

Aligning strategy, change and projects: stakeholder value co-creation webinar Question and Answers

Compiled by Richard Breese

Question	Reply from Richard Breese
<p>In complex projects where stakeholders have conflicting expectations, how do we facilitate value co-creation while maintaining alignment with strategic objectives?</p>	<p>Engaging with stakeholders to find common ground where possible and improve appreciation as to why expectations may be different.</p>
<p>Would you consider AI as providing value and benefits to a project given we use AI to gather huge swathes data ergo time-saving, to a project and possibly value destruction (loss of jobs)? Would then AI be a stakeholder (controversial I know!)</p>	<p>Behind AI are organisations, who are increasingly very powerful stakeholders. Where AI moves beyond data collection into autonomous agent technologies and beyond, the unsettling question arises as to whether AI-based entities could be stakeholders in their own right.</p>
<p>Should value be a business case section in this key document? I'd love to hear your thoughts. We have benefits and ROI but the concept of value isn't clearly defined.</p>	<p>Where this is missing, it may lead to a partial approach to value, undervaluing the mental and social aspects. [The answers to Poll question 5 suggested that most participants felt that there was clarity on the main concept of value used in their organisation. It would have been interesting to have asked how far this is reflected in business cases for projects – clearly this is vital – as an extension of poll question 3].</p>
<p>Are 'costs' primarily fiscal? What about environmental / ecosystem (etc) costs?</p>	<p>A wide understanding of costs is needed. The connection between economic activities and environmental costs is sometimes localised but sometimes is global in its effects, so attribution is often an issue.</p>

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<p>Would you have any advice as a project manager to ensure you are more present on the benefits realisation stage when wrapping up projects, can see a tendency across orgs on leaving the benefits discarded after project delivery and aiming to get more experience across and measure it?</p>	<p>The question raised here is a perennial one. I think there are various ways of addressing it, some of which were hinted at in the presentation, especially the final slide in Section 3 (20/26 in the slideshare version). Building up good, value co-creating working relationships with the end users during the project phase can carry over into the operational phase so you can encourage a focus on benefits. However, cross-boundary working may stretch your time when you have new projects to start! Therefore, the best solution is a benefits/value culture across the whole organisation.</p>
<p>Benefits/costs/sacrifices purely organisational - not wider....?</p>	<p>As indicated in the slide on different conceptions of value (13/26 on slideshare) the way we measure value applies to both individuals and organisations. It is also applicable to groups of individuals and coalitions of organisations.</p>