

Handout 3-2

Stakeholder Exercise – Instructor Notes

Case Study Character 1

World Gymnastics Games Project - Chief Accountant

Level of influence = Medium (reports to CFO + represents the CFO on the WGGP Committee)

Support for the Project = Opponent. She / he sees no tangible benefits (only sees the cost of the project).

Will need to be moved to at least follower of the project.

Cooperation desirable since she /he approves the bills. The CFO is responsible for budgetary approvals but she / he has asked the Chief Accountant to manage the day-to-day financial management of the project from the client side of WGGP. Neither the CFO or Chief Accountant will accept budget increases or overspends.

Character: A bottom-line person. She / he is a pessimist who doesn't smile very often. She / he will approve payment of the consultant's invoices. Thinks the project is a waste of money and that IBM is expensive. She / he is not happy to talk to the consultants but does respond well if the consultants try to make his / her life easier by asking for the requirements / needs of his / her role.

There are no Key Requirements to offer that will influence the overall solution of the project but the following will encourage him / her to move from opponent to at least being a follower:

1. Return On Investment data from similar previous projects (some form of Cost Benefit analysis demonstrating that the benefits will out weigh the costs).
2. Being asked about what information requirements would she/he need to assist in the payment of invoices from the consultants (plus what format, timing, distribution, supporting documentation, etc.)
3. Being asked what information requirements would she / he like to see as part of progress reporting (such as Earned value metrics for example)

Success Criteria

- To be convinced that the benefits outweigh the costs of the project
- For the project to come be completed in time & on / under budget – costs have been committed on the games in December – need to be on time for the event to go ahead & revenues to be earned from attendance / sponsorship, advertising, etc...
- For the consultants invoices to fit in with his / her current payment process

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Case Study Character 2

Wanda A Matthewson, IBM Director, Worldwide Marketing Standards, IBM Global Business Services

Level of influence = Low to medium (either is acceptable). Her only influence is through her International Gymnastics Committee friend, Felipe Kondrake, who is not directly involved in the project. Wanda is not directly involved in the project either.

Level of support for the project = Enthusiast (is an IBM'er)

Co-operation could be considered unnecessary since Wanda is not directly involved in the project. However, the consultants will be unsure about the influence & power of her friend, Felipe, who is a member of the International Gymnastics Committee, so having her **level of co-operation as desirable** will keep another line of communication into the committee open.

Need to move?

The consultants will need to keep Wanda as an enthusiast for the project & maintain or even decrease her level of influence (suggest not increasing her influence since she could over promise to more customer stakeholders) whilst not agreeing to any of her suggested requirements.

How?

Wanda would for instance appreciate being kept up to date with progress – the consultants could use her network & skills to promote the project successes as & when they are achieved. Suggestions to appease Wanda must be generated by the consultants.

Other options open to consultants – For the Project Manager to increase her / his influence with Felipe to manage his expectations of the project. This may decrease the level of influence that Wanda currently has.

Character

Wanda is very bubbly / happy, outgoing. Ambitious, keen to please her customer contacts on this project since it may open up more sales opportunities for her & IBM which would increase her chances of promotion in IBM & also improve her year end review / bonus. She will be very resistant to the consultants trying to exclude her from the project.

Requirements

She recently had dinner with Felipe Kondrake, a member of the International Gymnastics Committee. He's an old friend. They talked about the technology IBM was providing for this opportunity and Felipe mentioned that it would be nice for **IBM to provide a full-motion video capability for the Commentator Information System**. With such a capability, mini-documentaries of gymnasts and their previous performances could be provided for all TV commentators. Felipe thought this would enhance the quality of TV commentary worldwide. Wanda agreed with him on this.

Also, to promote IBM's standing as a truly global corporation, wouldn't it be nice to **enable the systems so they can provide results in more than just English and French. How about adding Spanish, Swahili, German, Italian, Japanese, and Arabic** to the list?

Success Criteria

- To be able to go back to her Friend, Felipe & tell him that his suggestions for the project have been taken on board & added to the specification of the solution.
- Being able to promote the successes of the project & IBM to WGGP with a view to developing more sales opportunities.

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ONLY DO THIS ONE IF THERE IS SUFFICIENT TIME – THEREFORE, SUGGEST THE TRAINER PERFORMS THIS ROLE PLAY RATHER THAN ALLOCATE TO A CLASS VOLUNTEER

Case Study Character 3

WGGP Director of Gymnastics Competition

Level of influence = High

Support for the project = Enthusiast since she / he is the key sponsor

Co-operation is vital. No need to move but the consultants will need to know how to keep the Director happy & in the top right part of the matrix by properly understanding his / her requirements & success criteria.

Character: Key Sponsor, very senior & does not appreciate any informality from consultants, especially junior consultants. She / He is happy to share his / her thoughts with the consultants on the requirements. Will not answer poor questions such as marathon questions, multiple questions, etc.

On a personal note, the Director is being considered for a position on the WGGC committee & is keen to make this project a success to improve his / her chances of selection.

Success Criteria

Project completed on time & budget whilst meeting the agreed requirements of the WGGP as captured below. Promotion based on the project success.

Key requirements to share with the consultants

1. The Results Management System must generate 4 output types
 - Commentator Information System feed
 - Scoreboard output
 - Gymnastic Event Broadcast Television feed
 - Printed Reports
2. Results to be in the hands of the broadcasters within **3** minutes after the finish of the event. (The Director realizes that this may be an unrealistic expectation, especially for judged events, in which a judge has the right to change a score or result any time after an event ends). So, push the consultants for this one to see if they agree. They might!! Eventually, accept 5 minutes if they push back
3. Results to be available in English and French.
4. The World Gymnastics Games Committee has scheduled the Gymnastics competitions as follows:
Men's and Women's Events - 6-13 December. These dates cannot move, so the project must work with these end dates in mind.