

Welcome to Quick LIFTTS: Six Strategies for Dealing with Difficult Stakeholders

Our Webinar will start at 1pm Eastern Time. All mics and cameras have been disabled.
Please make comments and ask questions using the chat tool.



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SIX STRATEGIES FOR DEALING WITH DIFFICULT STAKEHOLDERS

Andy Kaufman, PMP, PMI-ACP



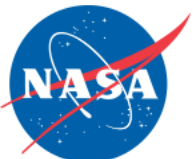
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How would you define what
a *stakeholder* is?



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An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.



Why is Stakeholder
Management critical to
successfully delivering your
projects?



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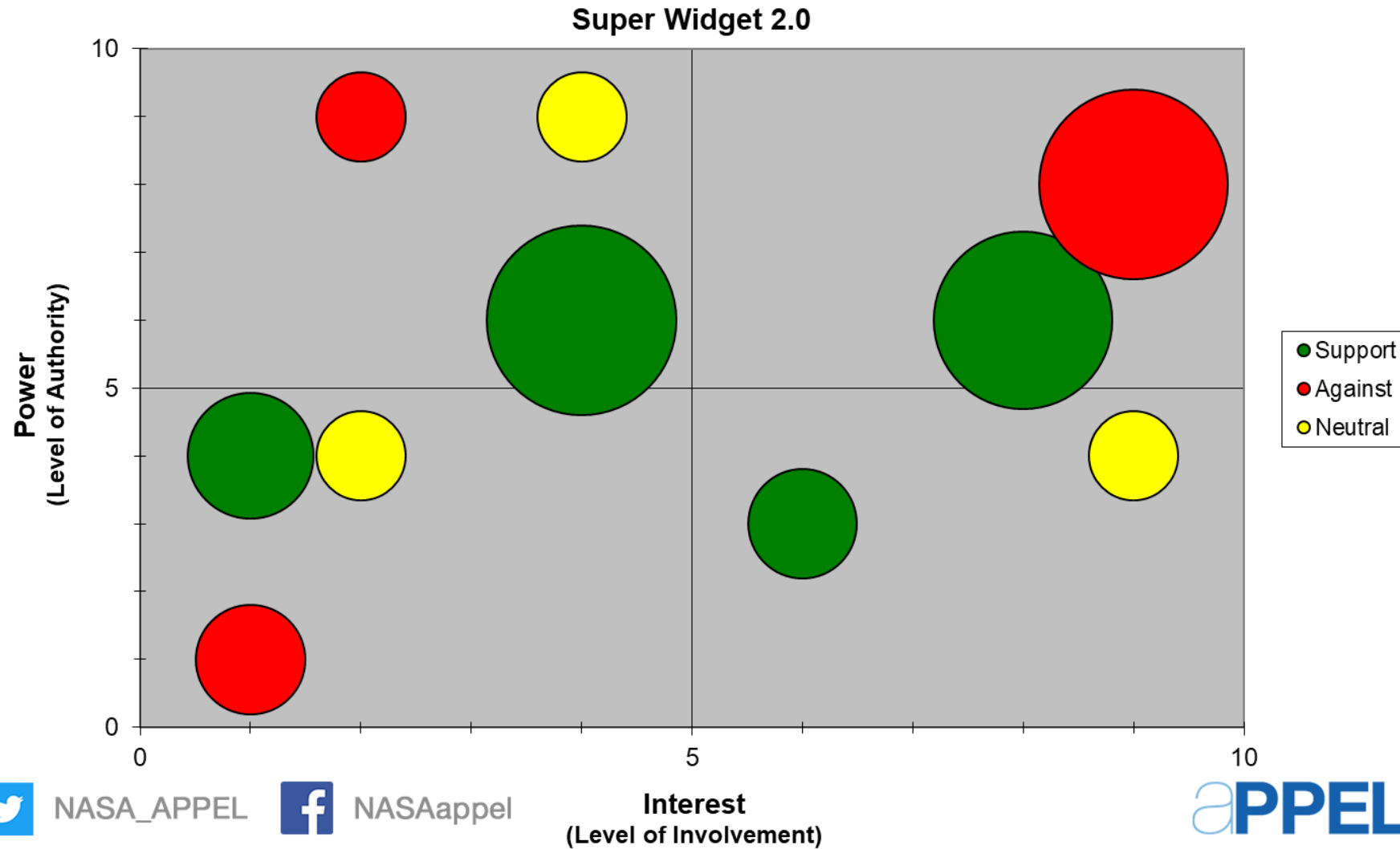
Project Name: Super Widget 2.0

Against	Department	Role	Summary of Interests (Expectations)	Summary of Impact (How They're Affected)	Power (Level of Authority)	Interest (Level of Involvement)	Overall Importance to the Project	Strategy for Managing	Next Steps
Bob Crachett	Marketing	VP/Sponsor on the Marketing side.	He wants minimal impact on his team. In addition, he's all about the date.	Will require many of his people throughout the project. Generally concerned that we won't hit the date which would cause problems with his customers.	9	6	2	Keep him in the loop. Work on developing the relationship. Lunch with him once a month.	Schedule the next lunch.
Ed Bates	Compliance	Director. Process compliance	Focused on making sure we follow the new process changes.	His success depends on us using the process and the project being successful. He thinks we're not a good case study for the process, that we'll fail.	5	2	5	Keep him in the loop. Work on developing the relationship.	
Frank Stein					8	9	7		

Neutral	Department	Role	Summary of Interests (Expectations)	Summary of Impact (How They're Affected)	Power (Level of Authority)	Interest (Level of Involvement)	Overall Importance to the Project	Strategy for Managing	Next Steps
Jill Lewis					4	8	2		
Sara Barrett					9	2	2		
Zachary Cooney					3	9	2		

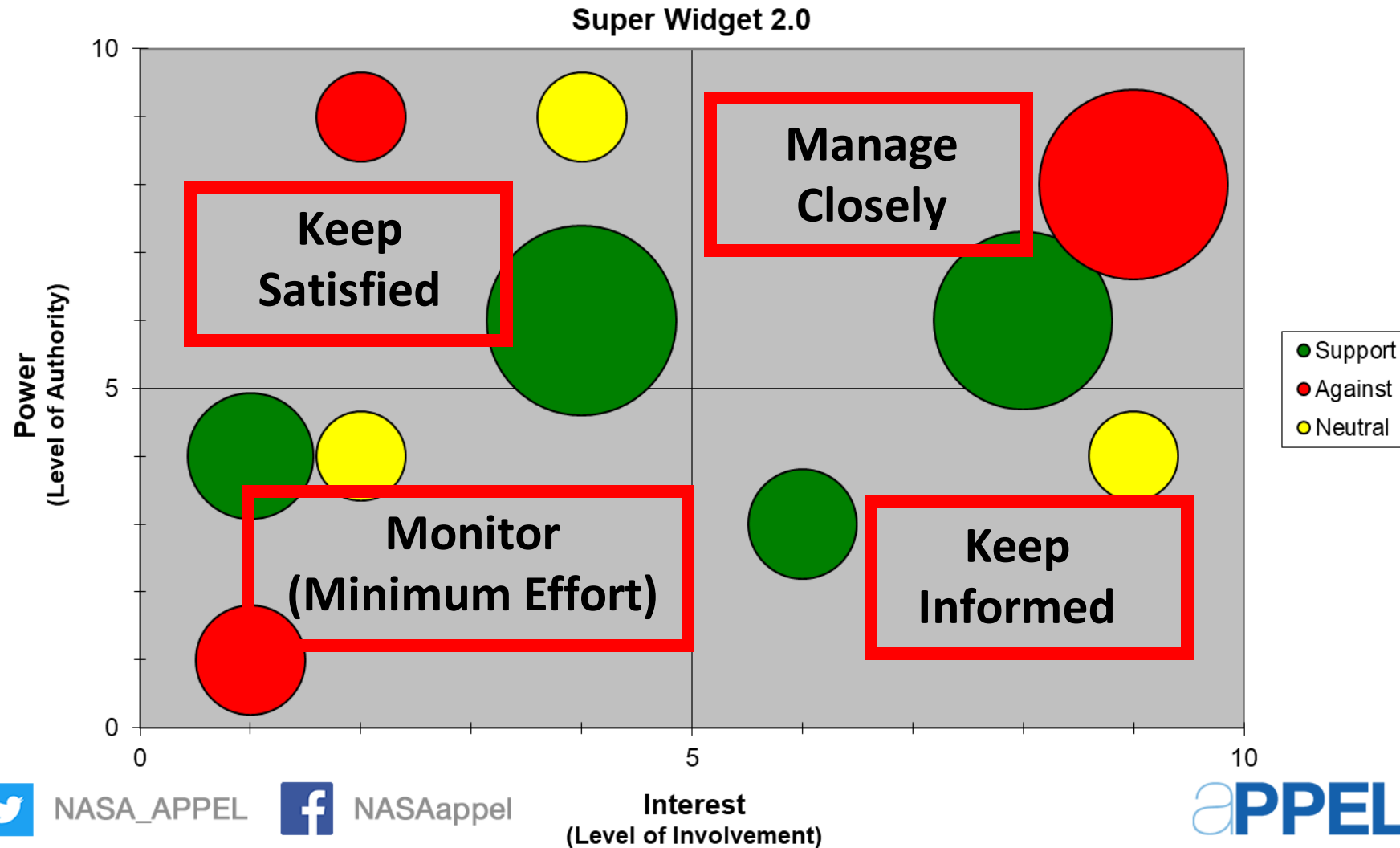
Power/Interest Grid

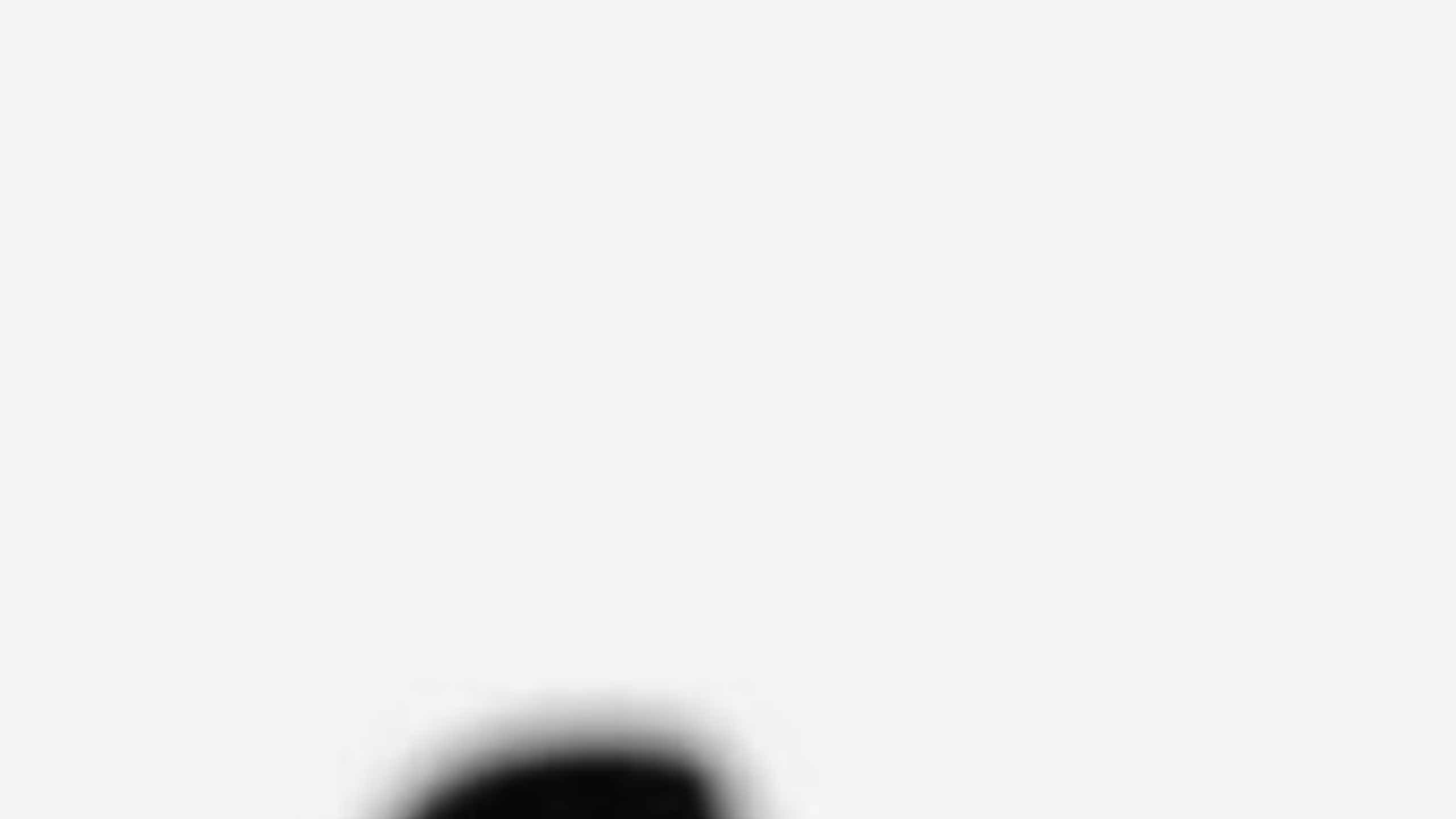
Stakeholder Analysis



Power/Interest Grid

Stakeholder Analysis





Goal: ***Win Them*** or ***Neutralize their Impact***

Strategies:


- 1. Take it as a challenge.** Want them as an ally. Consider them a challenge to win over.
- 2. Do your homework.** Know their needs, hot buttons, preferences. Professionally solicit help from allies.



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**“People become difficult
when their needs are not
being met.”**

Tim David
Author of *TRUE Influence*



**“When in doubt, assume
their needs are to feel
listened to, appreciated,
and loved.”**

Tim David
Author of *TRUE Influence*

A medium shot of Dr. Mark Goulston, a middle-aged man with short brown hair and glasses, wearing a dark suit jacket over a light blue button-down shirt. He is looking slightly to his left with a focused expression. In the foreground on the left, the back of a person's head with short, light-colored hair is visible, out of focus. The background is a plain, light-colored wall.

Dr. Mark Goulston
Author of *Talking to Crazy*

Dealing With Difficult Stakeholders



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3. **Keep them in the loop.** Respectfully communicate with intent.
4. **Explain *the why*.** They're more likely to comply if they understand the why.

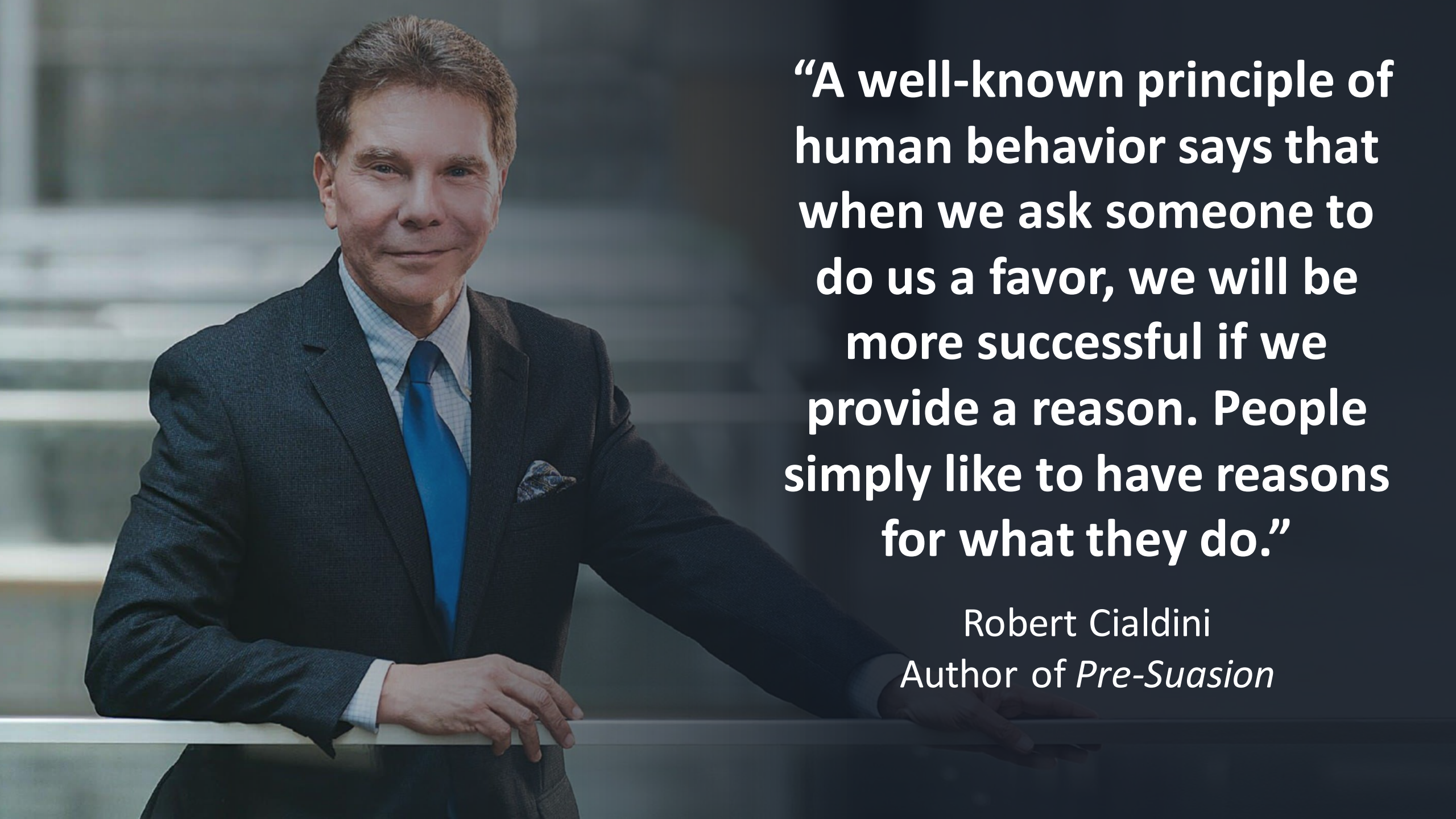


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A photograph of Robert Cialdini, a middle-aged man with short brown hair, wearing a dark grey suit, a light blue checkered shirt, and a bright blue tie. He is leaning on a white railing with his right hand, looking directly at the camera with a slight smile. The background is a blurred outdoor setting with stone steps.

“A well-known principle of human behavior says that when we ask someone to do us a favor, we will be more successful if we provide a reason. People simply like to have reasons for what they do.”

Robert Cialdini
Author of *Pre-Suasion*

Dealing With Difficult Stakeholders

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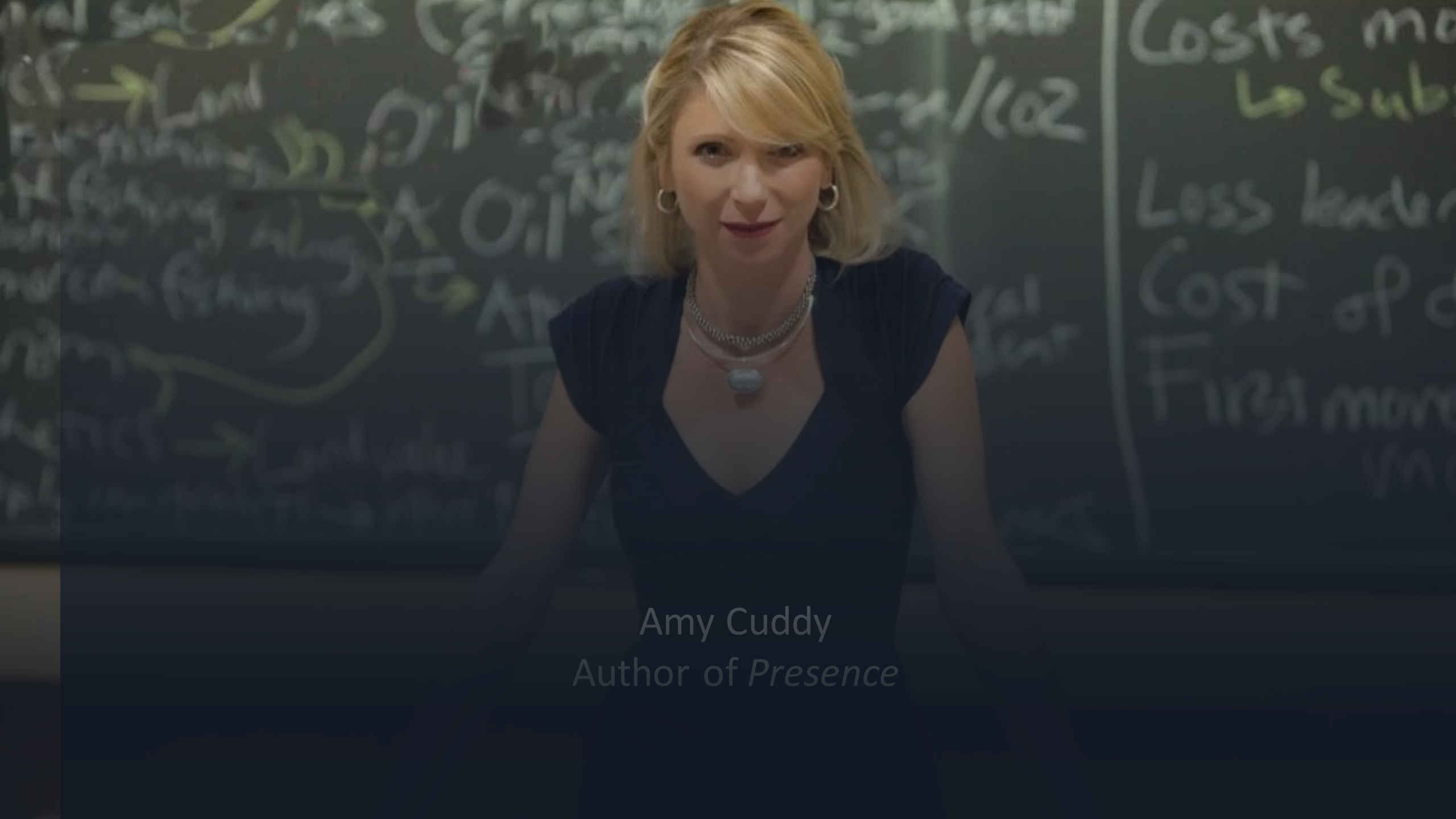
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5. **Stay near.** "Keep your friends close and your enemies closer." Sun-tzu



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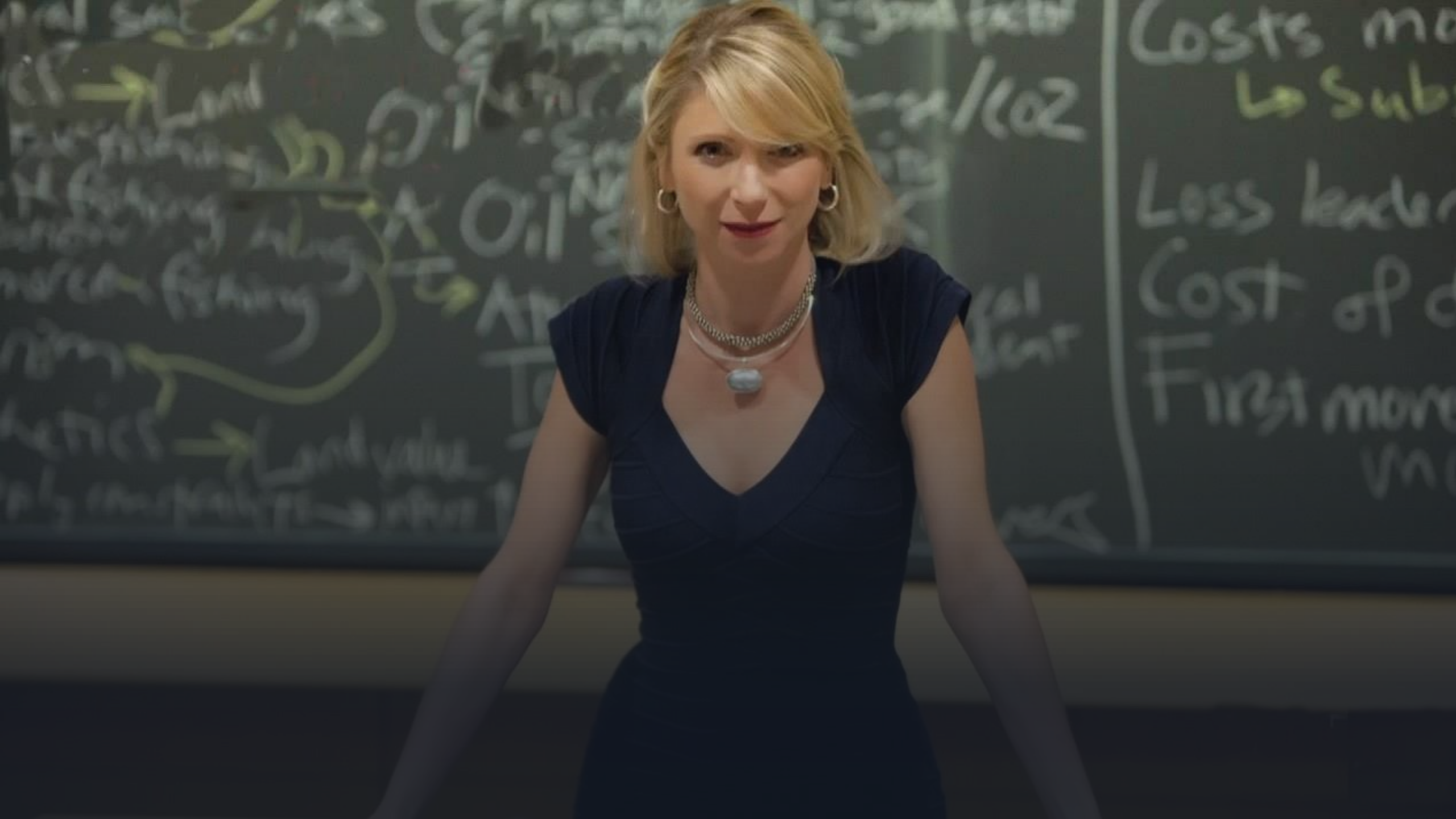


Amy Cuddy
Author of *Presence*



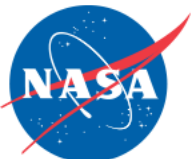
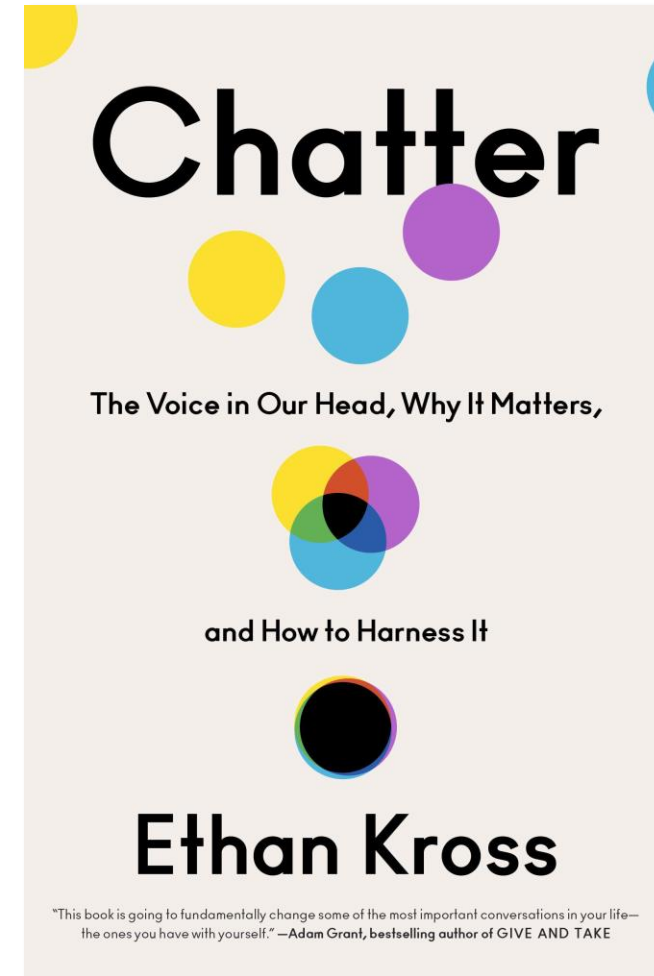
Amy Cuddy
Author of *Presence*





“Use distanced self-talk.”


Ethan Kross
Chatter



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A portrait of Dr. Nick Morgan, a middle-aged man with short, graying hair, wearing a dark suit jacket over a striped shirt. He is looking directly at the camera with a slight smile. The background is a blurred indoor setting with a window showing greenery outside.

Dr. Nick Morgan
Author of *Power Cues*

Dealing With Difficult Stakeholders



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6. **Escalate when necessary.** But don't blind-side someone.



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Dr. Allan Cohen
Author of *Influence Without Authority*



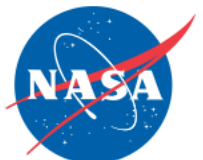
Dealing With Difficult Stakeholders



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**“The Cardinal Law of
Persuasion is to never make
the other person feel
stupid.”**

Tim David
Author of *TRUE Influence*



**“There's no question about it,
there is one critical emotion
you need to express in almost
any human interaction:**

Tim David
Author of *TRUE Influence*



**“There's no question about it,
there is one critical emotion
you need to express in almost
any human interaction:
confidence.”**

Tim David
Author of *TRUE Influence*



Dealing With Difficult Stakeholders

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What questions do you have?

Webinar Feedback: Please click on the link below to take a short four question survey on today's webinar.

<https://forms.office.com/g/ZC5v5ELvvj>



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Thank you

Andy Kaufman
Host, People and Projects Podcast
andy@i-leadonline.com

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