# SAY

## X-ray machine for programs & projects

providing hard facts on soft aspects

# delivering sustainable improvements in programs & projects, accelerating change and increasing business performance

## 1 project failure and the human factor

Many program and project initiatives fail, run over budget and do not deliver expected deliverables, or worse, derail completely. Why is this?

Many projects and programs apply de-facto standards for project management: PRINCE2 and MSP in the EU and PMBOK, in the USA. These "standards" allow you to manage a project in a logical way and are undoubtedly effective, but have their limitations, especially when used to manage people to changing their behavior or ways of working. Most common causes of project failure according to multiple research studies are people related: lack of ownership, no engagement of stakeholders, and unrealistic expectations.

## 2 analytics enabling better execution

SAY is a method combined with an online measurement tool which provides information regarding project status and critical success factors together with insight in stakeholder mindset. SAY makes stakeholders more manageable and enables project managers to take the right next step to keep on track.

Often program and project monitors are focusing on planning, milestones, timelines and budget. People and people related aspects are missing. SAY is the first method that provides accurately, systematically and methodically, a clear, concise and objective picture of the actual status of programs and projects. With SAY interests, perceptions, mindsets and moods of all relevant stakeholders are mapped. SAY provides necessary additional information to better focus and prioritize actions, with the objective to accelerate successful change, to deliver more sustainable improvements in business performance, and to reduce risks of project failure.

## 3 applied worldwide in various environments

SAY is used by private, public and non-profit organizations across a wide variety of sectors, including financial services, manufacturing, FMCG, health care and government services. Clients include large global organizations in Europe, Africa, Middle East and the Americas.

Change programs supported by SAY have included outsourcing, shared services implementation, new ERP programs and ways of working, long term construction projects, IT programs, and implementation of worldwide compliance programs.

# SAY provides a logic to engage stakeholders in a tailored manner, fit to their mindsets & situations

# 4 web based & easy to read

SAY is an online interviewing method which intelligently asks the stakeholders about their objective observations regarding project critical success factors and their subjective preferences. The gathered data is then presented in a dashboard format which gives alerts about project aspects or stakeholder groups requiring special attention.

SAY can be applied quickly without great organizational efforts, and does not require a new skill set. SAY thereby offers organizations the possibility to benchmark human factors in programs and projects, internally as well as externally.

| stakeholder groups | mood | support from top | benefits | confidence | involvement | execution | concept | complexity | gap to bridge | response | preferred action |
|---|---|---|---|---|---|---|---|---|---|---|---|
| group a. | B⁻ P⁻ | | | | | | | high | wide | 36% | P B |
| group b. | Y O | | | | | | | medium | medium | 79% | G P |
| group c. | Y O | | | | | | | medium | medium | 78% | G P |
| group d. | P G | | | | | | | medium | wide | | |

With each SAY measurement a written Project Observation Report (POR) can be provided upon request. PORs have been designed to provide a clearly written overview of how a project is experienced by the different stakeholder groups and what everyone's emotional attitude is in relation to the project. A POR can be used to provide accountability to relevant people. In addition the report sums up which priorities the project leadership should establish in stakeholder management (what to fix now and what to do in the future). For each stakeholder group that requires attention, the report provides a customized approach in order to keep them on board.

## preferred actions

**R** Give some extra attention to the internal political support for the project. People feel this project may not last if not defended well.

**O** It is time for the project to produce some results. Some output would motivate everybody, especially those who provide the input.

**P** Trust is essential and hard to restore. Spend energy on the relationships between your stakeholders, manage expectations and walk your talk.

**G** Extra communication is needed, but please listen what kind of information is needed. What is it people want to know or hear?

**B** Make sure all is set for a proper execution of the project. Resources available, skills adequate, planning realistic?

**Y** Take time to fine tune or clarify the concept behind the project. People are not convinced, it is not all that logic.

# SAY

## hard facts on soft aspects

## summary

Modern project and change managers influence project environment and teams. They keep an eye on interests and behavior of those setting the tasks, team members, sponsors, administrators, suppliers, and of course clients and end-users. It's more about people than content only. Efficient project and change teams put the 'we' side of projects central. As a project or change team you must ensure that all stakeholders become involved and stay involved. SAY is using a framework of mental arenas and the concept of value-driven behavior to determine the level of engagement of stakeholder groups and how to connect or re-connect them.

SAY can be described best as the first X-ray machine for the soft side of programs, projects and change processes, providing hard facts on soft aspects. SAY has three fields of application;

- SAY for monitoring programs & projects
- SAY as an instrument for auditing projects
- SAY supporting change management

SAY can be applied to individual programs and projects, as well as multiple programs, projects and portfolios. SAY can also be deployed during the earlier development phase of a project to research support for and risks of a potential project.

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## SAY…

- is scientific based and designed to monitor stakeholder engagement and systematically manage the "soft side of change"
- is based on more than 20 years of measuring values and mindsets with over 250.000 people in more than 40 countries
- provides rapid and reliable reports from data gathering through analysis
- significantly reduces risk of project failure
- provides an early warning for stakeholder problems
- adds transparency and accountability to stakeholder management
- enables project and change managers / consultants to prioritize their actions
- provides facts to decide on required consulting or implementation support
- assesses objectively project status and socio-political risks
- makes the intangibles tangible
- uses an ultra compact online questionnaire to obtain relevant stakeholder information
- provides insights into the effectiveness of project teams
- affirms the high quality / standards and innovativeness of your organization
- strengthens existing service offerings
- enables you to identify new opportunities with existing clients and new prospects
- requires limited effort from client, is easy to understand and has a short turnaround time
- provides opportunities for new service offerings
- is a strategic advantage in proposals and tenders