Stakeholder Management

Art and Science

AMWA 2019

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Agenda

- Role of the Medical Writer as Project Manager
- Define Stakeholders
- The Basic Process
- Scenarios
- MW-specific techniques
Medical Writer Project Manager

The Medical Writer as Project Manager (PM)
- Medical Writers project manage document development, and drive teams to achieve business-critical objectives.

Project Managers and Stakeholders
- Stakeholder management is a core competency for Project Management
- Stakeholder Management is a skill that can be learned.

Suggested book: Managing Project Stakeholders, Building a Foundation to Achieve Project Goals by Trest Roeder
Compare MW to PMs

<table>
<thead>
<tr>
<th>MW</th>
<th>PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributory function</td>
<td>Contributory function</td>
</tr>
<tr>
<td>• Role not well understood within an organization</td>
<td>• Role usually well-understood within an organization</td>
</tr>
<tr>
<td>Held accountable for deliverables</td>
<td>Held accountable for deliverables</td>
</tr>
<tr>
<td>Must use influence – very little real authority</td>
<td>Must use influence – very little real authority</td>
</tr>
<tr>
<td>• Rely on relationships</td>
<td>• Rely on relationships</td>
</tr>
<tr>
<td>Receive little to no formal training in PM</td>
<td>Trained in PM</td>
</tr>
</tbody>
</table>

Project Managers usually have no formal power of authority
Therefore must rely on relationships and “engagement” to achieve his/her objectives
Stakeholder Management Defined

A KEY STEAK HOLDER
Definitions

STAKEHOLDER:
A stakeholder is either an individual, group or organization who is impacted by the outcome of a project. They have an interest in the success of the project.

They can have a positive or negative effect on the project.
Definitions

What is Stakeholder Management?

- The process by which an individual establishes and maintains support from internal staff members and external parties for a new product or project or change within the organisation.*
- Forming and maintaining relationships with stakeholders and influencing them in order to achieve an objective – or not undermine it **

Communication

Expectations

Commitment vs Resistance

*Brainmates.com, **Russell Taylor
Definitions

**Why do it?**

- Prioritize
  - We can’t keep all the people “happy” all the time – focus on the Key Stakeholders
- Tap into resources for ideas, different viewpoints
- Uncover and reduce risks
- Increases the perception of success
- More efficient process and project closure
- Strengthens your position and gives more clout for opposition
- Increases chance of success
- Credibility for the team and the organization
- **Biggie – more likely to succeed in a less stressful manner**
Stakeholder Management
The Process
Stakeholder Management Process

1. Identify Stakeholders
2. Define Stakeholder Management Action Plans
3. Analyze Stakeholders
4. Execute, Monitor and Control Action Plans

Diagram illustrates the cyclic process of stakeholder management, starting with identifying stakeholders, defining their management action plans, analyzing them, and then executing and monitoring their control action plans, leading back to identifying new stakeholders.
Stakeholder Management – Identify Stakeholders

- **First Step** - Always Identify Your Stakeholders
  - Make sure you don’t leave anyone out
  - It gains buy-in and support for the effort from all (involve them in the planning, decision making, implementation and evaluation - and make it an integral part of their effort).
  - Begin building relationships
  - Need to include all stakeholders in your management plan
Stakeholder Management – Identify Stakeholders

**Identify your stakeholders – things to consider**

- their interest
- their power within the organization
- their capacity to take action and to implement where they fit in the organization
- their goals organizational and personal
- how approachable they are
- how flexible they are
- their opponents or supporters
- how well the stakeholder believes the organization is performing
- the stakeholder’s judgment
The Steps

- **Interview/onboard Stakeholders**
  - **Extremely important!**
  - New to project – ideal time
    - Reach out to the PM for names
    - Send out invitations for 30-minute 1:1 Onboarding meetings
    - Introduce yourself and tell a little about yourself – this sets the tone for the other person to do the same.
    - Take notes (it’s helpful if you have determined any specific things you’d like to discuss)
    - Schedule follow-ups as needed

- **Already embedded in the team/project**
  - Re-identify stakeholders to analyze
  - What is their view of the project “now”
  - 1:1s to follow up on “lessons learned” OR get a better understanding of something they mentioned that you recognize is a problem (eg, Do they have any problems with the project? With MW deliverables? Do they foresee any roadblocks ahead?)
The Steps

- In MW PM, developing relationships with Line Managers and above can be difficult.
- Rely on Core team stakeholder’s judgment?
  - Do they have a good relationship with their line manager?
  - Has their line manager, or above, ever come in at the last minute with comments that derail the project?
  - How often do they meet with their line manager?
  - How many managers will be involved?
  - How high up is the interest in this project from their line manager/function’s point of view?
Analyze Stakeholders

Step One
### Stakeholder Management – Analyze Stakeholders

Categorize/map stakeholders using simple tools
- Help prioritize, and manage your time
- Create a SM Plan

<table>
<thead>
<tr>
<th>Grids/Maps</th>
<th>Matrices / Continuum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power vs Interest</td>
<td>Engagement</td>
</tr>
<tr>
<td>Impact vs View of Project</td>
<td>View of MW</td>
</tr>
<tr>
<td>Potential Threat vs Cooperation</td>
<td>Resistance/Commitment model</td>
</tr>
</tbody>
</table>
Stakeholder Management – Analyze Stakeholders

- Typical stakeholder measures

<table>
<thead>
<tr>
<th>Term</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power</td>
<td>Level of authority (overall organizational power and/or power in the project)</td>
</tr>
<tr>
<td>Impact</td>
<td>Ability to effect change to the planning or execution</td>
</tr>
<tr>
<td>Interest</td>
<td>Level of concern regarding project outcomes</td>
</tr>
<tr>
<td>Influence</td>
<td>Level of active involvement in the project.</td>
</tr>
</tbody>
</table>
Prioritize Stakeholders: Power vs Interest Grid

- **Keep Satisfied (High-Weak)**: HP-LI
- **Manage Closely (High-Strong)**: HP-HI
- **Monitor (Low-Weak)**: LP-LI
- **Keep Informed (Low-Strong)**: LP-HI

Evaluate stakeholders on the Power vs Interest Grid:

- **High Power**
- **Low Power**
- **High Interest**
- **Low Interest**

- **Customize**:
  - Power vs Influence
  - Power vs Knowledge
  - Power vs ???

- **Analyze Stakeholders**
Analyze Stakeholders: Power vs Interest Grid

- **High Power, Low Interest**: Keep Satisfied
- **High Power, High Interest**: Manage Closely
- **Low Power, Low Interest**: Monitor (minimal effort)
- **Low Power, High Interest**: Keep Informed

Diagram includes symbols for CP, CO, UM, MD, CRO, and Label.
Analyze Stakeholders: Impact vs View of Project

- High Ability to Impact:
  - Negative View of Project: Keep Satisfied
  - Positive View of Project: Manage Closely

- Low Ability to Impact:
  - Negative View of Project: Monitor
  - Positive View of Project: Keep Informed

- Caution:
  - For stakeholders with high impact and negative view.

- Leader:
  - For stakeholders with high impact and positive view.

- Evangelist:
  - For stakeholders with low impact and positive view.
Analyze Stakeholders: Potential Threat vs Cooperation

- Resistance
  - Keep Satisfied
  - Monitor
- Threat
  - Manage Closely
  - Keep Informed

Cooperation: More → Cooperation → Less
Resistance

- Resistance is the force that tries to thwart changes in the status quo
- Resistance simply “is”. Don’t expend energy trying to avoid it – you must Manage it
- People want predictability and control – change threatens this
- To progress to desired state (to change) people go through 3 phases. They must:
  - Leave the familiarity of the present state
  - Pass through a transition state (characterized by uncertainty and insecurity)
  - Gravitate to new mindsets/behaviors

“…. people will consistently choose to stay in familiar situations that they know are not working rather than face the ambiguity of the unknown. .” (Daryl Connor 2012)
Stakeholder Management – Analyze Stakeholders

Stages of Commitment

Conner Commitment Curve

Degree of Support for the Change

Preparation Phase

I. Contact

Unawareness

Time

II. Awareness

Confusion

III. Understanding

Negative Perception

IV. Positive Perception

Reversibility Threshold

V. Experimentation

Rejection

VI. Adoption

Termination

VII. Institutionalization

Reversibility Threshold

VIII. Internalization

Action Threshold

Disposition Threshold
## Analyze Stakeholders: Engagement Assessment Matrix

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Unaware</th>
<th>Resistant</th>
<th>Neutral</th>
<th>Supportive</th>
<th>Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder 1</td>
<td>C</td>
<td></td>
<td>D?</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 2</td>
<td></td>
<td></td>
<td>C</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 3</td>
<td></td>
<td></td>
<td></td>
<td>CD</td>
<td></td>
</tr>
</tbody>
</table>

*C= Current  D = Desired*
Analyze Stakeholders: Perception Continuum of MW

C = Current
D = Desired

Negative Neutral Positive
Creating SM Plan
Step Three
Define a SM Plan

- Stakeholder Management Plan – is a living document
- After you have categorized your stakeholders, you will be better prepared to make a plan to manage them.
- You will have identified those stakeholders who need to be actively managed, who need to be kept satisfied or kept informed, and those who you should only monitor for a variety of reasons.
- You will identify those who can be helpful (allies), or resistant
- You will know who is committed and who you need to move to commitment/buy-in
## Stakeholder Management Plans

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Power vs Interest</th>
<th>Impact vs View</th>
<th>Threat vs Coop</th>
<th>View of MW</th>
<th>Resis-ance to Process</th>
<th>Level of Support</th>
<th>Reasons for Resistance</th>
<th>Actions to Address</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>H, H</td>
<td>H, Pos</td>
<td>L, H</td>
<td>Neutral</td>
<td>Low</td>
<td>Manage</td>
<td>na</td>
<td>Maintain</td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td>H, L</td>
<td>H, Pos</td>
<td>H, H</td>
<td>Negative</td>
<td>High</td>
<td>Satisfy</td>
<td>uninformed</td>
<td>Communication steps (list)</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>L, H</td>
<td>L, Pos</td>
<td>L, M</td>
<td>Positive</td>
<td>Medium</td>
<td>Inform</td>
<td>untrained</td>
<td>Train (list)</td>
<td></td>
</tr>
</tbody>
</table>

H=high, L=low, M=medium, Pos=positive, Neg=negative

## Stakeholder Communication Plan

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
<th>How</th>
<th>Who</th>
<th>When</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Role</td>
<td>Category Influence (H/M/L)</td>
<td>Interest Support (Neutral, against)</td>
<td>Monitor Inform Satisfy Manage Method (email, meetings, posting on collaborative sites, etc)</td>
<td>Strategy Owner Frequency Notes</td>
</tr>
<tr>
<td>#1</td>
<td>Core Team</td>
<td>Key</td>
<td>L, H</td>
<td>Neutral</td>
<td>Low</td>
</tr>
<tr>
<td>#2</td>
<td>Extended Team</td>
<td>Primary</td>
<td>H, H</td>
<td>Negative</td>
<td>High</td>
</tr>
<tr>
<td>#3</td>
<td>Core Team</td>
<td>Primary</td>
<td>L, M</td>
<td>Positive</td>
<td>Medium</td>
</tr>
</tbody>
</table>
Analysis Example
Case Study – Case Study – Core Team

- Safety
- Clin Pharm
- CRO MW
- PM
- Regulatory
- Clinical MD
Case Study – Analyze Stakeholders

Power vs Interest
- High Power: Keep Satisfied
- Low Power: Manage Closely
- Monitor (minimal effort)
- Low Interest: Keep Informed
- High Interest: Monitor

Threat vs Cooperation (other)
- More Threat: Keep Satisfied
- Less Threat: Manage Closely
- Monitor
- More Cooperation: Keep Informed
- Less Cooperation: Monitor

Impact vs View of Project
- High Impact: Keep Satisfied
- Low Impact: Manage Closely
- Monitor
- Negative View of Project
- Positive View of Project

Perception of Medical Writer
- Stages of Commitment
- Unaware
- Resistant
- Neutral
- Supportive
- Leading

Stakeholder 1
- Unaware: C
- Resistant: D
- Neutral: D

Stakeholder 2
- Unaware: C
- Resistant: D
## Case Study – the Core Team

<table>
<thead>
<tr>
<th>Dr A – PhD, Clin Pharm Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power=high; Interest=Moderate  (Actively Manage and Keep Satisfied)</td>
</tr>
<tr>
<td>Impact=high; View of Project=Negative</td>
</tr>
<tr>
<td>Key: Very busy resulting in a negative view</td>
</tr>
<tr>
<td>Inflexible but approachable:</td>
</tr>
<tr>
<td>• Doesn’t handle surprises well</td>
</tr>
<tr>
<td>• Can take over a meeting when anxious</td>
</tr>
<tr>
<td>• Does not want his function to be viewed as a problem (critical path)</td>
</tr>
<tr>
<td>!! Does not understand the process of document review; is disengaged with it (potential threat)</td>
</tr>
<tr>
<td>Reviews everything unless directed otherwise</td>
</tr>
<tr>
<td>Negative view of MW</td>
</tr>
</tbody>
</table>
Case Study – Analyze Stakeholders – Dr A

Power vs Interest

<table>
<thead>
<tr>
<th>Power</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Low</td>
<td>High</td>
</tr>
</tbody>
</table>

- Keep Satisfied
- Manage Closely
- Monitor
- Keep Informed

Impact vs View of Project

<table>
<thead>
<tr>
<th>Impact</th>
<th>View of Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Manage Closely</td>
</tr>
<tr>
<td>Low</td>
<td>Monitor</td>
</tr>
<tr>
<td>Negative</td>
<td>Keep Informed</td>
</tr>
</tbody>
</table>

Threat vs Cooperation (Process)

<table>
<thead>
<tr>
<th>Threat</th>
<th>Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>More</td>
<td>Less</td>
</tr>
<tr>
<td>Less</td>
<td>More</td>
</tr>
</tbody>
</table>

- Keep Satisfied
- Manage Closely
- Monitor
- Keep Informed

Perception of Medical Writer
Case Study – Analyze Stakeholders – Dr A

Stages of Commitment
# Case Study – the Core Team – MW Project Management Strategies

<table>
<thead>
<tr>
<th>Interests / Concerns</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key: Very busy: high impact, negative view of project (because of time)</td>
<td>• Focus on relationship-building</td>
</tr>
<tr>
<td></td>
<td>• 1:1 onboarding</td>
</tr>
<tr>
<td></td>
<td>• Identify his needs and concerns and address them</td>
</tr>
<tr>
<td></td>
<td>• Keep him engaged</td>
</tr>
<tr>
<td></td>
<td>• Manage his expectations</td>
</tr>
<tr>
<td></td>
<td>• Be organized with communications, meetings</td>
</tr>
<tr>
<td></td>
<td>• Meet with him ahead of meetings to get his input and buy-in</td>
</tr>
<tr>
<td></td>
<td>• Reassures him that he is being heard and give him time to process</td>
</tr>
<tr>
<td></td>
<td>• Identify and resolve his concerns before the meeting</td>
</tr>
<tr>
<td></td>
<td>• Engage him - ask for input into your slides (gives him ownership)</td>
</tr>
<tr>
<td></td>
<td>• Inform him of potential problems ahead of time.</td>
</tr>
<tr>
<td></td>
<td>• Gives him time to deliver something or apprise his manager of any</td>
</tr>
<tr>
<td></td>
<td>problems</td>
</tr>
</tbody>
</table>
### Case Study – the Core Team – MW Project Management Strategies

<table>
<thead>
<tr>
<th>Interests / Concerns</th>
<th>Strategy</th>
</tr>
</thead>
</table>
| Does not understand the process of document review; is disengaged with it – Potential Threat | • Training needed  
  • Preferably 1:1 training – use very organized slides and/or take him through process – more than once if necessary  
  • **Needs** rationale for abiding by the process (eg, time, quality)  
  • Ask for time in a routinely-scheduled meeting to go back over things or re-train entire team  
  • Give directions for strategic reviews (he does not need to review everything)  
  • “lock down” certain sections of a document |
| (Manage his resistance – move him first Understanding then towards buy in/commitment) |                                                                         |
| Reviews offline and reviews everything unless directed otherwise                     |                                                                         |
| Negative view of MW                                                                  | • Develop relationship with him (all of the above)  
  • Move to Neutral first, then reassess  
  • Ultimately, deliver on promises (notify him if something changes) – move him toward positive |
**Case Study – the Core Team**

<table>
<thead>
<tr>
<th>Dr C : MD – Safety Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power=high; Interest=high</td>
</tr>
<tr>
<td>(Engaged primarily with Safety)</td>
</tr>
<tr>
<td>Impact=high (very influential with Team), View of Project=positive</td>
</tr>
</tbody>
</table>

**Very busy:**
- Bottleneck for reviews; but only reviews safety
- Approachable but hard to get time with
- Low threat in general, however
- !! Disorganized – potential threat to process

**Flexible/ makes decisions easily**

**Wants/needs MW to write his sections**

**Neutral view of MW**
Case Study – Analyze Stakeholders – Dr C

Power vs Interest

- High Power: Keep Satisfied
- Low Power: Monitor (minimal effort)
- High Interest: Manage Closely
- Low Interest: Keep Informed

Impact vs View of Project

- High Impact: Keep Satisfied
- Low Impact: Monitor
- High View of Project: Manage Closely
- Low View of Project: Keep Informed

Threat vs Cooperation (Organization)

- More Threat: Keep Satisfied
- Less Threat: Monitor
- More Cooperation: Manage Closely
- Less Cooperation: Keep Informed

Perception of Medical Writer

Potential Ally/Leader: Dr C
## Case Study – Analyze Stakeholders – Dr C

### Stakeholder Engagement Matrix

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Unaware</th>
<th>Resistant</th>
<th>Neutral</th>
<th>Supportive</th>
<th>Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder 1</td>
<td>C</td>
<td></td>
<td></td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Stakeholder 2</td>
<td></td>
<td></td>
<td>C</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>Dr C</td>
<td></td>
<td></td>
<td></td>
<td>C D</td>
<td></td>
</tr>
</tbody>
</table>

Perception of Medical Writer
Case Study – the Core Team

<table>
<thead>
<tr>
<th>Interests / Concerns</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very busy:</td>
<td>• Identify his organizational needs and try to address them</td>
</tr>
<tr>
<td>• Bottleneck for reviews; but only reviews safety</td>
<td>• Give directions for strategic reviews</td>
</tr>
<tr>
<td>• Approachable but hard to get time with</td>
<td>• May have to point him to other sections besides safety</td>
</tr>
<tr>
<td>• Disorganized</td>
<td>• “lock down” certain sections of text to help</td>
</tr>
<tr>
<td></td>
<td>• Give him extra time within the timelines</td>
</tr>
<tr>
<td></td>
<td>• Can you give him his part earlier than the others to look at?</td>
</tr>
<tr>
<td></td>
<td>• How realistic are the timelines for him? Help him organize his</td>
</tr>
<tr>
<td></td>
<td>thoughts around this and go back to the team with changes</td>
</tr>
<tr>
<td></td>
<td>• Set up routine check-in meetings (default)</td>
</tr>
<tr>
<td></td>
<td>• Emails that are directive, concise; use “codes” in subject line</td>
</tr>
<tr>
<td>Wants/needs MW to write his section</td>
<td>• Assess how much of this you can do. Ask him what sources to use, how</td>
</tr>
<tr>
<td></td>
<td>much detail; get the document started for him</td>
</tr>
<tr>
<td></td>
<td>• Direct him to the specific area he must provide input for</td>
</tr>
</tbody>
</table>

Do not “oversupport” him, ie, do everything he asks/for to get on his good side
## Case Study – the Core Team

<table>
<thead>
<tr>
<th>Interests / Concerns</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible/ makes decisions easily / very influential</td>
<td>• Meet with him ahead of time to get his buy-in before a meeting&lt;br&gt;• Call on him during a meeting for his views to help others make decisions</td>
</tr>
<tr>
<td>Neutral view of MW:</td>
<td>• All of the above will build positive relationship&lt;br&gt;• Deliver good output and promises</td>
</tr>
</tbody>
</table>
Difficult Stakeholders

- **Difficult Stakeholder - Categorize**
  - Difficult SH whose support is “nice to have”
    - PM would feel more comfortable to have their direct support, but if necessary, may proceed without it
  - Difficult SH whose support is “must have”
    - PM must find a way to work with them
    - Create a working relationship with them!
Difficult Stakeholders

Step One – Uncover the source of the difficulty

- Conduct research – what is the root cause of the problem?
  - Interview stakeholders for their perspective on why the SH behaved this way
  - Review written correspondence to identify when the problem began to arise
  - Go through a timeline sequence of events
- Stand in the shoes of the Difficult Stakeholder
  - Was their point of view valid? What made it valid
Difficult Stakeholders

Step Two – Plan of action

- Hold 1:1 meeting to find a path/agreement
- Communicate – possibly for the first time – select project details that may not be known by the SH
- Re-communicate project details that the SH may not have understood
- Ask the SH for input on how to resolve the problem
- Engage a 3rd party with a strong relationship to both the difficult SH and either the PM, the sponsor, the function, etc.
- Add a new SH to the project as a balance with the difficult SH
- Diplomatically remove the difficult SH from the project
Monitoring Stakeholder Management Plan

Step Three
Monitoring SM Plan

- Set up specific times (plan up front) when you will open the SM plan and update it
  - Weekly, monthly, quarterly
  - At major milestones
  - When a new team member joins or another leaves
- Pre-specify – what will the measures be?
  - Are there any new ones needed?
- Make adjustments as needed
Medical Writing Best Practices
Medical Writing Best Practices – Tips

- Begin the way you want to continue
  - Be professional and assertive
  - Understand your responsibilities and your rights – **your deliverables**
    - You must do what it takes to deliver!
- You are the boss in your meetings – you own the agenda
  - Set your own agenda (always have one!)
  - Set ground rules at the beginning of meetings (especially those you anticipate will be problematic)
  - Know what agreements/resolutions/solutions you must achieve
  - Have someone else be timekeeper if needed
- Don’t ask, just do
  - Hold team accountable: Instead of asking the team if they will “do it this way”, inform them that this is process that we will be using
  - If the “main” kickoff does not allow time for your agenda, hold your own MW kickoff to get what you need to deliver
Medical Writing Best Practices - Axioms

- Engage team members - make your stakeholders an integral part of the effort (eg, engaged instead of multi-tasking)
  - In meetings (eg, kickoffs), have each team member give part of a presentation/slide
  - During comment reviews, ask each team member to explain their questions
  - When reviewing “process” as a team, directly ask specific SHs to address something
- It’s about relationships – but not about oversupporting team members
- Develop your allies
- Ask – “what level of MW support do you want?” – when team is not utilizing your talents or acknowledging your value
- Be pro-active: Reach out to the PM to let them know when you are not getting what you need
Medical Writing Best Practices - Axioms

- Educate your stakeholders re: Time
- Our stakeholders are scientists; data are powerful with them – so try to use data
  
  Example: Timelines are too short: Not enough time between the comments review and delivery of the next draft

Give an example:

If 150 questions X 5 – 10 minutes each for resolution (conservative estimate) = 750 – 1,520 minutes
  
  = 12.5 to 25.3 hours

- How many working days are needed for the MW to resolve all comments?
- How many projects does the MW support?
- How many internal MW process initiatives is the MW supporting?
- Is the MW on a business trip or holiday/vacation during any of that time?
Stakeholder Management

- MW’s are Project Managers
- Understand your role, responsibilities and deliverables
- Be assertive and professional
- ID and analyze your stakeholders, create SM plans
- Reach out to your management and request some formal PM training (personal development objectives)
Questions?
References

- Roeder, Managing Project Stakeholders 2013
- https://www.projectengineer.net/3-types-of-stakeholder-matrix/
- Russell Taylor : https://www.slideshare.net/rptaylor/stakeholder-management-56023264