



# **Three Unwritten Rules About Managing Stakeholders**

# Written and Unwritten Rules



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## Three Unwritten Rules for Managing Stakeholders





# Written Rule #1

Stakeholders are engaged because they have a *stake* in the project.

# Unwritten Rule

Some stakeholders will be obstacles.



## ***Dealing with Stakeholders Who Are Obstacles***

What you have learned about how to deal with stakeholders who are obstacles for your projects?

# Dealing With Obstacles

- Goals
  - ✓ **“Win them”** or **“Neutralize their impact”**
- Strategies
  - ✓ **Take it as a challenge.** Want them as an ally. Consider them a challenge to win over.
  - ✓ **Do your homework.** Know their needs, hot buttons, preferences. Professionally solicit help from allies.
  - ✓ **Keep them in the loop.** Respectfully communicate with intent.
  - ✓ **Stay near.** “Keep your friends close and your enemies closer.” Sun-tzu
  - ✓ **Escalate when necessary.** Don’t blind-side someone. When necessary, you may need to escalate to boss or sponsor.





# **Unwritten Rule Recap**

**Some stakeholders  
will be obstacles.**



# **Written Rule #2**

**It's not personal. This is just business.**

# **Unwritten Rule**

**It's all about relationships.**

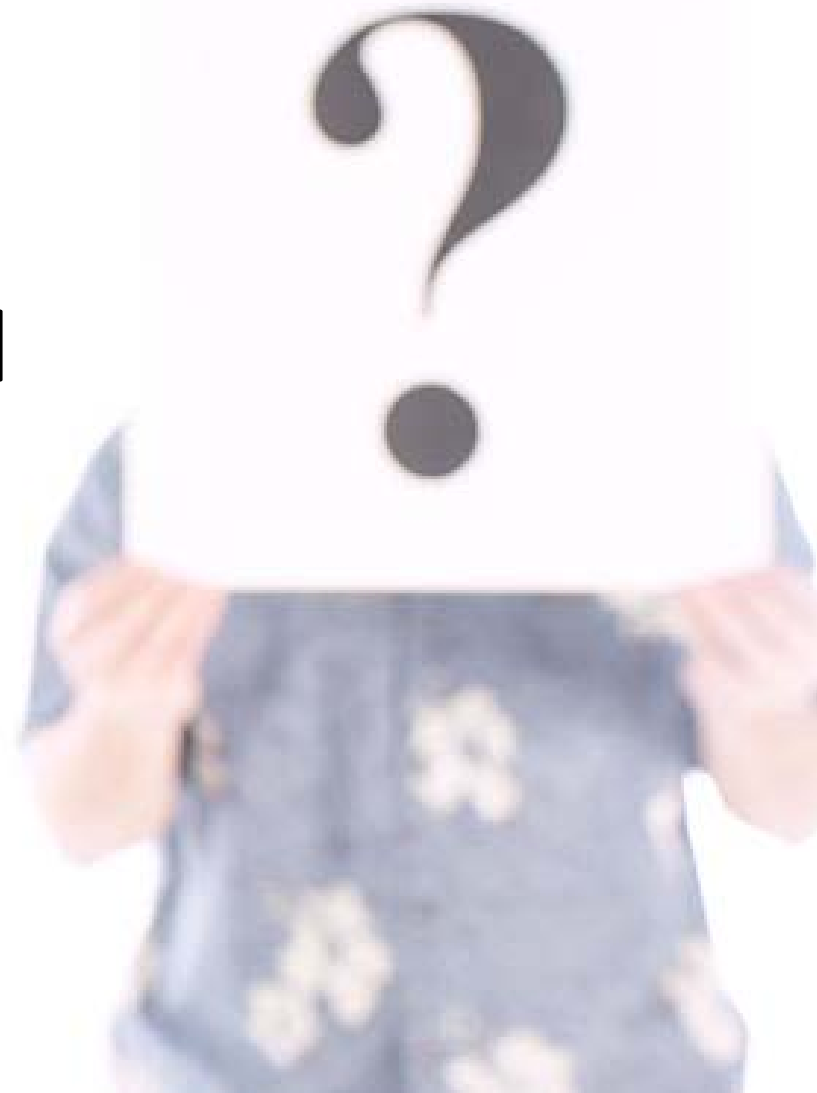


**How many of  
your  
stakeholders...**

- **Like you?**
- **Trust you?**
- **Respect you?**

# Relationship Building Strategies

**What are a couple of the most important things you do to build and maintain solid relationships with stakeholders?**





# Recommended Skills

- Capture things you learn about people
  - ✓ On the back of a business card
  - ✓ Put into your contact system

Microsoft Office Ribbon: Contact, Insert, Format Text. Sub-ribbons include Actions (Save & New, Send, Delete), Show (General, Details, All Fields), Communicate (E-mail, Meeting, Call, Assign Task, Web Page, Map), Options (Business Card, Picture, Categorize, Follow Up), and Proofing (ABC, Spelling).

Full Name...: John Q. Public  
Company:   
Job title:   
File as: Public, John Q.



**John Q. Public**  
(847) 555-1212 Work  
1313 Mockingbird Lane  
Chicago, IL 60606

Internet  
E-mail...:   
Display as:   
Web page address:   
IM address:

Phone numbers  
Business...: (847) 555-1212  
Home...:   
Business Fax...:   
Mobile...:

Addresses  
Business...: 1313 Mockingbird Lane  
Chicago, IL 60606  
 This is the mailing address

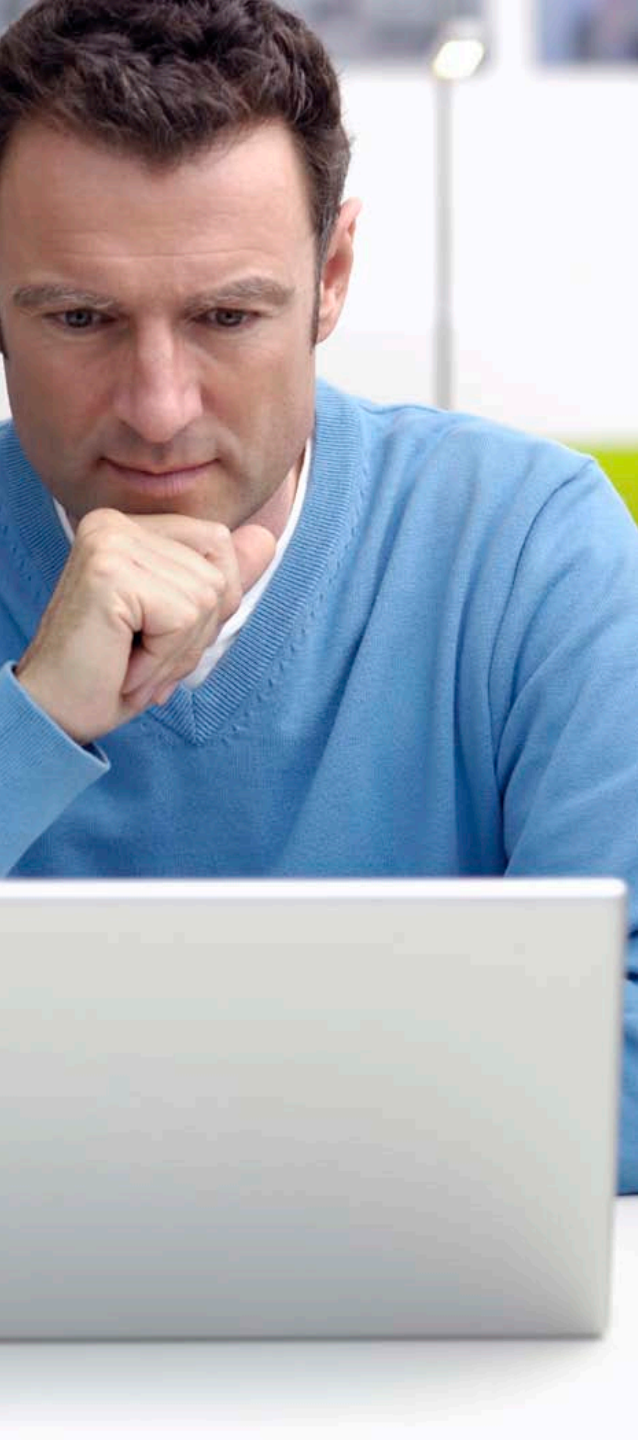


Notes  
Met at the Better Software Conference in 2011  
Wife: Jane  
They have three teenagers, all into soccer  
Loves sailing



# Recommended Skills

- Capture things you learn about people
  - ✓ On the back of a business card
  - ✓ Put into your contact system
  - ✓ Even more powerful if you sync with a mobile device



# Recommended Skills

- Add value to your network
  - ✓ Links to articles
  - ✓ Book recommendations
  - ✓ New tools
- Keep focus on topics of interest... to them



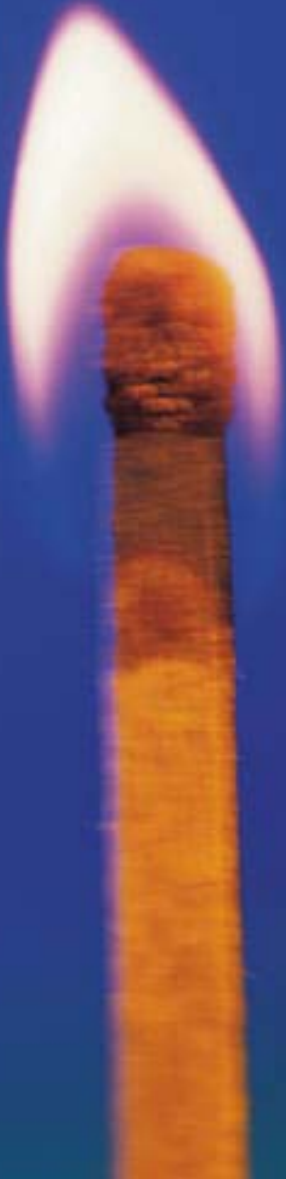


# Recommended Skills

- Be a connector
  - ✓ Look for ways to help people
  - ✓ Recommend them to others
  - ✓ Online recommendations

# Recommended Skills

- Don't Burn Bridges
  - ✓ Life is too short
  - ✓ The world is too small
  - ✓ End well





# Recommended Skills

- Stay in Touch
  - ✓ Birthdays, Anniversaries, Job changes
  - ✓ Tools like LinkedIn, Plaxo, Facebook, and Send Out Cards make this very easy to do.
  - ✓ Direct marketers know this: build relationships through frequent contacts



# **Unwritten Rule Recap**

**It's all about  
relationships.**



# **Written Rule #3**

**Logic and reason  
prevail.**

# **Unwritten Rule**

**You must learn to  
influence.**

# Power vs. Influence

## Power

- ✓ ability to act or produce an effect

## Influence

- ✓ capacity to have an effect on the character, development, or behavior of someone or something



# Robert Cialdini on Influence

*“Influence means change... creating change in some way. Change can be in an attitude; it can be in a perception; or a behavior. But in all instances, we can't lay claim to influence until we can demonstrate that we've changed someone.”*



Slide 46

# Influence or Manipulation?

How would you  
differentiate  
*influence* from  
*manipulation*?





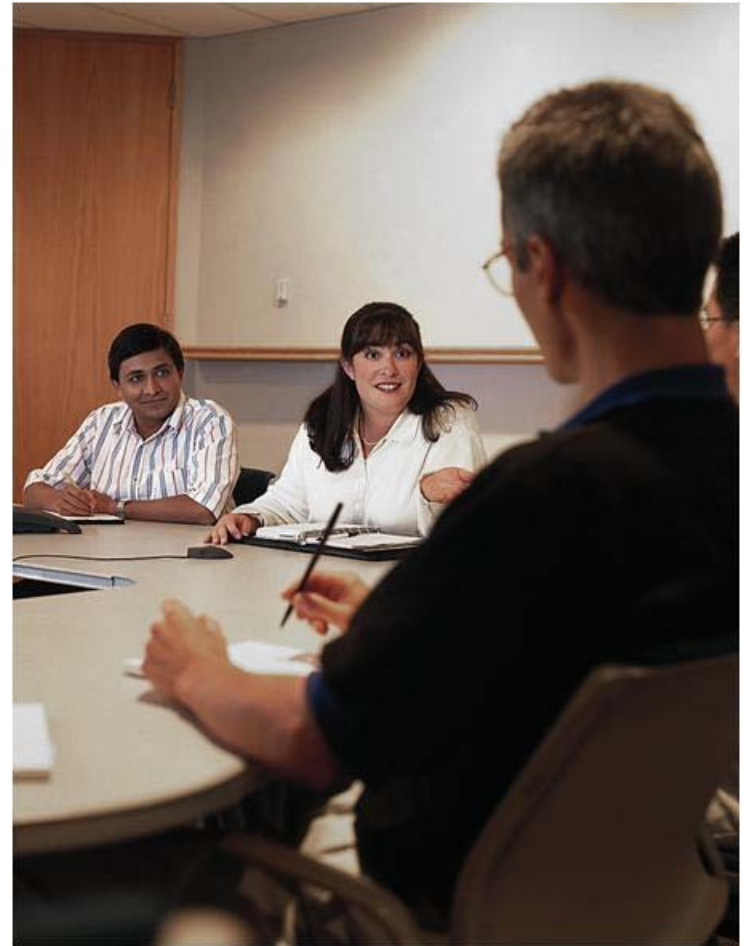
# Influence or Manipulation?

- Are we sincere or faking it?
- Are we being truthful or deceptive?
- Are we being self-seeking or looking for mutual benefit?



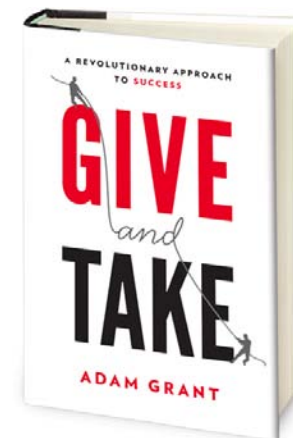
# What Are You Trying to Change?

- Think of someone (by name or department) you need to *change* (influence)?
- What are some desired results?



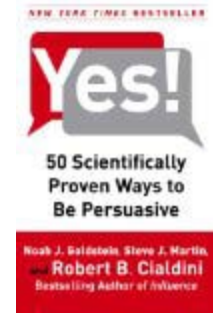
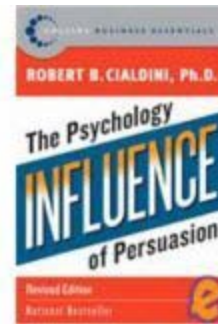


*“Hi! I’m Dr. Adam Grant, Wharton professor and author of **Give and Take!**”*



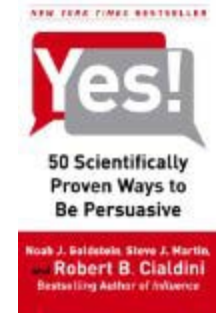
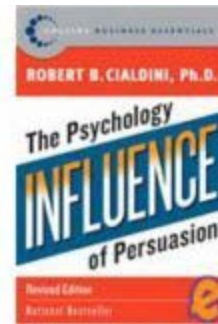


*“Hi! I’m Dr.  
Robert Cialdini,  
persuasion &  
influence  
expert!”*





Through extensive research, identified six *weapons of influence*



# Reciprocation

- “Whatever you give is what you’re going to get (and maybe more)”
- Extremely powerful
- Even applies to unwanted favors & concessions
- Variation: Rejection-then-retreat
  - ✓ Make an extreme request, then retreat to a smaller request



# Commitment & Consistency

- “People are more likely to do what they commit to”
- Key: Securing initial commitment
- After taking a stand/position, people are more willing to agree with requests in keeping with it.
- Best: Active, public, and effortful
- Warning: Be careful about agreeing to trivial requests



# Social Proof

- “Everyone is doing it”
- Many people decide what to do or believe based on what others do
- Most influential in
  - ✓ Uncertainty/ambiguity (I don’t know what to do so I’ll follow them)
  - ✓ Similarity (follow lead of people like me)
- Be careful about counterfeit evidence





# Liking

- “People prefer to say “Yes” to individuals they know and like.”
- Evaluate the deal/offer/situation, not just the person





# ***Physical Attractiveness***

- Greater advantage than once supposed
- “Halo effect” extends favorable impressions



# ***Physical Attractiveness***

The way we dress  
has been proven to  
impact our ability to  
get people to say  
“Yes”



*“Talk to the scrum master at tomorrow’s standup to find out how many story points we can fit in the next sprint!”*

# ***Similarity***

- We like people who are like us
- More willing to say “Yes” without much critical consideration
- We would do well to better learn & use the language of the business.



# *Praise*

*Be careful  
about faking it  
or over-doing  
it!*

- Generally speaking, compliments enhance *liking*
- Can back-fire if insincere
- Are you dishing out compliments as often as you could?



## ***Increased Familiarity***

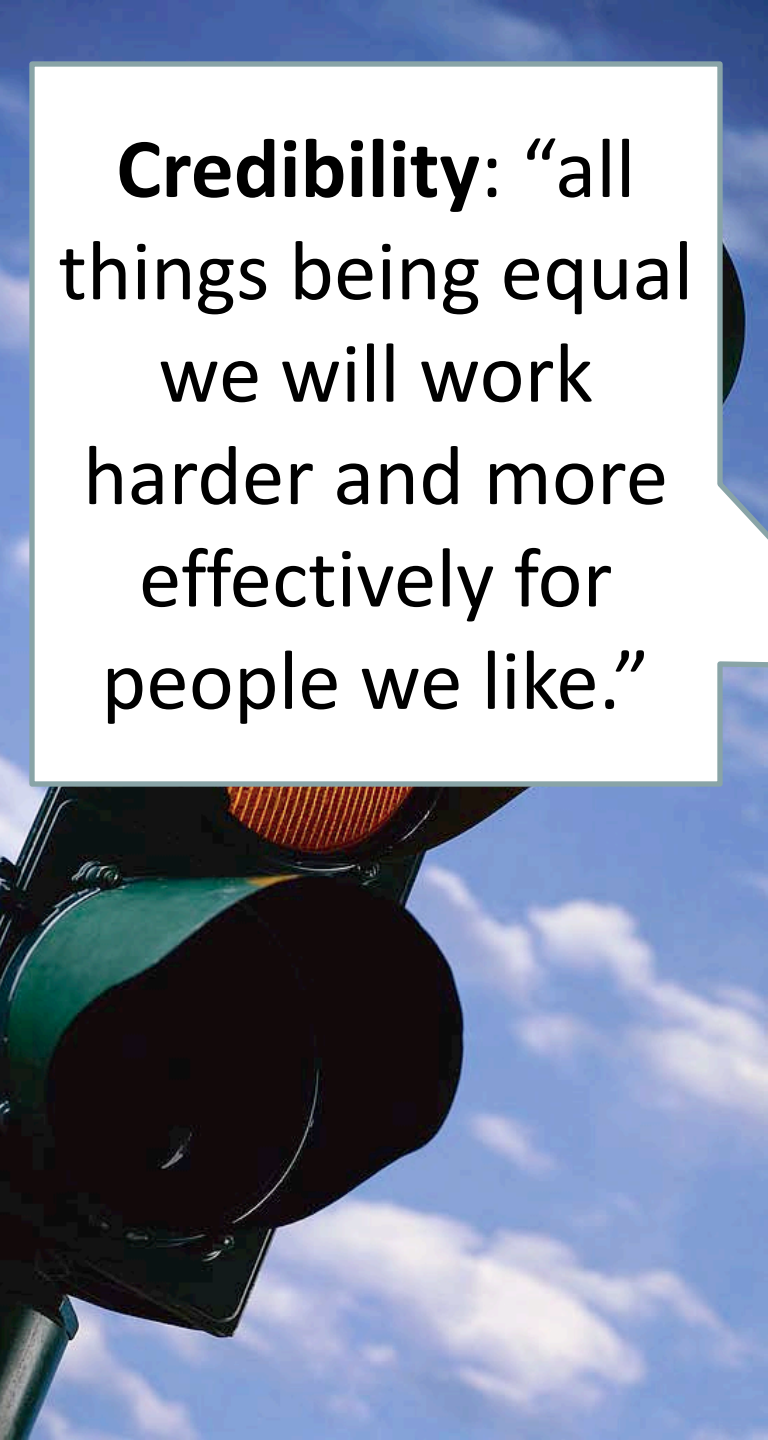
- Repeated contact under positive circumstances
- Consider the opposite!
- Increase contact outside the heat of battle



*Do these things and  
you'll be more  
influential*

## “Liking”

- A little more care on how we look
- Building bridges to build similarity
- More generous with compliments
- More contact in positive situations



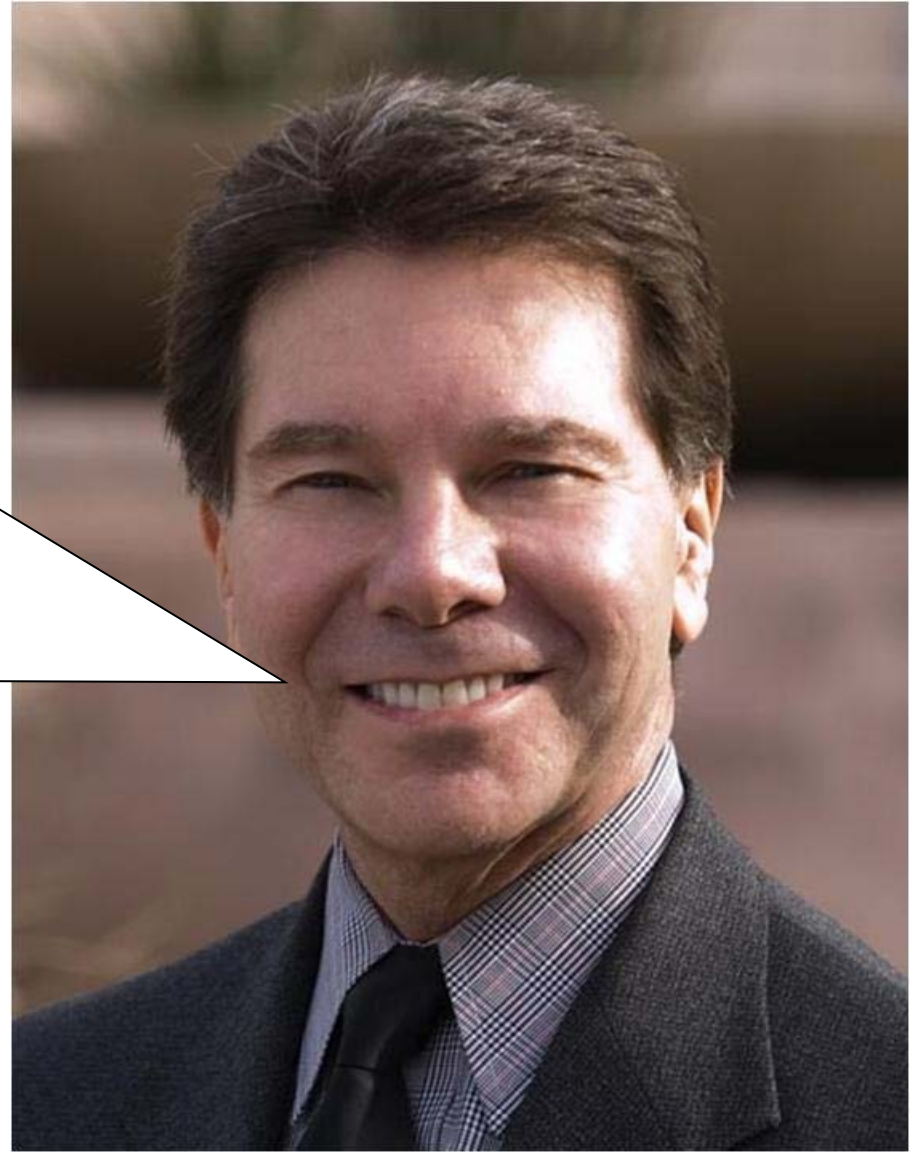
**Credibility:** “all things being equal we will work harder and more effectively for people we like.”

# DISCLAIMER

- Dangerous to be overly focused on being liked!
- Leadership is not a popularity contest
- Valuable asset: People who
  - ✓ Like you
  - ✓ Trust you
  - ✓ Respect you



*Don't try to  
get people to  
like you. Learn  
to like people!*



# Authority

- “People are more likely to heed the advice of experts”
- Three symbols particularly effective:
  - ✓ Title (Dr., V.P., certifications, etc.)
  - ✓ Dress (uniform, business suit)
  - ✓ Trappings (automobile, accessories)
- Ask
  - ✓ Is this person really an expert?



# Scarcity

- “People want more of what they can’t have”
- Most powerful when
  - ✓ Scarce items are newly scarce (or recently restricted)
  - ✓ When we compete with others
- Focus on the merits, not the urgency



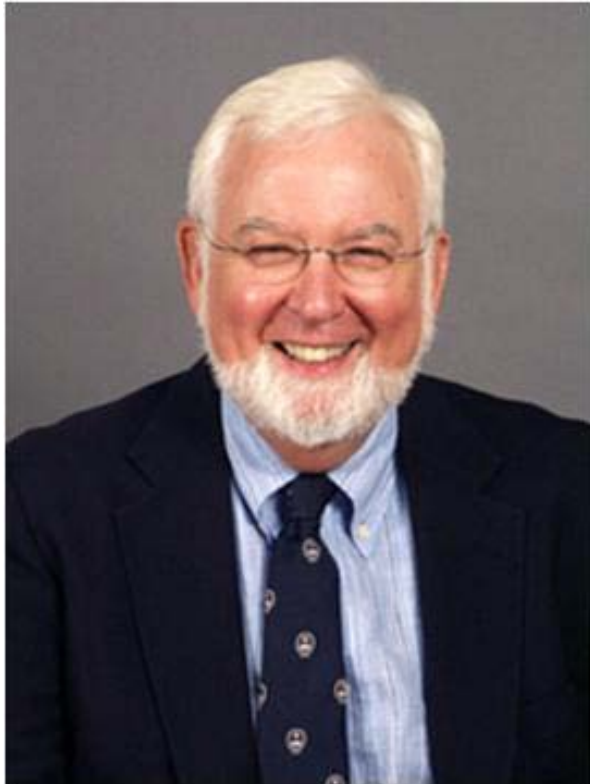
# Other Cialdini Tips

- “Yes, but”
  - ✓ “Yes, and...”
  - ✓ “Yes, choose...”
  - ✓ “Yes, if....”
  - ✓ “No, because if...”
- “Because”

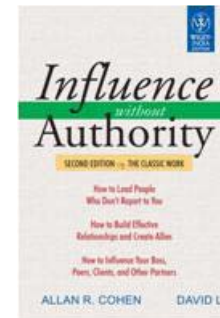


*All techniques  
work best if  
you've done  
work ahead of  
time...*





*“Hi! I’m Dr. Allan  
Cohen, author of  
**Influence  
without  
Authority!**”*

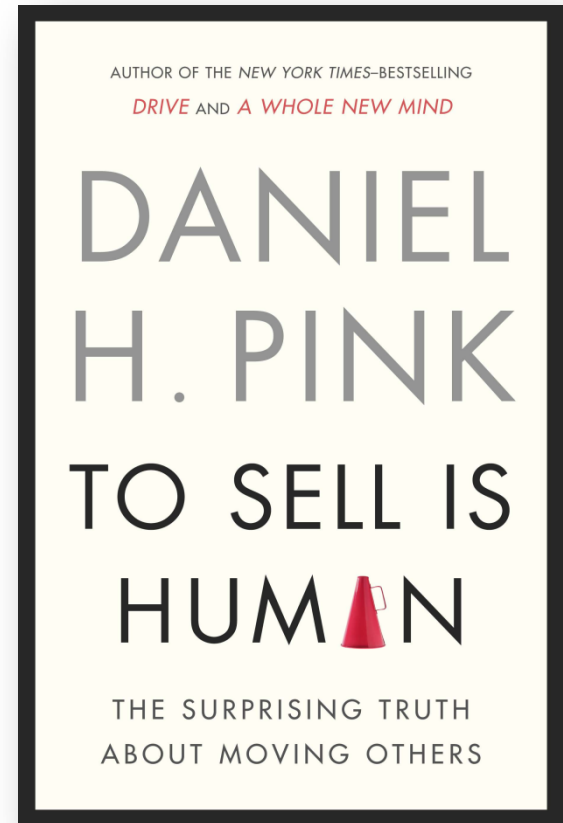


# Cohen-Bradford Influence Model



# Selling Skills

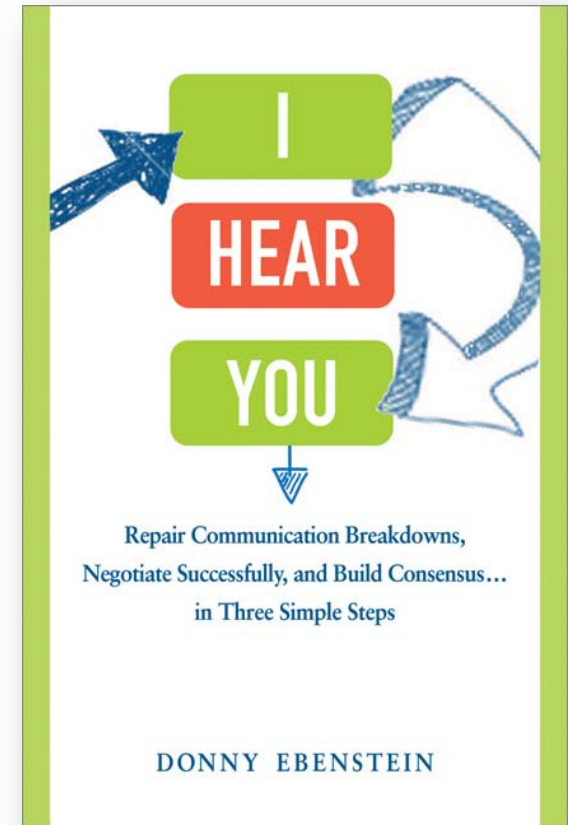
- Beware: “There’s an inverse relationship between power and perspective-taking”
- Repeat back their words
- Mirroring
- “Listen for the offer”
- Stay buoyant. “It’s not personal, pervasive, permanent”
- Serve others





# Influence through Empathy

- *We know about* people, but we don't *know* people.
- Take the time to really listen to people, to learn their story
- Be careful when the story you're telling has the other person as the villain and you're the victim or hero....



# Stakeholder Influence Scenario

***What is a situation where you're trying to influence a stakeholder?***



# Influence Scenario

- **Cialdini's *Weapons of Influence***

- ✓ Reciprocation
- ✓ Commitment & Consistency
- ✓ Social Proof
- ✓ Liking
- ✓ Authority
- ✓ Scarcity

- **Raven & French**

- ✓ Reward & Coercive
- ✓ Referent & Legitimate
- ✓ Expert & Informational
- ✓ Connectional



- **Dan Pink**

- ✓ Get their perspective
- ✓ Repeat their words
- ✓ Mirroring
- ✓ "Listen for the offer"
- ✓ Stay buoyant
- ✓ Serve others

- **Donny Ebenstein**

- ✓ Demonstrate empathy

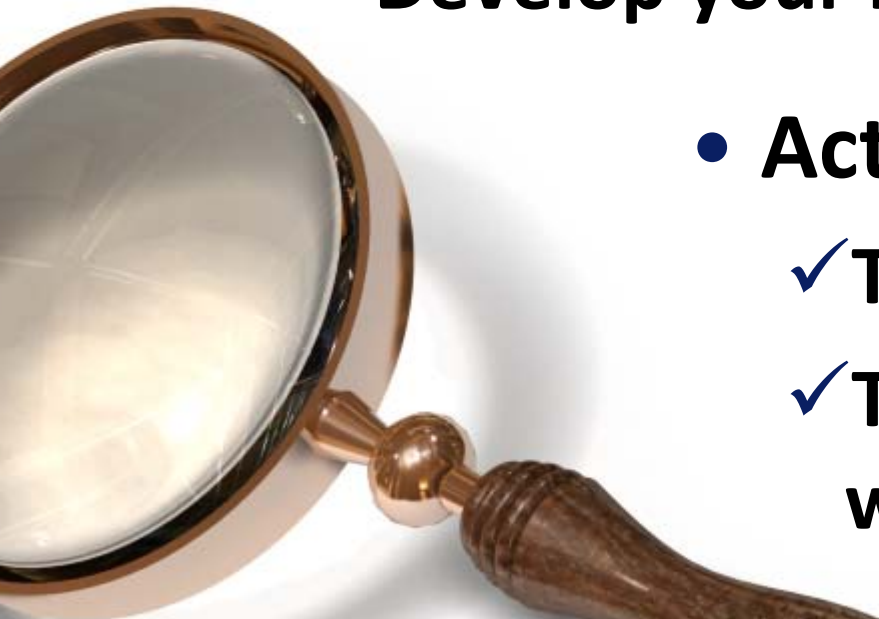
# Wrap-Up

- **Summary of Unwritten Rules**

- ✓ **Don't write off stakeholders who are being obstacles.**
- ✓ **Actively build relationships.**
- ✓ **Develop your influence skills.**

- **Actions**

- ✓ **Try an idea or two this week.**
- ✓ **Talk to someone else about what you learned.**



For a list of books and resources,  
scan this QR code



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