

Stakeholders

Who are your stakeholders?

Primary

Who benefits directly

- User
- Buyer
- Influencer
- Etc.

Secondary

Who benefits indirectly

- Inventor
- Funder
- Producer
- Distributor
- Sales
- Retailer
- Service
- Etc.

Tertiary

Who else has impact

- Government
- NGOs
- Society
- Gangs
- Etc.

Pitching and Selling your “Opportunity”



Competing Values of Stakeholders

Do things that last

- Practice
 - Incubating...*
 - Workplace
 - Values
 - Learning
- Purpose
 - Knowledge
 - Community
- People
 - Community builders
 - Teachers
 - Counselors

Do things right

- Practice
 - Improving...*
 - Systems
 - Structures
 - Standards
- Purpose
 - Efficiency
 - Quality
- People
 - Problem solvers
 - Engineers
 - Professionals



Do things first

- Practice
 - Inventing...*
 - Products
 - Markets
 - Ventures
- Purpose
 - Innovation
 - Growth
- People
 - Artists
 - Visionaries
 - Entrepreneurs

Do things fast

- Practice
 - Investing...*
 - Performers
 - Initiatives
 - Acquisitions
- Purpose
 - Speed
 - Profits
- People
 - Competitors
 - Motivators
 - Dealmakers

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Who Are You Communicating To?

- Needs people
- Good listener
- Status quo/dislikes change
- No risks
- No pressure
- Counselor/ helps others
- Questioning
- Insecure/ needs reassurance
- Supportive
- No conflict

- Planner/ organizer
- Details/ technicalities
- Slow decisions
- Must be right
- Conservative/ cautious
- Low pressure
- Precise/ critical/ logical
- Problem solver
- Persistent
- Follows procedures/ compliant

- Dreamer
- Unrealistic goals
- Creative; ideas flow
- Needs approval and compliments
- Generalizes
- Persuasive, outgoing
- Off the cuff
- Innovative
- Excitable
- Enthusiastic

- Goal oriented/ results oriented
- Impatient
- Task oriented/ high achiever
- Workaholic
- Decisive
- Opinionated/ stubborn/ blunt
- Fast decisions
- Tough/ firm in relationships
- Power conscious
- Competitive/ loves challenges

Communicate Clearly to the Audience – Pre-work



- What's the best way to communicate with them?
- What are you suggesting?
- What does success look like to them?
- What's in it for them?
- How is this relevant to what they do?
- What would you like them to do?
- What changes will they have to make?
- How will you support them?
- What are the next steps?

Get Buy-In

- **Communication**
 - Have you adequately listened to stakeholders' concerns (especially those who are likely to resist)?
- **Participation**
 - Have you asked important people to join your team? (This helps to alleviate the “not invented here” syndrome).
- **Facilitation**
 - Have you invited an impartial third party to help mediate differences?
- **Negotiation**
 - Have you considered what the resisters stand to lose by implementing your idea? Can you offer something to offset any losses?

How Do You and They Communicate?

Communicate by:

- Use experiences that relate to the audience
- Use examples to illustrate the point
- Be helpful and user friendly
- Acknowledge emotional issues

Expect them to:

- Have an animated face - eyes flash, etc.
- Use expansive nonverbal gestures
- Use stories to illustrate points
- Talk out loud or to self to learn

Communicate by:

- Provide details
- Be neat
- Follow a sequential order
- Use a recognizable “appropriate” form

Expect them to:

- Ask questions that have answers: Who? What?
- Speak in sentences and paragraphs
- Complete their sentences and paragraphs

Communicate by:

- Look at the big picture
- Make it colorful and visual
- Use metaphors
- Look at the future
- Make it conceptually sound and clear

Expect them to:

- Ask questions that lead to other questions: Why? How?
- Speak in phrases
- Stop in mid-sentence thinking others obviously know

Communicate by:

- Use facts
- Show clear analysis
- Be to the point
- Be logical
- Be quantified

Expect them to:

- Use facts to illustrate points
- Be very matter-of-fact
- Express emotions abstractly
- Appear to display little or no emotion regardless of the situation