

Building Stakeholder Alignment Syllabus

Creating Value in Relationships

An informal survey of alliance managers indicated most spend up to 70% of their time managing internal stakeholder alignment. That's 70% of their time NOT spent creating value, managing performance, identifying new opportunities. This course gives alliance managers strategies, tools, and techniques to manage stakeholders more effectively, so they can spend more time on value creating activities and delivering higher performing partnerships. Contact us at professionaldev@phoenixcg.com for more information or to schedule a class.

This highly interactive, workshop is designed to reinforce instructor-led learning with practical application of the concepts and tools presented in the session. Class participants will receive a case scenario prior to the workshop that will challenge them to think through the challenges and solutions in developing a Win/Win/Win value proposition. We also incorporate practical application exercises which require class participants to apply the principles to an alliance they are currently managing. We can deliver this workshop in a variety of modes, in person or remote and in different durations depending on how deeply you want to develop the skills involved.

When this workshop is structured as an Embedding Excellence module; concepts are presented and discussed in class, but the practical exercises are done off line as homework assignments. Two to four weeks later, we conduct a teach-back session, where participants can share their work, insights, challenges, successes, and outcomes.



This workshop has been approved for the ASAP Education Provider Program. ASAP members who have earned the CA-AM certification will earn qualification points upon completing the class.

Course Description and Activity Flow

Topic	Key Concepts	Learning Objectives	Skill Development	Critical Skill Addressed
Welcome & Intros				
Importance of Stakeholder Alignment	Managing alignment is the major activity of alliance management. Non-alignment introduces friction, conflict and risk to performance.	Share experiences and challenges in managing alignment.	Class Discussion of challenges and solutions	Collaborative Learning
Strategies for Alignment	Shared vision, alignment of alliance goals to stakeholder interests, executive sponsorship, building trust, etc are strategies to build alignment	Awareness of what strategies can be applied to gain stakeholder alignment.	Case Scenario – small group exercise working out possible strategies to gain stakeholder alignment	-Mission and Value Prop -Executive Sponsorship -Building Trust -Team roles
Break				

Topic	Key Concepts	Learning Objectives	Skill Development	Critical Skill Addressed
Team Charter	Process of creating a team charter will promote alignment through a co-creation process.	Lead the team chartering process.	Case Scenario – small group exercise to draft a team charter.	-Communicate alignment w/corporate strategy -Demonstrate norms and values
Stakeholder Matrix	Stakeholder behavior and attitudes can anticipate by their accountability and commitment to an alliance.	Describe stakeholder behavior based on their position in the matrix.	Class Exercise – Describe behaviors of hostages, snipers, cheerleaders, champions	Corporate Relationship Management
Mid-Day Break				
Creating the Matrix	Visualizing stakeholder matrix position and influence will give rise to specific actions to build alignment.	Quantify accountability, commitment and influence. Identify the relationships between stakeholders.	Application: small group exercise focusing on a specific alliance. Identify stakeholders, quantify commitment, accountability and influence and map to the matrix	Corporate Relationship Management
Stakeholder Motivations WIIFM	Stakeholders have professional and personal interests which if understood can help you align their interests to alliance objectives.	Gain insight in stakeholder positions by identifying their interests. Gain insight on how to influence stakeholder alignment.	Application: small group exercise. Complete a worksheet detailing stakeholder motivations and interests	Corporate Relationship Management
Champions	Champions need to be kept engaged, motivated and their influence constructively applied.	Define actions to manage champions based on their personal motivations and interests	Application: small group exercise focusing on a specific alliance. Devise a strategy for a champion based on WIIFM.	Corporate Relationship Management
Cheerleaders	Cheerleaders are supporters but not in the game.	Define actions to leverage influence and more actively engage cheerleaders to move them into the champion quadrant.	Application: small group exercise focusing on a specific alliance. Devise a strategy for a cheerleader based on WIIFM	Corporate Relationship Management
Break				
Captives	Captives are accountable – they have a stake in the success of the alliance and a personal interest, but are not believers in the alliance value.	Define actions to increase captives commitment to alliance success.	Application: small group exercise focusing on a specific alliance. Devise a strategy for a captive based on WIIFM	Corporate Relationship Management
Detractors & Subversives	Detractors can be very damaging to alliance relationships. They need to be addressed early.	Define actions which will move detractors to at least a neutral position or removed from the alliance.	Applications: small group exercise focusing on a specific alliance. Devise a strategy for a detractor.	Corporate Relationship Management

Topic	Key Concepts	Learning Objectives	Skill Development	Critical Skill Addressed
2nd Session	Teach Back			
Teach back	You learn what you teach.	Reinforces skills by teaching what you've learned.	Each team will present a strategy for stakeholder alignment.	Knowledge Management
Wrap up and Learnings				