Who Cares?

Guiding Products to Greatness Through the Eyes of Your Stakeholders

SVPMA

April 2010

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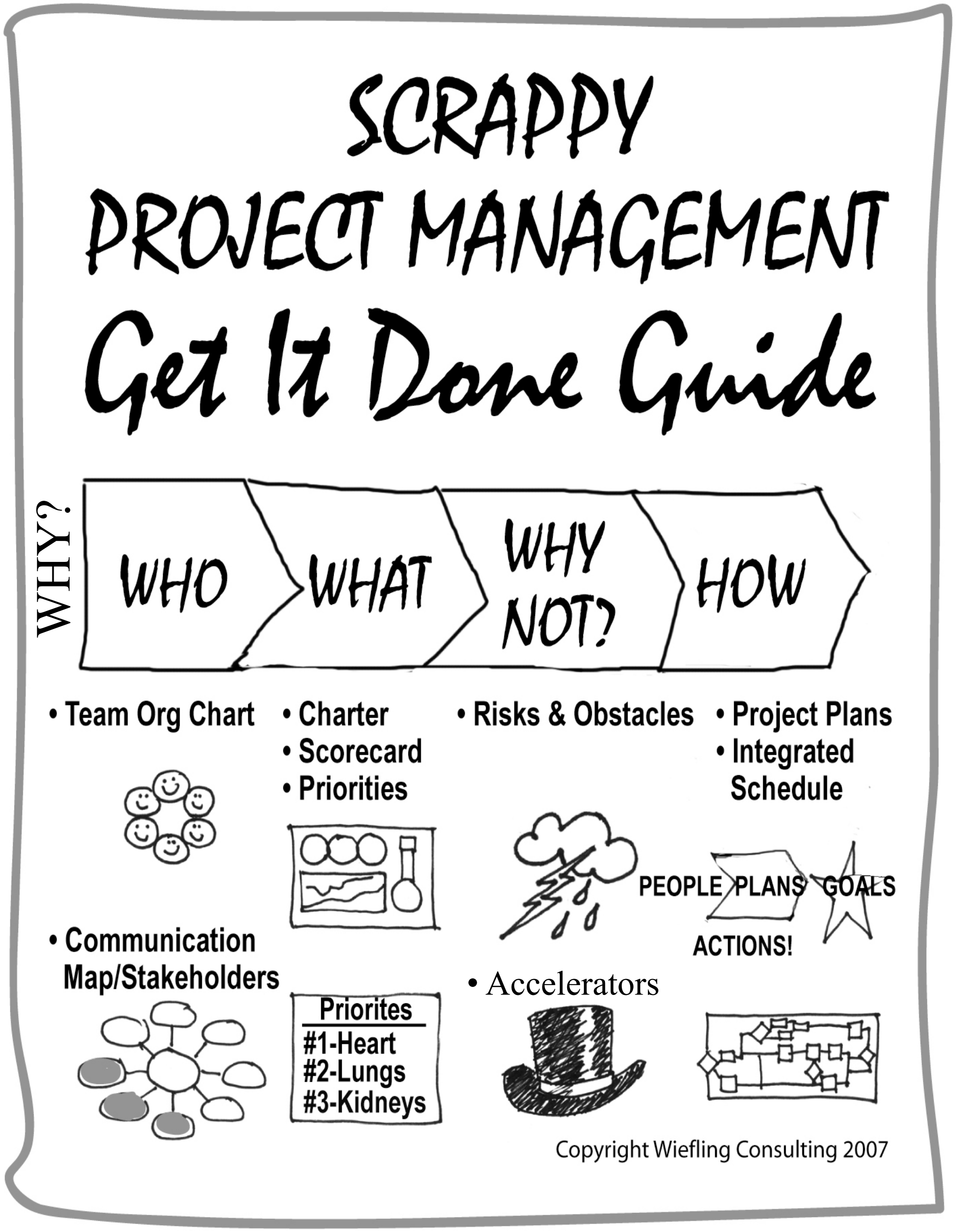
SCRAPPY
PROJECT MANAGEMENT
Get It Done Guide
WHY?
WHO
WHAT
WHY NOT?
HOW
• Team Org Chart
• Charter
• Scorecard
• Priorities
• Risks & Obstacles
• Project Plans
• Integrated Schedule
PEOPLE
PLANS
GOALS
ACTIONS!
• Communication Map/Stakeholders
Priorites
#1-Heart
#2-Lungs
#3-Kidneys
• Accelerators
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Speaker Background

SCOTT DUNHAM 2007

SCRAPPY PROJECT MANAGEMENT™

The 12 Predictable and Avoidable Pitfalls Ever

SCRAPPY ABOUT

KIM

Scrappy Project Management

土壇場プロジェクト成功の方程式

回避可能な12の落とし穴

キンバリー・ウィーフリング
Kimberly Wiefling
田中健彦・訳

さあ進もう、「ど根性」で行こう!

可能性が厳しく、どう見ても不可能に見えるときでも、
一筋の光明を見出して結果を出すための、知恵を凝縮

日経BP社●定価(本体1600円+税)

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Wiefling Consulting, LLC

- Focus
  - Global Business Leadership
  - Sensible Project/Program Management
  - Results that Seem Impossible . . .

- Services
  - Workshops that Change Behavior
  - Facilitation that Gets Results
  - Consulting that Continues Through Execution
  - Coaching that Enables the "Impossible"

Prioritize #1, #2 and #3 Most Important

Transmission	Engine	Ignition	Cooling System	Driver's Seat
Brakes	Gas Pedal	Steering Wheel	Heater	Air Conditioner
Passenger's Seat	Wheels and Tires	Lights	GPS System	Rearview Mirror

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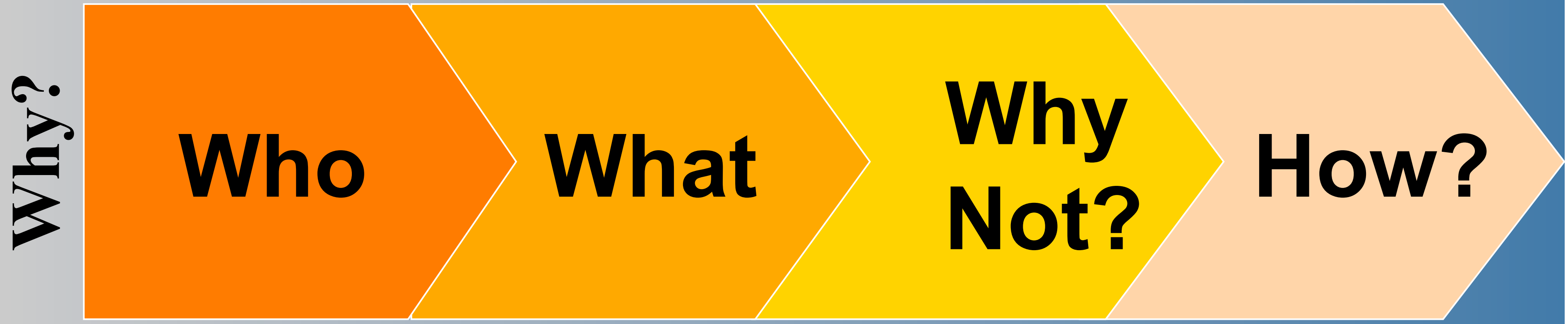
Overall Approach to Getting Results

Goal Statement: Ideal Outcome in 1 Sentence



Why?

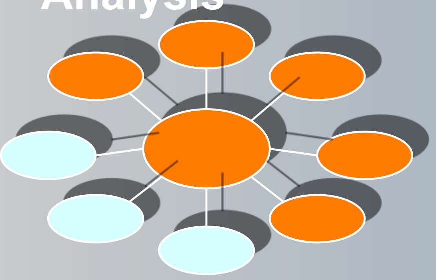
Who

What

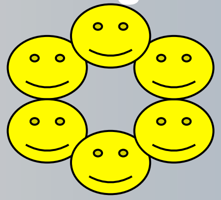
Why Not?

How?

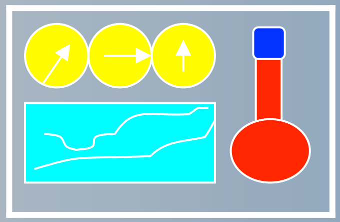
- Communication Map/Stakeholder Analysis



- Team Org Chart



- Goals/Charter
- Metrics/Scorecard
- Priorities



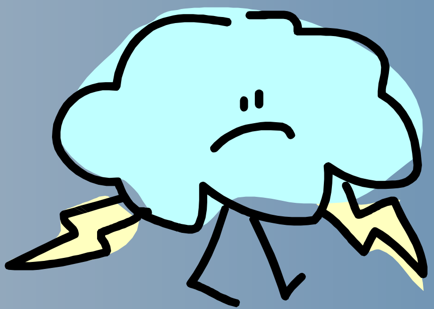
Priorities

#1 –

#2 –

#3 –

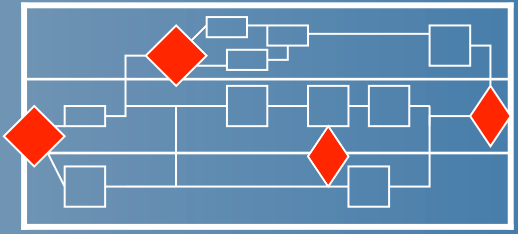
- Risks & Obstacles



- Accelerators

- High Level Plans
- Integrated Schedule

PEOPLE
PLANS
GOALS
ACTIONS!



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Goals

- This workshop will enable you to identify, understand, manage and influence stakeholders in your projects more effectively.
- As a result, you will increase the chances that your projects will be judged successful, and avoid predictable and preventable problems that result from inattention to stakeholder management.

Agenda

- Identifying Stakeholders
  - Communication Map Exercise
- Understanding Stakeholder Perspectives
  - Perspectives Exercise
- Managing & Influencing Stakeholders
  - Tuning in to WIIFM
- Key Insights and Call to Action

Product Development is a Tough Game

- Nearly 75 % of all development projects miss their target release date or never ship at all.
- Depending on industry, between 60 % and 90 % of all new products fail to meet customer expectations.
- 1 in 600 products industry-wide meet their original sales/profit targets.

Sources: Hammer and Company, "Accelerating Innovation: New Urgency, New Approaches." 2003; Aberdeen Group "Making the Case for Collaborative Product Commerce" July, 2001

Chances of Success

- About 50 % of all new products fail to meet their project goals due to:
  - Failing to meet the needs of the target customers.
  - Being released with unacceptable quality issues.

Source: Aberdeen Group "Making the Case for Collaborative Product Commerce" July, 2001

The Idea Pipeline

- Over 40 % of new product ideas come from customers.

Bridging Communication

German and Swiss engineers each built half of a bridge over the Rhine River and met in the middle.

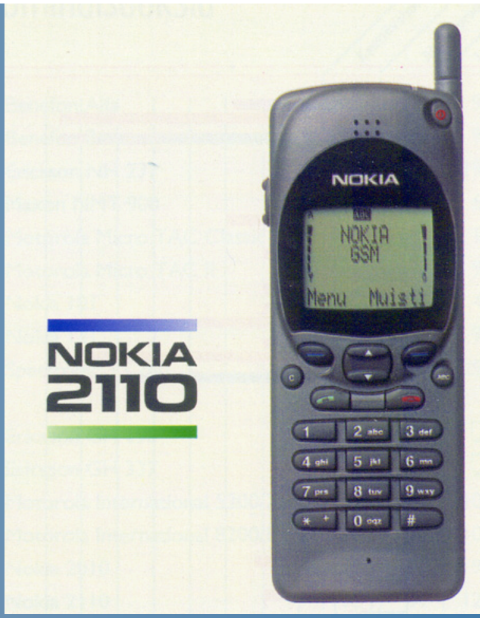
Ref: Der Spiegel, 14 Jan 2004, Salt Lake Tribune

Bridging Communication

One side was 54 cm (almost 2 feet!) lower than the other where they met!

Ref: Der Spiegel, 14 Jan 2004, Salt Lake Tribune

How did this happen?


NOKIA
2110
NOKIA
NOKIA
GSM
Menu
Muisti

For years, Motorola Inc. had supplied virtually all the wireless phones to AT&T. But when it came time to switch to the new digital technology, Motorola wasn't ready. Why?

“In 1998 Nokia surpassed Motorola as the world’s #1 maker of mobile phones.”

____ % of companies think customers are delighted.

Ref: Fred Reichheld, "The Ultimate Question: Driving Good Profits and True Growth"

80 % of companies think customers are delighted.

In __8__% of those companies, customers agree!

Ref: Fred Reichheld, "The Ultimate Question: Driving Good Profits and True Growth"

Root Cause of These Project Failures?

Failure to include the perspectives of critical stakeholders at the appropriate time.

Customer-centric Product Development

“There is only 1 boss. The customer.

And he can fire everybody in the company, from the chairman on down, simply by spending his money somewhere else.”

- Sam Walton

ELI REICHMAN/TIME LIFE PICTURES/GETTY IMAGES

Panasonic Lady Shaver

Insights

- **Fear of dropping the shaver in wet environments.**
- **Assumption that shiny body meant fragile and slippery.**
- **Space-limitations of bathroom counters.**
- **Unaware of the youth market.**

Wet/Dry
Panasonic

Ref: Product Innovation Mgmt, 2006:23,215-237

Panasonic Lady Shaver

after
shave

Insights	Changes
Fear of dropping the shaver in wet environments.	Better grip surface texture.
Assumption that shiny body meant fragile and slippery.	Sturdy looking matte finish.
Space-limitations of bathroom counters.	Compact charger.
Unaware of the youth market.	Product promotion to new target market.

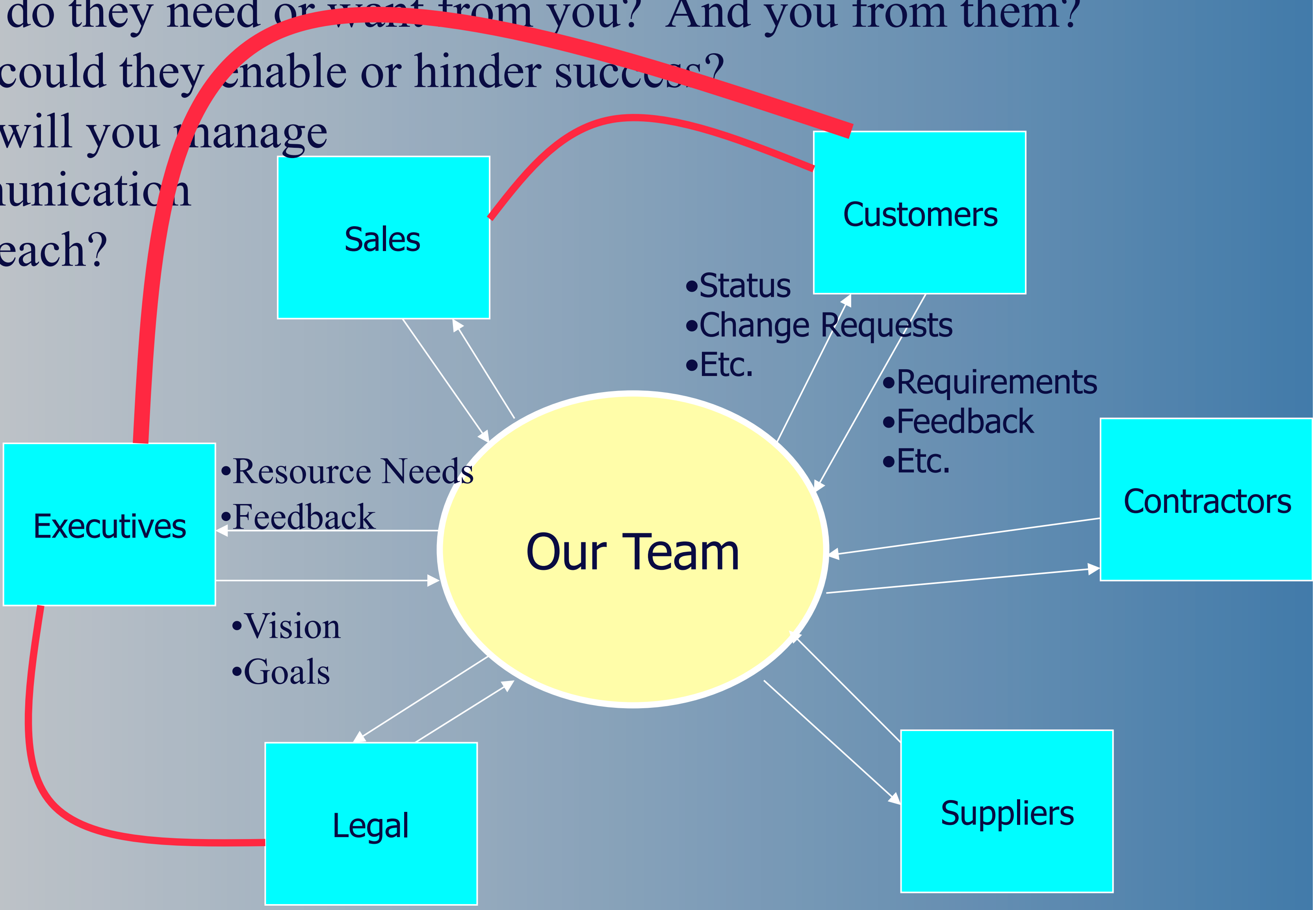
Ref: Product Innovation Mgmt, 2006:23,215-237

Some Benefits of Including Customers Up Front

- **Unanticipated ergonomic considerations.**
- **Unanticipated aesthetic implications.**
- **Unanticipated product performance attributes.**
- **Insights on product strategy and marketing.**

Example Communications Map

- What do they need or want from you? And you from them?
- How could they enable or hinder success?
- How will you manage communication with each?


Sales
Customers
•Status
•Change Requests
•Etc.
•Requirements
•Feedback
•Etc.
Executives
•Resource Needs
•Feedback
Our Team
Contractors
•Vision
•Goals
Legal
Suppliers

Ref: Posner & Kouzes, “The Leadership Challenge”

Avoiding Predictable Failure

- **Identifying Stakeholders**
  - **Do a stakeholder analysis.**
  - **Create a communication map.**
  - **Identify how they can enable and hinder your success.**
  - **Prioritize #1, #2, #3**

Perspectives Exercise

DISCUSSION

In your group: Discuss the definition of "project success" from the various perspectives.

(Choose 2-3)

- **Product Management**
- **Sales**
- **Marketing**
- **Suppliers**
- **Competitors**
- **CFO**
- **Customer**
- **Manufacturing**
- **Customer Support**
- **Other**

Key Insights

- **Understanding Stakeholder Perspectives**
  - **Tune in to "WIIFM" for each stakeholder.**

What's
In
It
For
Me?

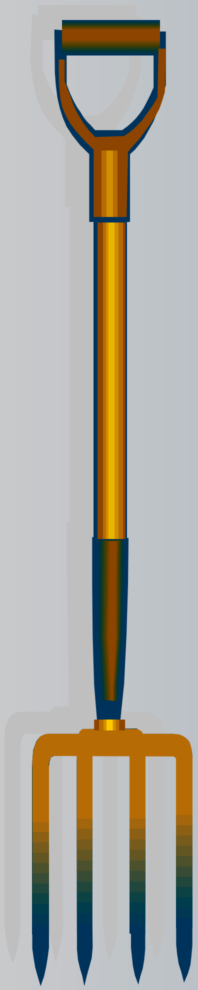
Missing Stakeholders

"The stakeholder that's never in the room is the future generation."

- Ackoff

Manage & Influence Stakeholders Effectively

Influence “Prong”s



- **Managing and Influencing Stakeholders**
  - **P Prioritize stakeholder interests.**
  - **R Relationship building.**
  - **O Open two-way feedback mechanisms.**
  - **N Needs and wants – know them!**
  - **G Goals – establish shared goals.**

Communicate, communicate, communicate.

Stakeholder Analysis

- Who cares?
- Who can help you? Who can hurt you?
- What do you need from each stakeholder?
- How could you gain each stakeholder's support?

Benefits of Concurrent Engineering (CE) and Integrated Product Development (IPD)

- **less development time**
- **fewer engineering changes**
- **less time to market**
- **higher quality**
- **higher worker productivity**

Key Insights

- **Identifying Stakeholders**
  - Do a stakeholder analysis.
  - Create a communication map.
  - Identify how they can enable and hinder your success.
- **Understanding Stakeholder Perspectives**
  - Tune in to “WIIFM” for each stakeholder.
- **Managing and Influencing Stakeholders**
  - P Prioritize stakeholder interests.
  - R Relationship building.
  - O Open two-way feedback mechanisms.
  - N Needs and wants – know them!
  - G Goals – establish shared goals.

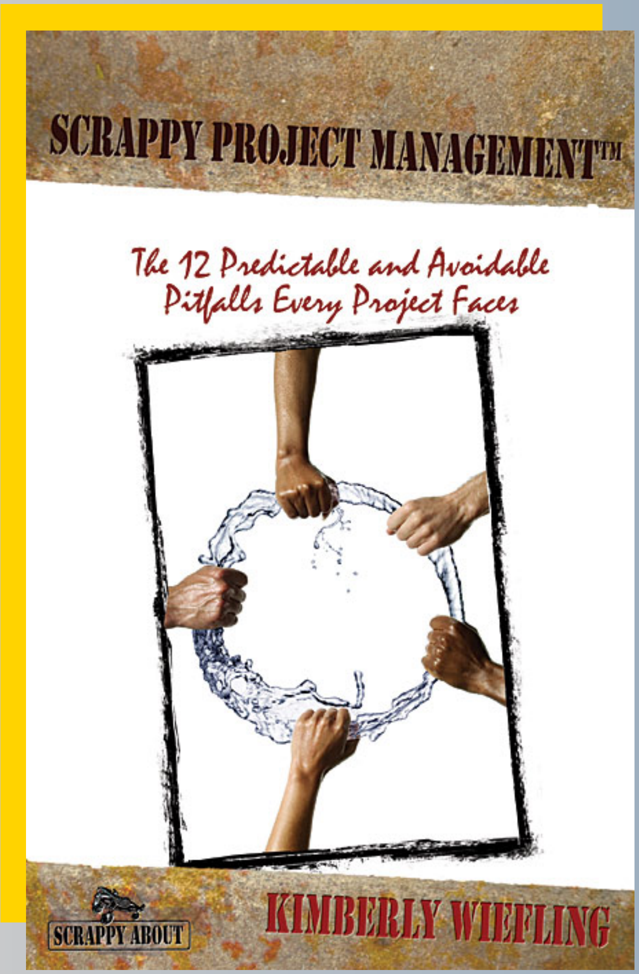
Communicate, communicate, communicate.

"Smart people learn from experience; wise people learn from the experience of others."

- Dr. Ichak Adizes, author of "Corporate Life Cycles - How Companies Grow & Die"

Call to Action!

What 1 "aha" or useful insight will you apply when you leave this session?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The 12 Predictable and Avoidable Pitfalls Every Project Faces
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KIMBERLY WIEFLING

Conceive it. Believe it. Achieve it.

Congratulations in advance!

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Sensible Project Management

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Q & A