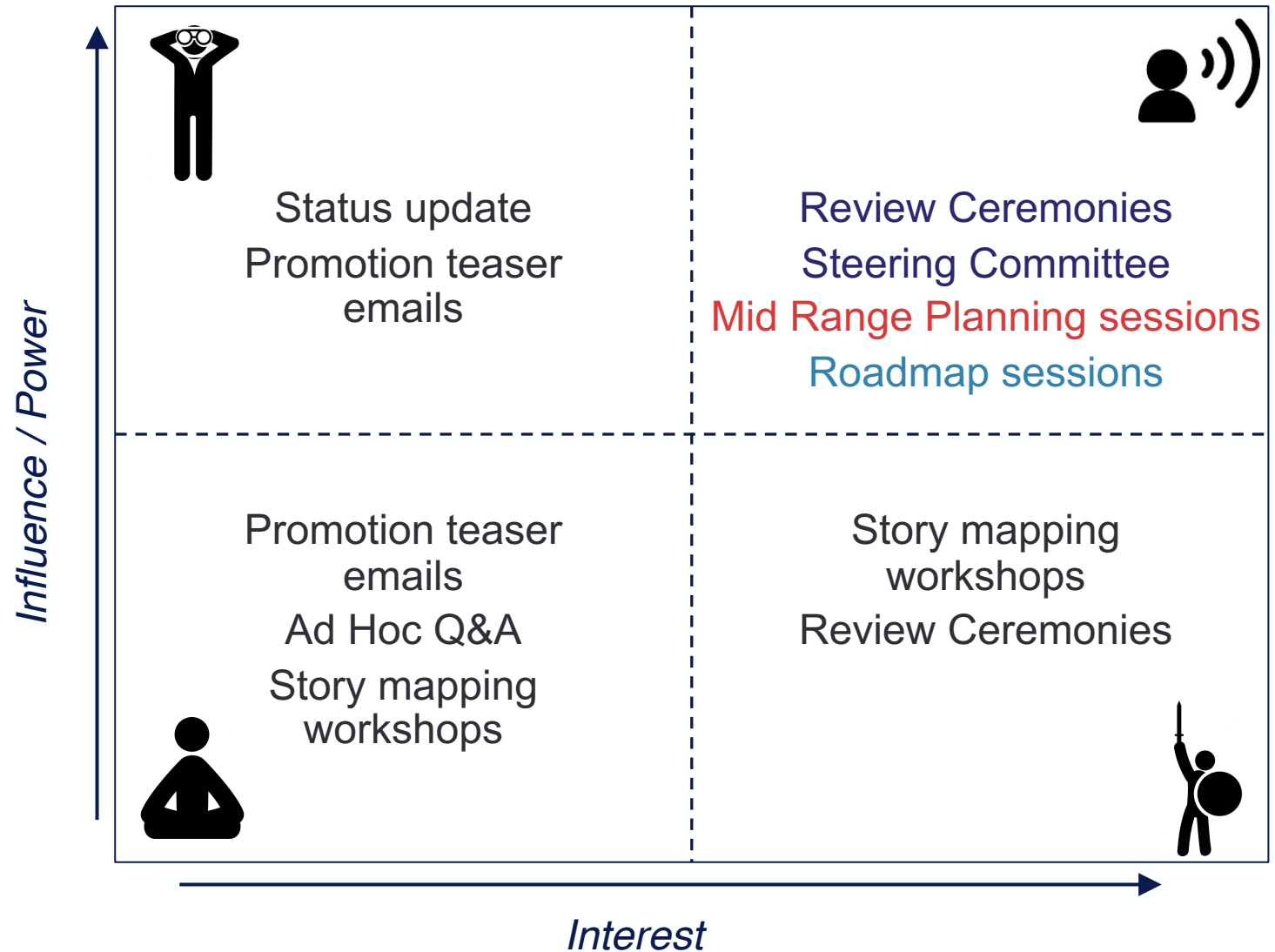Review Ceremonies

*Interest*

# MRP
**(mid range planning) sessions**

Big room planning sessions where Agile teams forecast delivery of stories over the next three to six iteration.

Involve the stakeholders to help with prioritization and answer questions.

# Matrix: Involve Techniques

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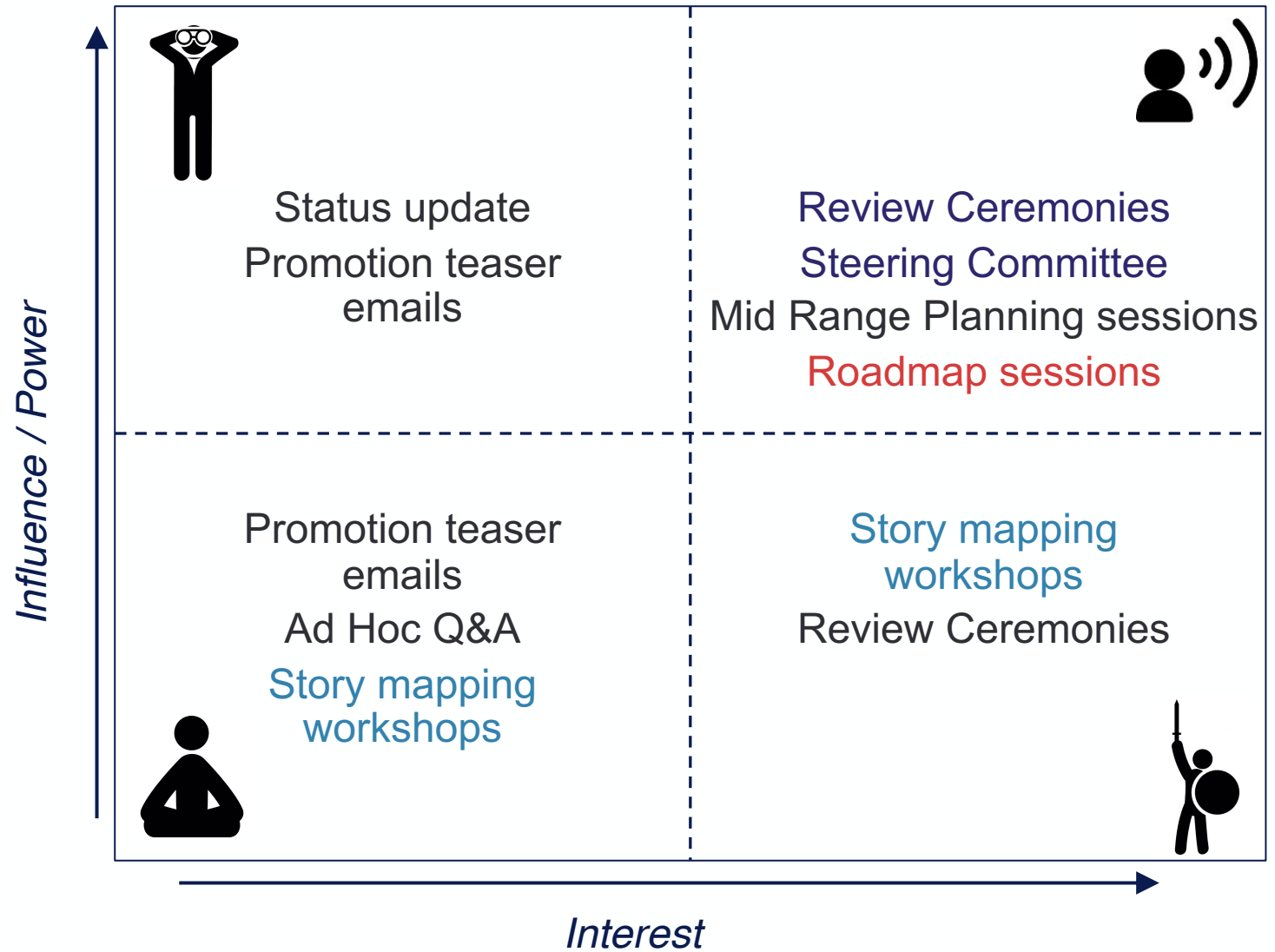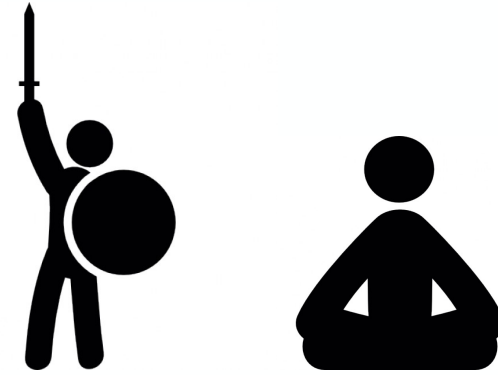Review Ceremonies

**Interest**

# Roadmap sessions

A strategic roadmap is for key stakeholders and the team to establish a shared strategic vision, identify short-term and long-term project goals & objectives and align on high-level project timelines.

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**Interest**

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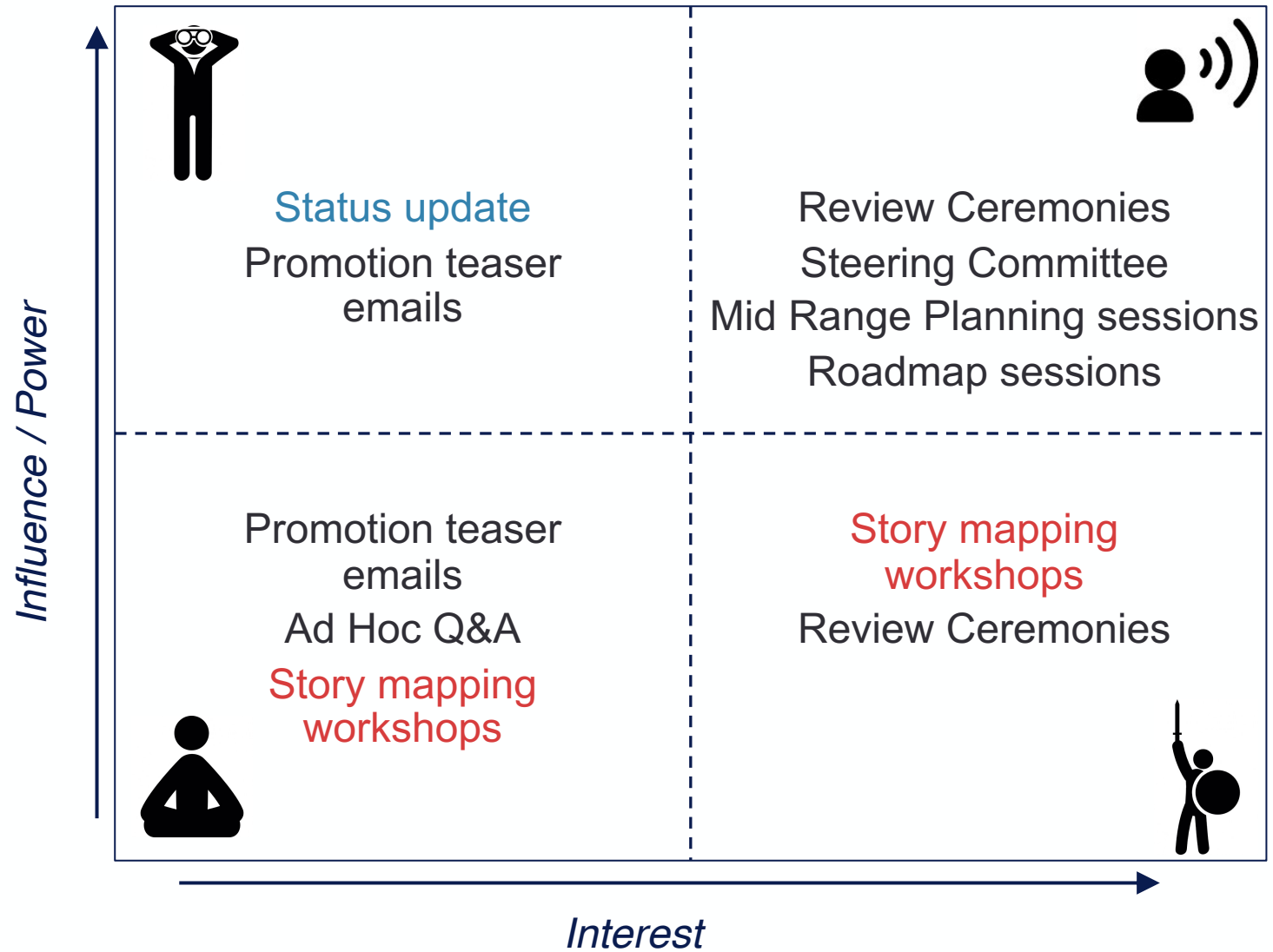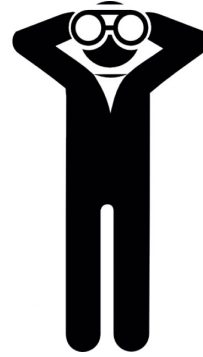Review Ceremonies

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# Story mapping workshops

Story mapping is an engaging activity where all participants are involved in the process of building the product backlog on a wall, versus someone writing a dull 100-page requirement document.

# Matrix: Involve Techniques

*Influence / Power*

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Review Ceremonies

*Interest*

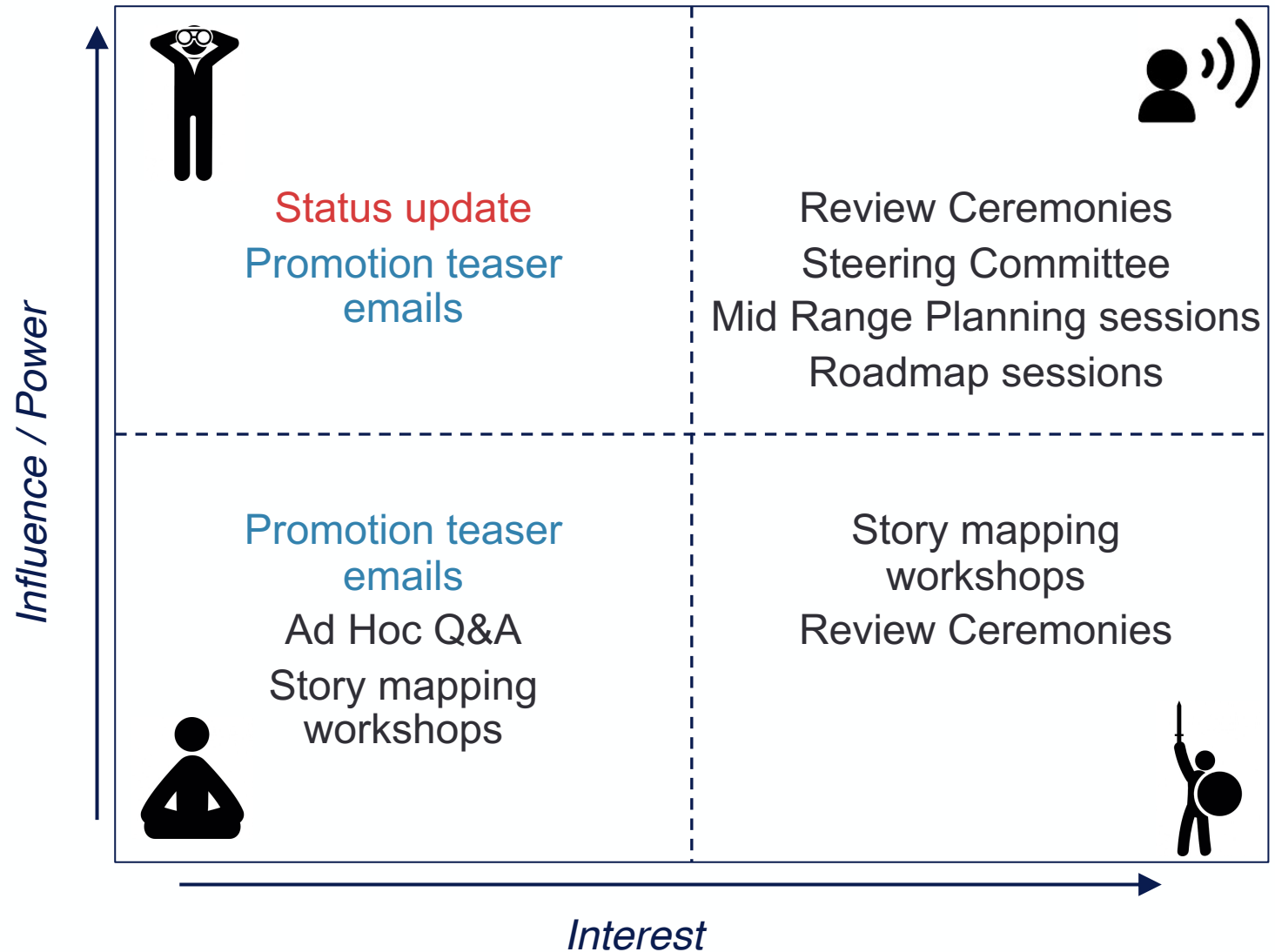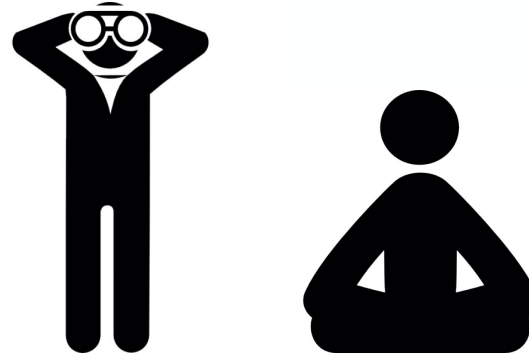**Excella**

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# Status Updates

An update (report, email) on the current situation with regard to the project (phase), including project progress, successes, upcoming goals. I recommend to include metrics to show all these.

# Matrix: Involve Techniques



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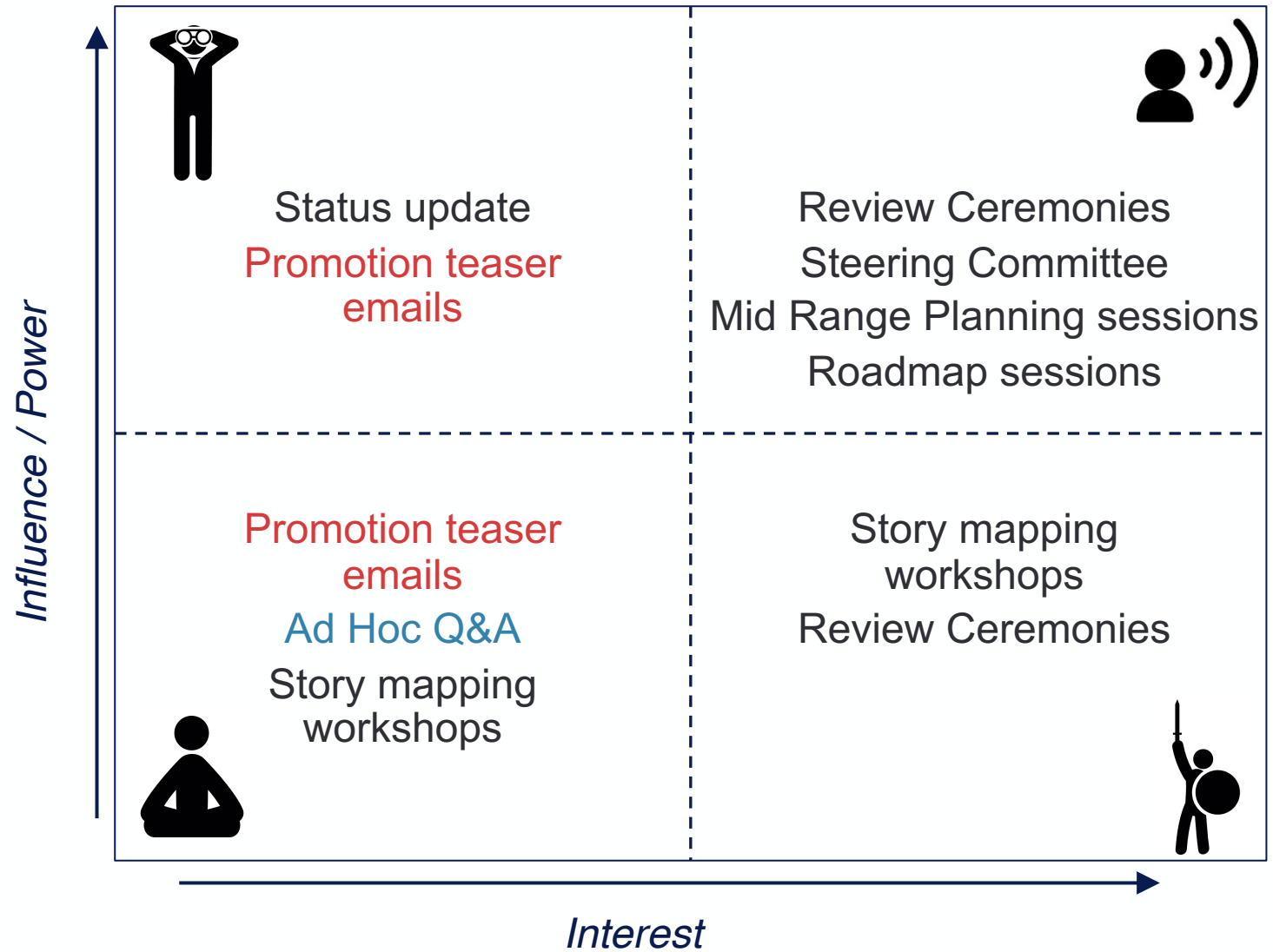Review Ceremonies

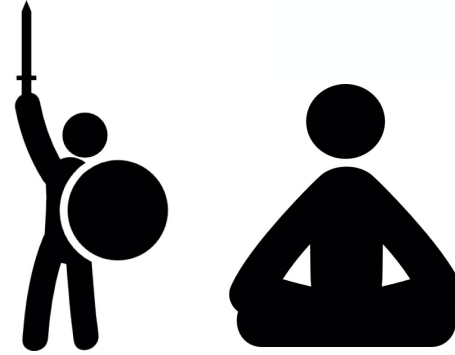**Interest**

# Promotion teaser emails

A teaser campaign, also known as a pre-launch campaign, is an advertising campaign which typically consists of a series of small, cryptic, challenging advertisements that anticipate a larger, full-blown campaign for a product launch with the goal to arouse interest.

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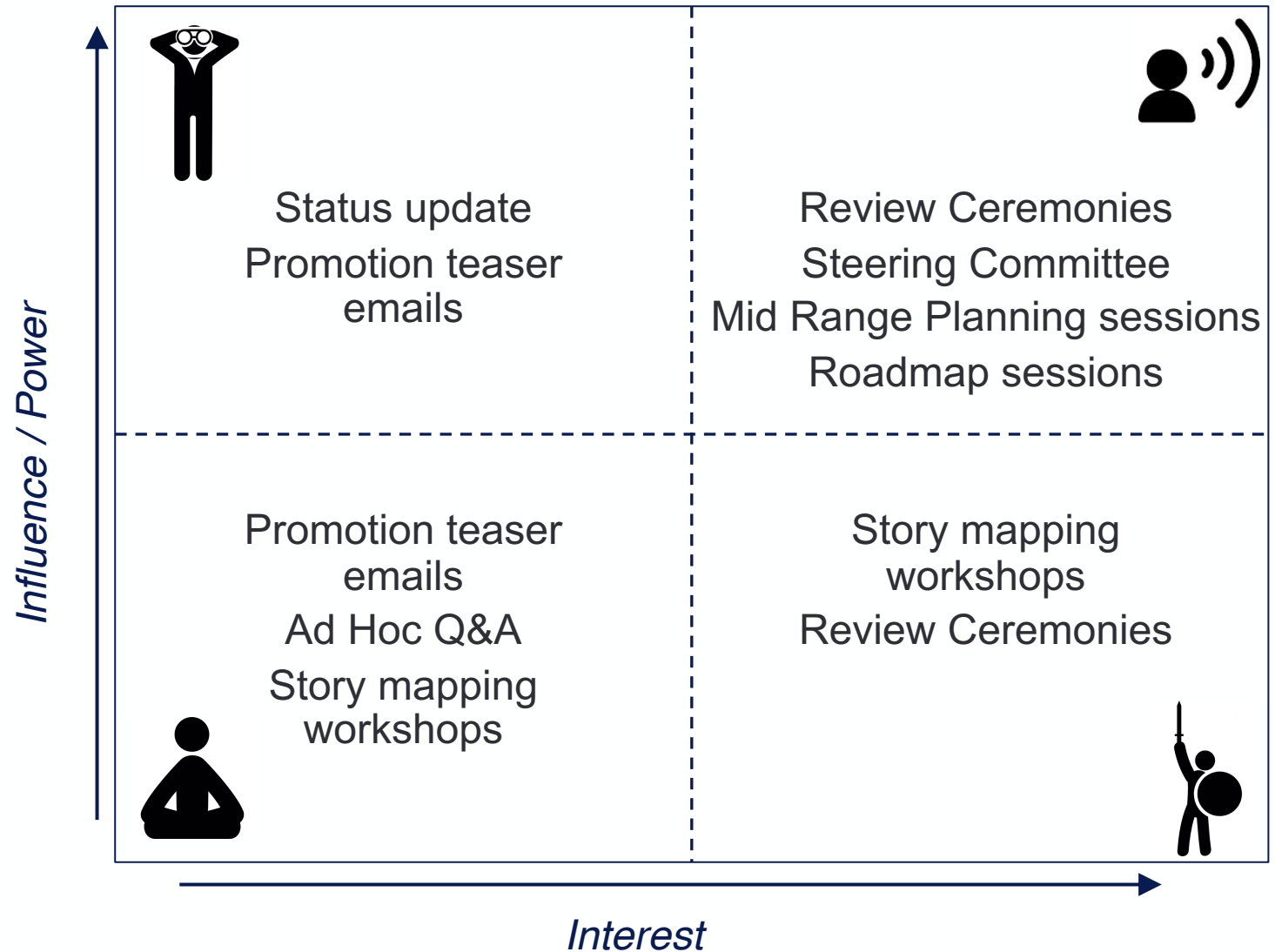Review Ceremonies

**Interest** →

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# Ad hoc Q&A

Reach out to a stakeholder to answer a question you have that only they can answer. Or to get user feedback from another perspective on a MVP or prototype you tested with the defenders.

# Matrix: Involve Techniques

Influence / Power

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**Review Ceremonies**

Interest

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# Thank You.

Questions?