

# Driving Project Leadership through Stakeholder Values

## PMI Chicagoland June 19, 2014 Professional Breakfast Meeting

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As  
presented  
at the:



# Leadership and Change

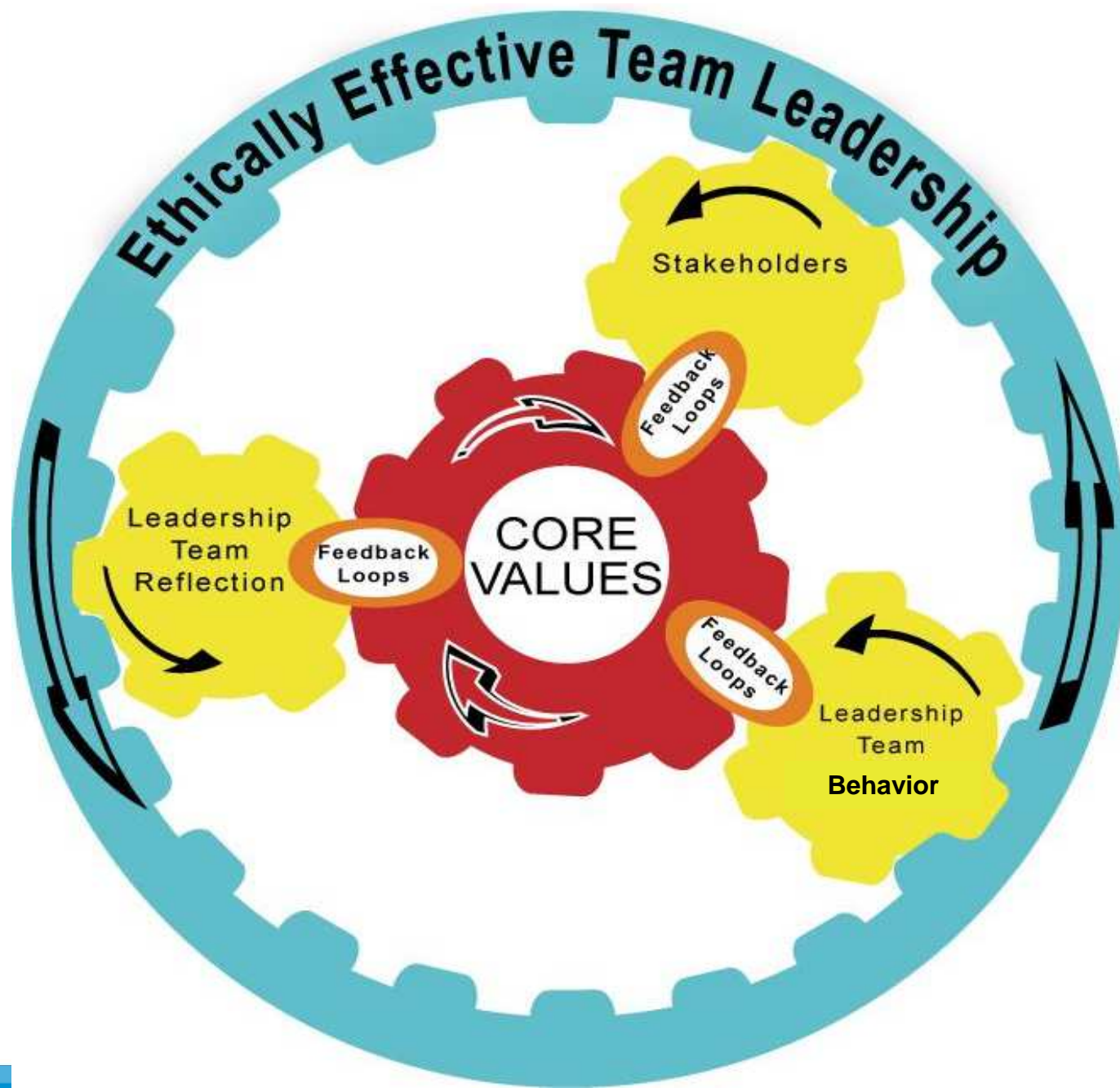
- You are a leader – title or not!
- Change requires successful project outcomes
- Key attribute of Successful Projects is ...

## STAKEHOLDERS

# Learning Objectives

- Values Centred Leadership Model
- The Stakeholder View
  - Stakeholder Feedback and Reflection
  - Core Values
  - Stakeholders Value Matrix
- Stakeholders Values in action
  - Drive ethical decisions,
  - Resolve conflicts,
  - Accept unplanned changes to project

# Values Centered Leadership Model - Ethically Effective Team Leadership



# Stakeholder Gear



# Stakeholder View

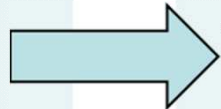
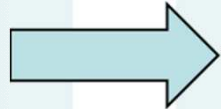
- Project Stakeholder Management
  - 13.1 Identify Stakeholders
  - 13.2 Plan Stakeholder Management
  - 13.3 Manage Stakeholder Engagement
  - 13.4 Control Stakeholder Engagement
- Engage your stakeholders to build trust
- Build Relational Equity with your Stakeholders

Dalla Costa (1998). *The ethical imperative: Why moral leadership is good business*. Toronto, Ontario, Canada: Harper Collins, p 178-179

# Share vs. Stake

## Shareholder

- Maximize Profit
- Meet Owners Needs
- Increase Owners Wealth

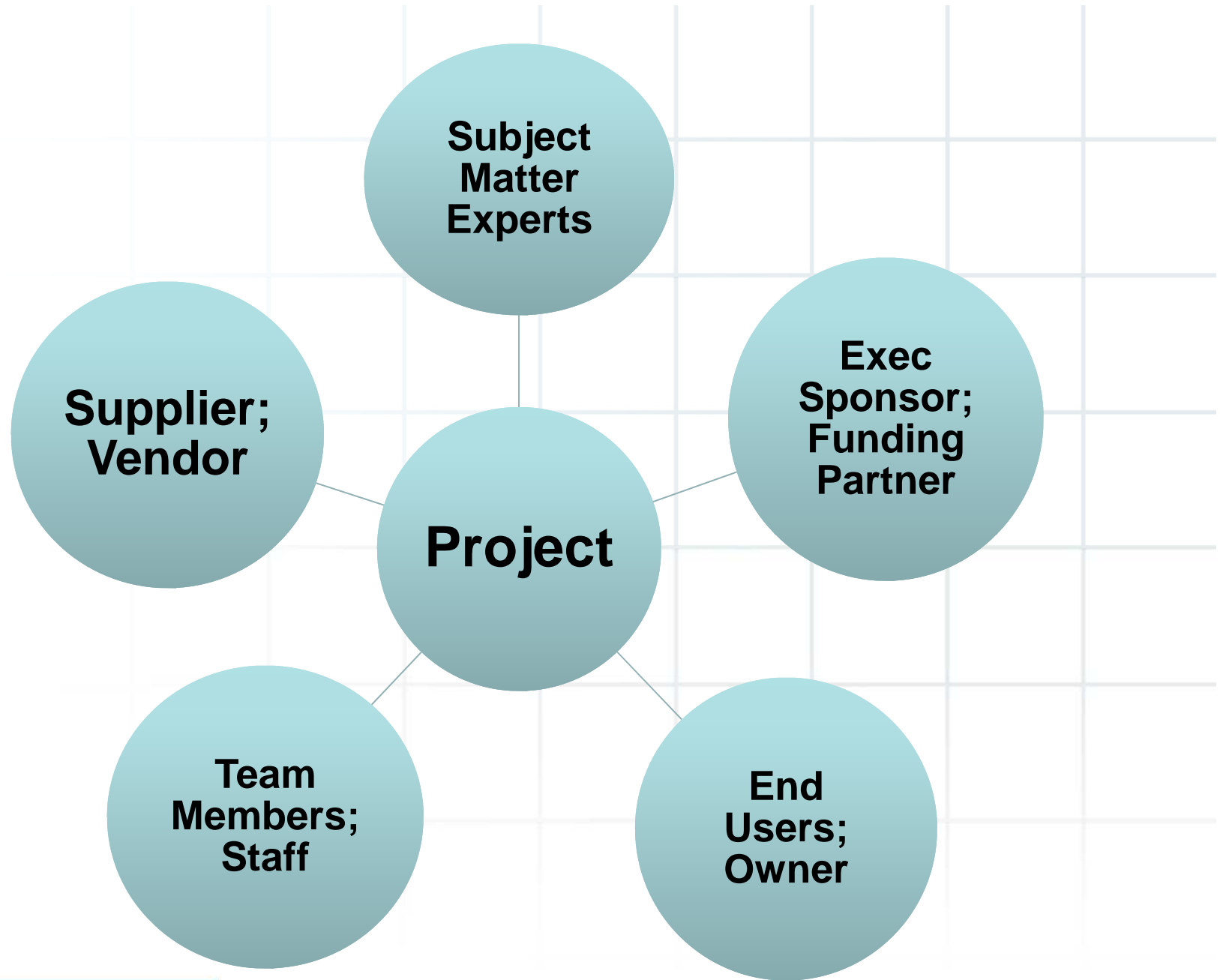


## Stakeholder

- Maximize Relational Equity
- Meet needs of those with interest
- Increase Good Will



# Stakeholders?



# Online Poll

What percentage of projects have actively engaged Stakeholders?

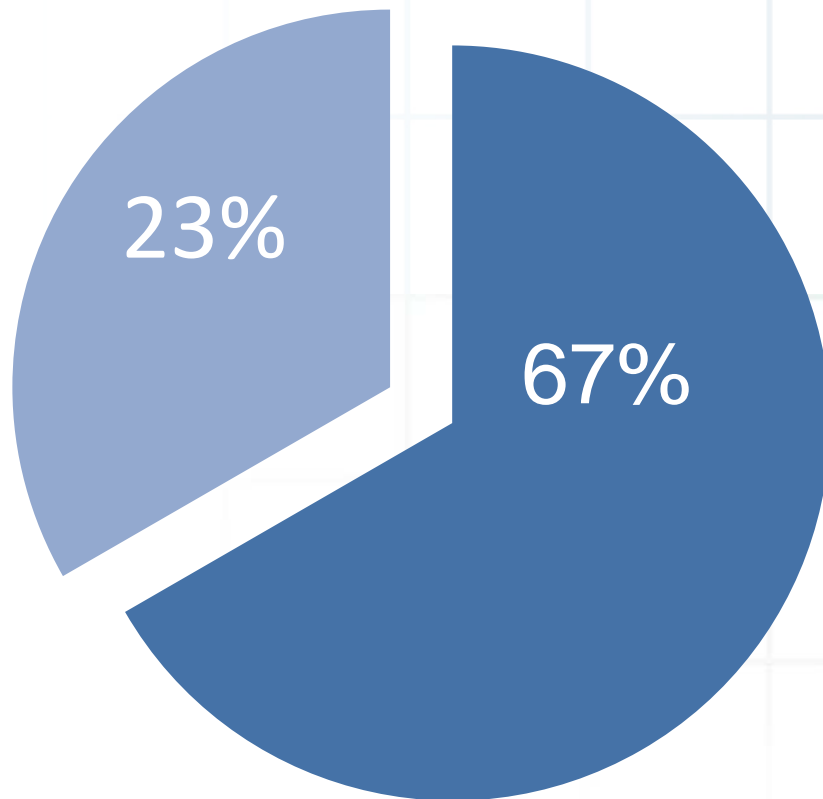
a) <50%

b) 67%

c) 75%

d) >80%

# Pulse of the Profession



Engaged Stakeholders

# To Engage Stakeholders

- Define Stakeholder treatment
- Ask for Stakeholder Feedback
- Treat Stakeholders Fairly, Honestly, with Justice, and Respect
- Include Stakeholders in Project decisions

# Reflection



## Leadership Team Reflection

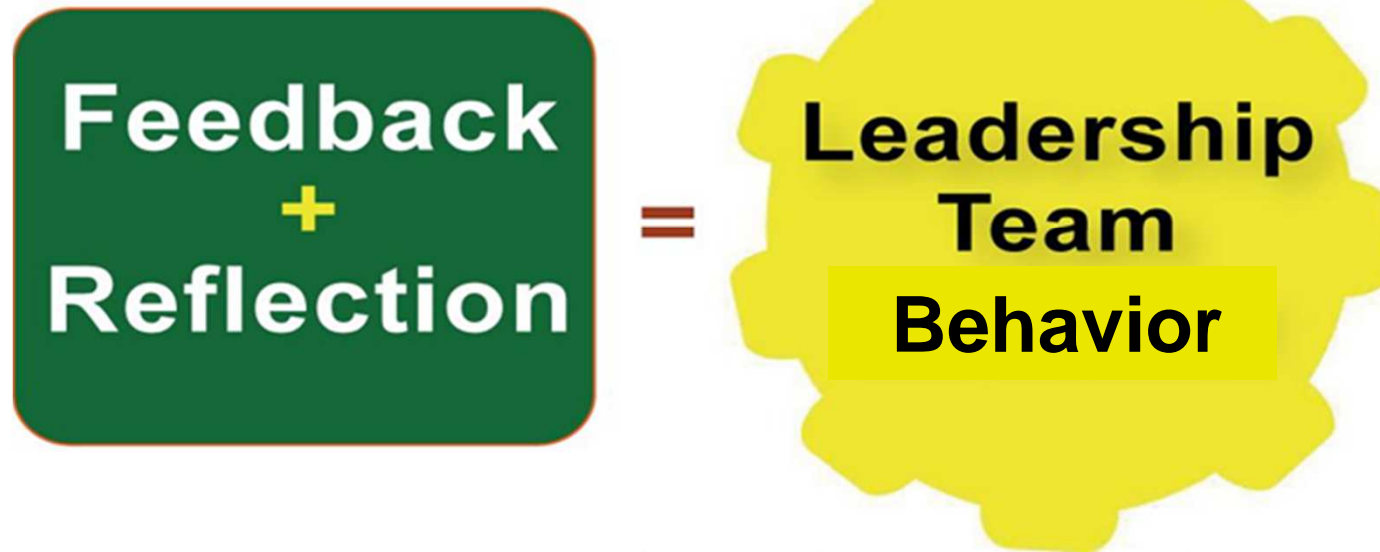
Schön, D. (1983). *The reflective practitioner*. New York, NY: Basic Books, Inc. 236-266.

# To Change Behavior



Stringer, E. (1999). *Action Research* (2nd Ed.). Thousand Oaks: CA, Sage Publications, Inc.

# Leadership Practices





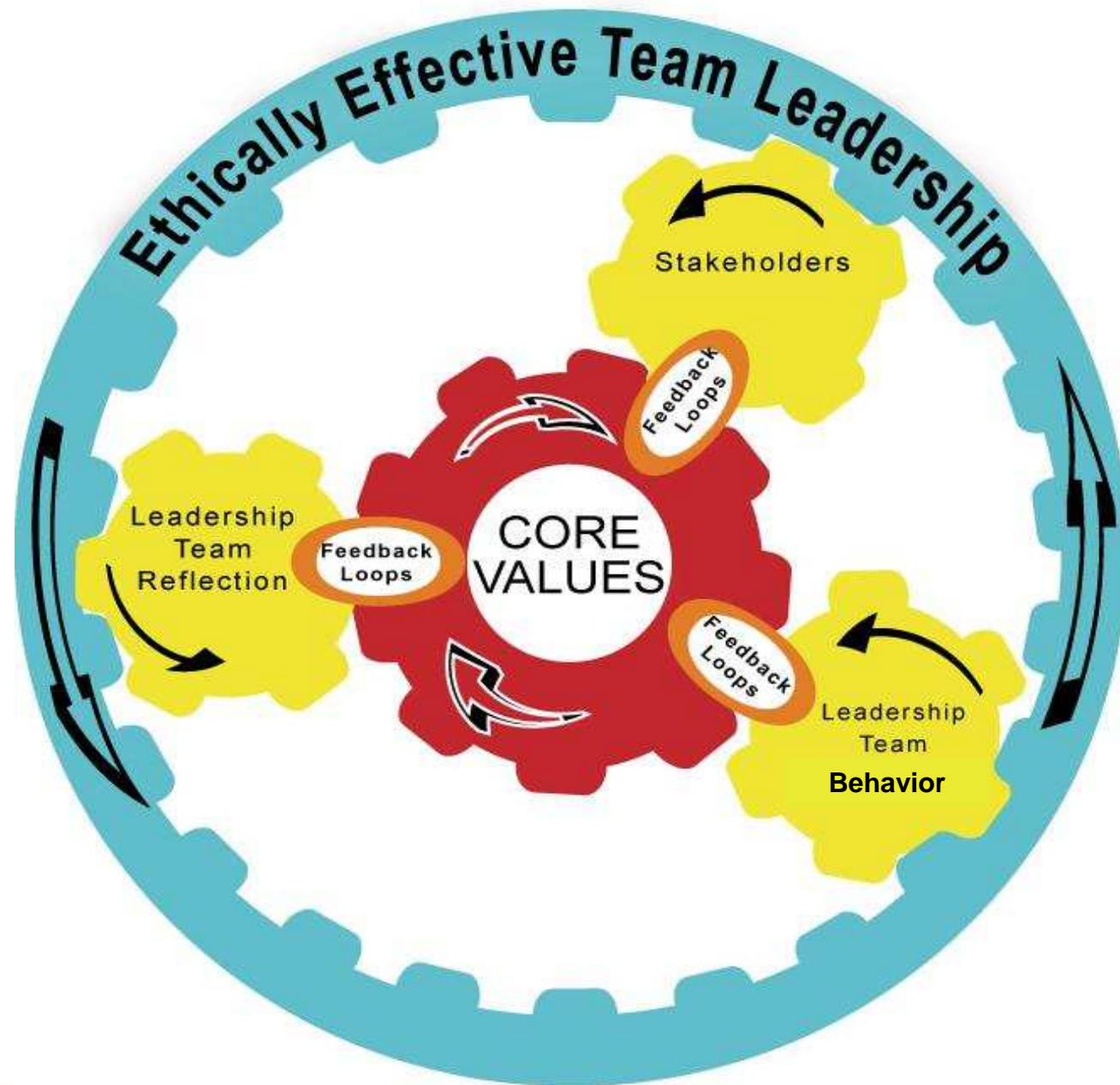
# Explicit Core Values

- Define Core Team Values
- Define Ethically Effective Leadership to
  - Meet Project Goals *and*
  - Treat Stakeholders ethically

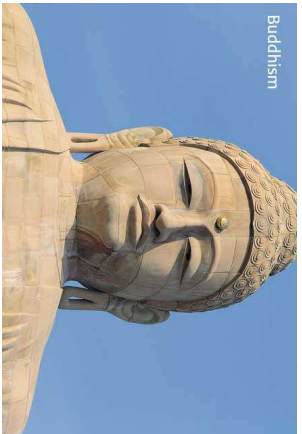
# Values Gear



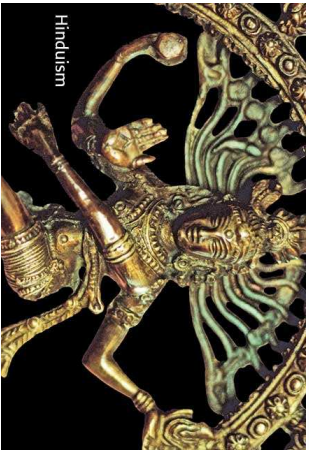
# Values Centered Leadership Model



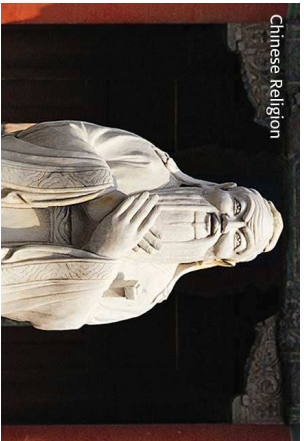
# Global Ethic for Common Values



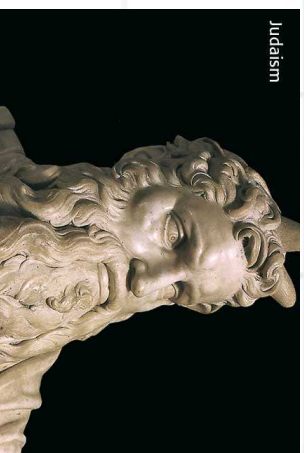
Buddhism



Hinduism



Chinese Religion



Judaism



Christianity



Islam

# Global Ethic

# Global Ethic for Core Values

- Be Honest
- Be Fair
- Strive for Justice
- Respect Dignity of Human Being
- Honor the Environment

Global Ethic Foundation, 2009, p 4-11

<b>Be Honest:</b>	<b>Be Fair:</b>	<b>Strive for Justice:</b>	<b>Respect Dignity:</b>	<b>Honor the Environment:</b>
<b>Truthful</b>	<b>Treat all Equally</b>	<b>Operate with Just practices</b>	<b>Respect them as a Person</b>	<b>Protect natural resources</b>
<b>Open and Transparent</b>	<b>Allocate Benefits and Burdens Equally</b>	<b>Recognize Injustice &amp; Compensate Accordingly</b>	<b>Every Person is an End -- not just a means to an end</b>	<b>Resources are common good -- with obligations to future generations</b>



# Online Poll – 2

Which of the following Value of the Global Ethic is *not* in the PMI Codes of Conduct?

- a) Respect
- b) Fairness
- c) Honesty
- d) Justice

# Stakeholder Values Grid

Guiding Rules Inspiring Direction

# Driving Decisions

- Identify the Stakeholders
- Identify Core Values
- Now matrix the two to create the Stakeholder Value Matrix (GRID)
- For each Cell – Define the treatment for this Stakeholder

<b><i>Stakeholder Value Matrix</i></b>	<b>Be Honest</b>	<b>Be Fair</b>	<b>Strive for Justice</b>	<b>Respect Dignity</b>	<b>Honor Environment</b>
<b>Executive Sponsor Funding Partner</b>					
<b>Team members</b>					
<b>End users</b>					
<b>Suppliers / Vendors / Contractor</b>					

# Global Ethics Exercise

- Review questions from Stakeholder viewpoint
- Answer questions to determine Stakeholder treatment
- To fill in Stakeholder Value Matrix Cell

## Be Honest -- *Facts are the Truth*

1. What do we do to ensure we are open and truthful in communications?
2. Do we state facts and are we truthful with the difficult message?
3. How do we ensure honesty in communication? Do we give meaningful and timely feedback to Stakeholders?

1. Our Status reports are transparent and in clear language.
2. We speak to Stakeholders in their terms.
3. We build a culture of transparency and trust. We are available.

## Be Fair --Same rules Apply to All

1. How do we hold all Stakeholders needs in same regard?
2. How do we determine recognition and promotions?
3. How do we allocate special assignments?
4. Do we communicate in a fair manner, or tell only on a 'need to know' basis?

1. Evaluate impact to all Stakeholders before deciding and acting.
2. Allocate benefits based fairness – define what is fair to each stakeholder.
3. Assign special assignments as growth opportunities, not just most qualified now.
4. Disclose business issues that may impact team.

# Strive for Justice --Who was Wronged?

1. How do we ensure diversity in thought? What is our program to encourage all groups of society to be represented?
2. Do we have a just reward and retribution system?

1. Seek out those who's opinion differ. Bring new thoughts to the table. Recognizing through diversity, new thinking emerges.
2. Review compensation plans for staff for fair structure. Review special rewards for including all groups.



# Respect Dignity --How do I Want to be Treated?

1. Each team member gives their special talent for the success of the project. How do we demonstrate respect for their talent?
2. How do our team practices meet the dignity and support self-esteem of our employees?

1. Recognize individual's unique gift. Walk a mile in their shoes', take time to understand their job.
2. Acknowledge their effort. Encourage and support and hear their issues. How do we say 'Thank you'?

# Honor the Environment – Who's looking at the long-term? Environment?

1. What is our Recycle/Reuse/Reduce plan?

2. What is our Environmental impact plan for our supply chain?

3. What is our plan for post consumer end of life disposal?

1. Define a Recycle/ Reuse/ Reduce plan for each of our operating areas. Roll out employee awareness campaign. Acknowledge employee volunteer hours with periodic ceremonies.

2. Review our supply chain for their practices.

3. Conduct post consumer disposal census & conduct marketing campaign.

# Using the Stakeholder Value Matrix

- Dissect a situation using the Stakeholder Value Matrix
  - Identify possible alternative
  - Identify Values in play
  - Identify Stakeholders impacted
  - Chose appropriate option

# Driving Ethical Decisions

## Exercise #1

Management finally recognizes the value of your teams' contribution, and they have granted a pool of funds \$2,000 US to allocate to your 20 person team. Some have been working weekends, some not able to work overtime much, but try to help out. How do you allocate the extra bonuses? What do you recommend?

- 1) Really not that much, just throw a party!
- 2) Give each \$100 – cash!
- 3) As a good PM you know who has logged the extra hours, calculate the percentage of each contribution and prorate the bonus pool. Some may be total OT, may be zero, some maybe 50%.

<b>Stakeholder</b>	<b>Be Honest</b>	<b>Be Fair</b>	<b>Strive for Justice</b>	<b>Respect Dignity</b>	<b>Honor Environment</b>
<b>Executive Sponsor Funding Partner</b>	Truthful status; Transparent with issues; Accurate status	Timely status; Reliable status	Avoid biases	Respect Time	Paper handling
<b>Team members On Delivery</b>	Tell truth about time required; Give truthful Feedback	Treat all same; allocate work equally	Create balance; See differences	Value their Work; Respect each other	Support special charity events
<b>End users</b>	Speak openly, transparent	Quality results	Open to ideas	Include in decisions	Paper handling
<b>Suppliers / Vendors / Contractors</b>	Treat as Partner; Negotiation; Feedback; Status	Allow time to deliver	Open to differences	Speak in good regard	Paper handling

# Resolving Conflicts

## Exercise #2

Remember the PM with the two disruptive team members arguing loudly in the common collaboration room? Two men, you've often notice that they tolerate each other, at best, in meetings, often short in their responses to each other. Their disrupted behavior is escalating and impacting the performance of the team. You need to find a way to get them to work together. What are some options?

- 1) Ignore it
- 2) Send them to Human Resources
- 3) Bring them together and have an open and honest discussion about the impacts to the team using a Values point of view.

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# Unplanned Changes to Project - Exercise #3

While managing the research project the leaders held firm with our survey methodology – no changes from the prior year’s study. Until we were attempting to survey stakeholders with the following:

1. Unskilled labor → we had surveys targeting professional staff
2. Spanish speaking only staff → we had English surveys
3. Constituents without access to internet → online survey’s only!

Options:

1. Do nothing hold methodology, go without these opinions
2. Change the methodology



<b>Stakeholder</b>	<b>Be Honest</b>	<b>Be Fair</b>	<b>Strive for Justice</b>	<b>Respect Dignity</b>	<b>Honor Environment</b>
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# Values in Action Exercise

- Define 2-3 options
- Identify Stakeholder impact
- Identify Values in play
- Choose

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# Polling Question - 3

Which of the following is not part of the process to Drive Project Leadership through Stakeholder Values?

- a) Define Stakeholders
- b) Define Values
- c) Define Treatment by Stakeholder Value
- d) Reflect on Leadership Behavior

# Driving Value Centered Projects

- Define Core Values
- Define Stakeholder Treatment
- Use Stakeholder Value Matrix to Drive Project Decisions
- Seek Feedback
- Modify Behavior

# Questions?

**Thank You!**

# Contact Information

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**Available for on site workshops**