

Managing Internal Stakeholder Alignment Syllabus

Topic	Key Concepts	Learning Objectives	Skill Development	Critical Skill Addressed
Welcome & Introductions				
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				
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 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

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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				
Hostages	Hostages 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 hostage commitment to alliance success.	Application: small group exercise focusing on a specific alliance. Devise a strategy for a hostage based on WIIFM	Corporate Relationship Management
Snipers (Detractors & Subversives)	Snipers can be very damaging to alliance relationships. They need to be addressed early.	Define actions which will move snipers 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 sniper.	Corporate Relationship Management
Teachback	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				