



Stakeholder Management

Changing Behavior to Produce Results®

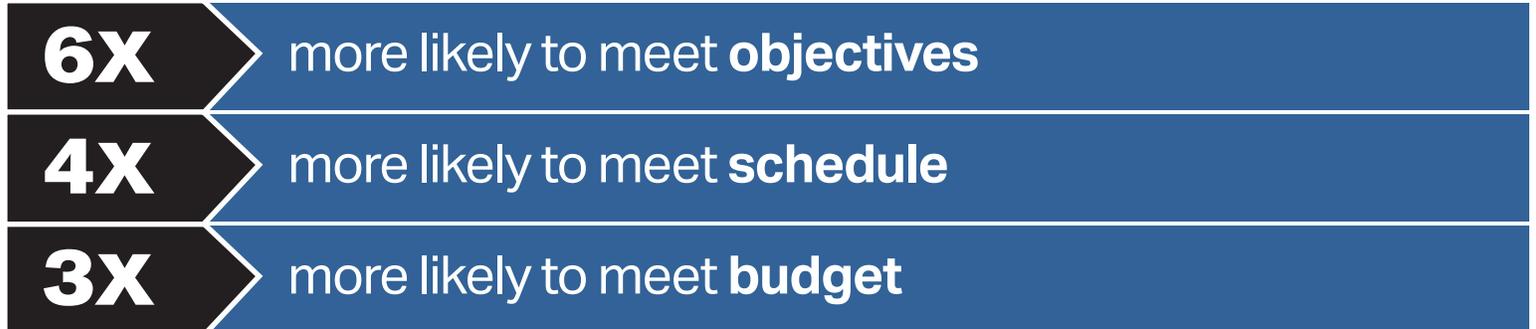
70% of projects fail to meet objectives.
What do successful projects have that these don't?



Applying Effective Stakeholder Management

What are you doing to manage and engage the people, groups and organizations who can impact or are impacted by your project?

Research proves that effectively managing stakeholders, mitigating resistance, and keeping people engaged throughout the project lifecycle results in positive project outcomes, such as:



Prosci® 2014 Best Practices in Change Management benchmarking report

Our Work

Learning Development and Project Management for Global Training Initiative

We worked with a biopharmaceutical company to manage delivery of a customized learning solution to employees around the world. They were challenged to engage leaders to support and drive the initiative, and to engage employees through training. Our project managers applied stakeholder management by conducting a competency gap analysis, developing a training plan, managing communications, developing a change control process and tracking project progress and outcomes. This project achieved intended objectives to build competency and engage leaders and employees in the new initiative. Budget and schedule goals were also met.

Managing Stakeholders in a Business Process Improvement Initiative

Our client, an agriculture company, was embarking on a major operational improvement initiative which included the implementation of leading-edge technology. Recognizing the need for stakeholder management and focusing on the people side of the business, the organization partnered with Life Cycle Institute to apply the elements critical to a successful employee engagement program and a structured stakeholder management process to produce sustainable results. We were able to help them achieve sustained behavior change by conducting sponsor competency and ADKAR assessments, identifying sources of resistance, developing coaching plans for managers and managing stakeholder communications. Our approach led to fully engaged leaders, managers and employees who embraced the change, resulting in record improvements in production capacity with no increase in costs.

About Life Cycle Institute

We are a group of practicing PMPs and subject matter experts who manage projects for clients. Our specialties include stakeholder management, change management, course development and design, performance improvement and communication. As the human performance practice at Life Cycle Engineering we help clients reduce risk, improve performance and engage employees by changing behavior to produce results.

Stakeholder Management Services

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. The people side is stakeholder management. The chart below demonstrates how stakeholder activities, as outlined in the PMBOK® 5th Edition, align with change management activities.

PROCESS GROUP	PROJECT MANAGEMENT ACTIVITY	CHANGE MANAGEMENT ACTIVITY
Initiating	Identify Stakeholders	Preparing for Change
	Stakeholder register	Stakeholder list
	Power/interest grid	Sponsor competency assessment
	Salient model	Sponsor diagram
Planning	Plan Stakeholder Management	Managing Change
	Stakeholder engagement assessment	Gap analysis
	Stakeholder management plan	ADKAR® assessment, Communications management, Resistance management
	Plan Risk Management	Diagnose gaps and manage resistance
	Identify Risks	
	Perform Risk Analysis	Organizational attributes assessment, Change characteristics assessment, PCT assessment
	Plan Risk Responses	Update five change management plans (communication, training, sponsor roadmap, resistance management, coaching)
Executing	Manage Stakeholder Engagement	Managing and Reinforcing Change
	Change requests PM plan updates OPA updates	Update communications and coaching plans, sponsor roadmap
	Issue log	Repeat ADKAR assessments
	Develop Project Team	Training plan
Monitoring and Controlling	Control Stakeholder Engagement	Reinforcing change ADKAR assessments Best Practices Audit

Life Cycle Institute can help you improve project performance by better managing and engaging stakeholders.

Our capabilities:

- Stakeholder analysis and assessment
- Stakeholder engagement plans
- Stakeholder map
- Stakeholder satisfaction analysis
- Resistance management

Build Competency in Stakeholder Management

Prosci® Change Management Training Programs

<p>Change Management Certification Program</p> 	<p>This three-day change management program utilizes Prosci's research-based Change Management Methodology, ADKAR® Model, Change Management Toolkit and Change Management Pilot. At the end of the program, participants are certified in Prosci's Change Management Methodology and are able to lead their organizations through both incremental and radical changes.</p>
<p>Change Management Sponsor Program</p>	<p>In this half-day workshop leaders will learn the critical connection between change management and business results, understand their role in effective executive sponsorship, build support and strategically position their projects for success.</p>
<p>Change Management Coaching Program</p>	<p>This one-day program is ideal for managers and supervisors who are helping their employees transition through change. They will learn to use the ADKAR model for individual change, manage employee resistance and lead employees through both radical and incremental change.</p>
<p>Change Management Employee Orientation</p>	<p>This program is designed for front-line employees impacted by change in your organization. Employees will gain a feeling of control over the change process, learn the concepts of change management, understand how to use the ADKAR model as a change tool and engage in the changes underway in the organization.</p>
<p>Delivering Project Results: Change Management Workshop for Project Managers</p>	<p>This results-oriented workshop provides project teams with awareness of how change management can help them meet a project's intended outcomes. Participants will connect employee adoption and usage to project results, identify when their project needs change management resources, and understand how change management drives project outcomes</p>

Make Meetings Matter More! Facilitation Skills for Professionals

This two-day workshop will improve your meetings, from ending on time, to increasing participation, to getting the ever-elusive decision actually made. Learn skills that will save you money in wasted and frustrating meetings, whether or not you have an official facilitator designated. You will learn techniques to reach goals effectively and hold meetings that people actually want to attend. This engaging and participatory course will allow participants to leave with tools they can start to use immediately in the workplace.

Our Talent



Sherri Large

Sherri Large is a Project Management Professional (PMP®) and a communication specialist for Life Cycle Institute. She has extensive experience facilitating meetings for internal and external projects. She holds a master's degree in communication from the University of South Carolina and is certified in change management.



Tara D. Holwegner

Tara Denton Holwegner is a PMP® credential holder and a Certified Professional in Learning and Performance (CPLP)®. As a Learning and Performance Improvement SME for Life Cycle Institute, Tara co-developed the 3A Learning® process that incorporates the concepts of active learning and change management. Using 3A Learning, Tara builds performance improvement solutions that engage people and drive accountability for behavior changes that deliver results.