

Harmonious Changes: Engaging Stakeholders With Pockets, Zones, and Modes



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Presentation Overview

This presentation is intended to show how Stakeholders can be more effectively engaged:

1. Specify Zones, Pockets, and Modes
2. Describe groupings within Stakeholder Pockets, Zones, and Modes
3. Diagnosing and Targeting Stakeholders

Key Outcomes From Presentation

- **Stakeholder Management:** Identify potential groups or "*Pockets*" within an organization. based on organizational tier, expertise, and duration within the organization.
- **Context for interactions and expected exchanges:** Knowledge of "*Zones*"; including Major Zones of Performance, Learning, and Detached, and the Minor Zones of Contribution and Engaged.
- **Identify “*Modes*” of behaviour:** Execution, Collaboration, Evaluation, and Exclusion; indicating potential areas of resistance and opposition.
- **Target communications to Stakeholders:** Gain acceptance and deployment of organizational changes commensurate to their perceptions and organizational attachments

Why Stakeholder Engagement?

So that Successful Change Management initiatives are

- Positively supported and correlate with harmonious interactions,
- Respond to different participants, stakeholders, and situations.

This prevents disharmony and wasted efforts expended with lower levels of progress and accomplishment.

- Stakeholder Engagement is the first process and knowledge area recommended after the Project Charter.
- Stakeholders are affected by the changes, and are therefore "constituents" of the Change Management activity.

Why Specify Stakeholders?

- Specify the Pockets, Zones, and Modes of stakeholders within an organization,
- Target appropriate communications to stakeholders, in ways that are pertinent to their perceptions and attachments to the organization and its initiatives.
- Improve the successful acceptance and deployment of organizational changes
- Identify groups or "Pockets" within an organization based on:
 - organizational tier,
 - expertise, and
 - duration within the organization.

Stakeholder Pockets Described

- **Immediate Superiors:** Core contacts for changes deployed to fulfill or complete a project or assignment. They are the internal customers who define success or failure.
- **Peers and Cohorts:** Potential allies or rivals either enhance your success or obstruct your progress, depending on how they are acknowledged and managed.
- **Subordinates and Delegates:** These are the individuals or entities on which you are dependent. Requiring engagement or fulfillment to ensure the changes are not disrupted. Misalignment is detrimental to the success of any changes.
- **Top Tier Stakeholders:** Those desiring the outcomes of the change, but not the detailed work. Influence, involvement, and power issues need to be managed for the change initiative.
- **Peripheral Participants:** This remainder of the organization.



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Stakeholder Pockets Example

- **Immediate Superiors:** Plant Manager, Purchasing Director desiring Just-In-Time Inventory program.
- **Peers and Cohorts:** Functional managers and leads supervising different production areas.
- **Subordinates and Delegates:** Technologists and specialists who carry out the process work.
- **Top Tier Stakeholders:** Chief Officers in organization, strategic partners depending on rapid delivery.
- **Peripheral Participants:** Non-production workers.

Stakeholder Zones Described

- **Performance Zone:** Work is being done with metrics and measures, and the priority is to complete with minimal mistakes or the introduction of new risks or disruptions.
- **Contribution Zone:** Initial states of involvement and accountability, with frequent oversight, mentoring, and coaching.
- **Learning Zone:** Expand capabilities and proficiencies in non-judgemental environments. Failure is embraced as learning opportunities.
- **Engagement Zone:** Win over the participants, convince them of the merits, and elicit their participation and commitment.
- **Detached Zone:** This is a "danger zone" within which people disassociate and disavow the changes. It is dangerous because it can actually incubate apathy, resistance, or secondary competing change initiatives.

Stakeholder Zones Example

- **Performance Zone:** Shipping and Receiving department handling incoming and outgoing inventory.
- **Contribution Zone:** Production specialist using new software to alert purchasing of low stock levels.
- **Learning Zone:** Lunch and learn session in a simulated environment to impart new process requirements.
- **Engagement Zone:** Breakfast meeting with coffee and pastries, with enthusiastic speakers and sessions.
- **Detached Zone:** Department of long-tenured billing clerks who follow their regimented routine.

Stakeholder Modes Described

- **Execution Mode:** Someone who is performing at their top personal level; avoiding interruptions or distractions.
 - Priorities in this mode include managing the backlog, constraints and bottlenecks, throughput, and velocity.
- **Collaboration Mode:** Receptive to exchanges for thoughtful and innovative solutions or breakthroughs, or to fundamentally resolve long-term problems and issues.
 - Priorities include contingency planning, resolution and mitigation of risks, issues, and incidents; root causes and corrective actions for prioritized problems; and RACI commitments.
- **Evaluation Mode:** Commitment is tentative, like a trial period.
 - Priorities include comparisons of pros and cons, driving vs. restraining forces, and benchmarking.
- **Exclusion Mode:** Avoidance of any commitment or involvement. The scope, applicability, and legitimacy may be challenged.

Stakeholder Modes Example

- **Execution Mode**: Ordering, production, and shipping activities conducted at a pace immediately prior to the month-end deadline to meet shipping due dates.
- **Collaboration Mode**: Off-peak times to walk through the material flow across different production areas, to understand bottlenecks and build-ups.
- **Evaluation Mode**: Employee trial of new barcoding software and labels, to track material flow and quantities.
- **Exclusion Mode**: Special production assembly unit that is not part of the regular workflow (i.e. build prototypes for sales demonstrations).

Stakeholder Diagnosis

The questions for any situation become:

- What "Pocket" does this person represent?
 - Are the expectations appropriate for this tier or level?
- What "Zone" are we working in?
 - Where should we be?
- What "Mode" is this person in?
 - What is the appropriate mode for this context or situation

Stakeholder Engagement By Pockets

- Engage **Immediate Superiors** as customers with
 - Specific requirements within mandated schedule and cost constraints.
 - Provide specific and relevant estimates and status updates to enable their decision-making and reporting.
 - Reinforce the relationship as a trusted advisor and valuable team member.
- Engage **Peers** and **Subordinates** distinctly
 - Provide Servant Leadership to **Subordinates** to enable their delivery.
 - Build alliances with **Peers** for communication and collaboration.
- Engage others with simple, powerful narratives
 - High level, upbeat facts for **Top Tier** with good news and bad.
 - Good News for the “Grapevine”; keep **Peripheral Participants** onside.

Stakeholder Engagement By Zones

- Start with **Engagement Zone**
 - Build the participation from logical and emotional support for outcomes
- Actively challenge and overcome **Detached Zone**
 - Bring over the disillusioned and reluctant through Positive Engagement
- Cultivate progression to Top Performance
 - Start by bringing Engaged Stakeholders into a **Learning Zone** to embrace concepts and build capabilities.
 - Monitor initial work within a safe **Contribution Zone**, offering coaching and mentoring.
 - On a foundation of Engagement and Contributions, build **Performance Zones** within which Stakeholders can meet and surpass objective standards.

Stakeholder Engagement By Modes

- Recognize someone within **Exclusion Mode**, and don't further antagonize them.
 - Anything will be resisted and found overwhelming until they are engaged.
- Build conditional trust through an **Evaluation Mode**
 - Give the Stakeholder the option to make their own informed choices without pressure.
- Timing is everything, and Stakeholders in **Execution Mode** may have urgent or pressing priorities.
 - Stakeholders in **Execution Mode** are not resistant to changes, just the timing does not work.
 - Recognize the cadence and priorities and schedule proposed changes to minimize conflicts.
- Ideal is a **Collaboration Mode**, with engaged and committed stakeholders, able to devote the necessary time to resolve problems or achieve breakthroughs.

Stakeholder Engagement Overall

Carefully assess Pockets, Zones, and Modes of Stakeholders.

Approach and address Stakeholders:

- Where they are currently, relative to what is needed for success.
- Shift them closer to where you need them to be for success.

POCKETS	Exclusion MODE	Evaluation MODE	Collaboration MODE	Execution MODE	ZONE
Immediate Superiors				X	Performance
Peers and Cohorts			X		Contribution
Subordinates			X		Learning
Top Tier		X			Engagement
Peripheral	X				Detached



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Circle Back: Stakeholders

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Comments / Questions

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