

How to Get Things Done: A System to Effectively Manage Your Stakeholders

Welcoming remarks will begin at
1:55 p.m. Eastern Time.

The formal presentation will begin at 2 p.m. Eastern

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How to Get Things Done: A System to Effectively Manage Your Stakeholders

Speakers:

Jim Henderson, Ph.D., RTTP, *NewSouth Innovations UNSW Australia*
Graham Morton, RTTP, *NewSouth Innovations UNSW Australia*

November 12, 2014



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Questions?

**We look forward to answering your
questions today.**

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- AUTM Licensing Activity Survey (currently for United States and Canada)
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Member Benefits

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- Member discount on the AUTM Licensing Activity Survey (currently for United States and Canada)
- Access to post data on the [Global Technology Portal](#)

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How to Get Things Done: A System to Effectively Manage Your Stakeholders



Jim Henderson, PhD RTTP



Graham Morton, RTTP

NewSouth Innovations
UNSW Australia
Sydney

Stakeholder Identification and Management

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Stakeholder Identification and Management

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NewSouth Innovations is the gateway to research discoveries and inventions created at UNSW Australia.

We focus on transforming research discoveries into successful innovations to benefit society, the economy and future generations.

NewSouth Innovations

Accelerating Innovation ~ Connecting People

Stakeholder Identification and Management

UNSW AUSTRALIA FAST FACTS

Founded
1949
Located in
Sydney

52,614
STUDENT
ENROLLMENTS

13,701
INTERNATIONAL
STUDENTS

5,654
STAFF

8 FACULTIES

Arts & Social Sciences
Australian School of Business
Built Environment
College of Fine Arts
Engineering
Law
Medicine
Science

19,457
COMMENCING
ENROLLMENTS

244,861
ALUMNI

**1 UNIVERSITY
COLLEGE -
UNSW**
Canberra at the
Australian
Defence Force
Academy

**\$210m investment
in infrastructure.**

**UNSW named as Australia's most
innovative university**, winning the
higher education category of the
Thomson Reuters Citation and
Innovation Awards.

**2013 Employer of
Choice for Women**
for the eighth consecutive year.

52 **97** **8**
SCHOOLS AFFILIATED
INSTITUTES RESIDENTIAL
COLLEGES

Stakeholder Identification and Management



EasyAccessIP

Launched at UNSW in November 2011
20 Licenses
31 Technologies
63% success rate licensing EAIP

Why are we doing this Webinar?

Because you will hear even experienced Technology Transfer Professionals still say:

“My researchers don’t understand what I do!!”

But Seriously...

- Informing: make sure stakeholders understand the meaning and significance of what you do
- Persuading: changing attitudes and behaviour to support what you do
- Consultation: provide opportunities for a dialogue to deliver effective feedback on what you do

Today's Agenda

- Level One: Engage, Identify and Communicate
- Level Two: Strategy or Project Specific Stakeholder Management
- Typical TTO Stakeholder groups

Level 1: Engage, Identify, and Communicate

Building Relationships Through Engagement

- Share knowledge and understanding
- Don't withhold information, good or bad
- Always show respect, and listen to people's concerns
- Seek to understand the stakeholder's priorities
- Don't expect to be trusted without giving cause
- Acknowledge errors, uncertainties and gaps in information and understanding
- Treat an antagonist with respect
- Judge your own success by the way the stakeholder thinks of you

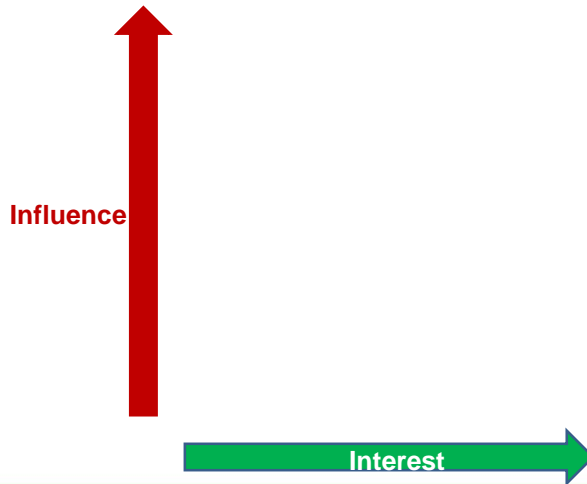
Identify Your Stakeholders

- Who is affected by your TTO?
- Who has influence over your TTO?
- Who has an interest in your TTO being successful or unsuccessful?

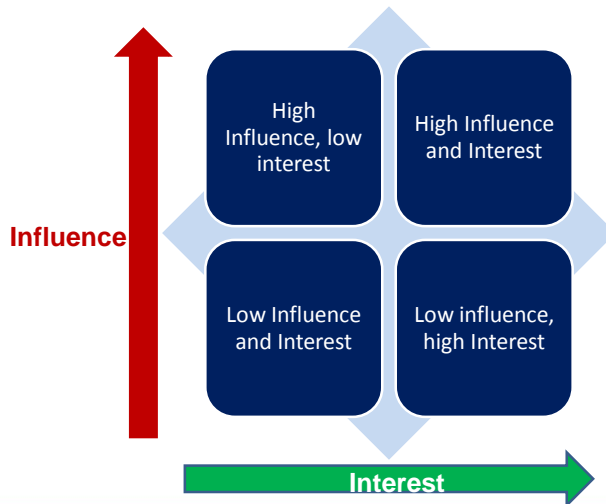
Poll

Who is your top stakeholder?

Classify Your Stakeholders



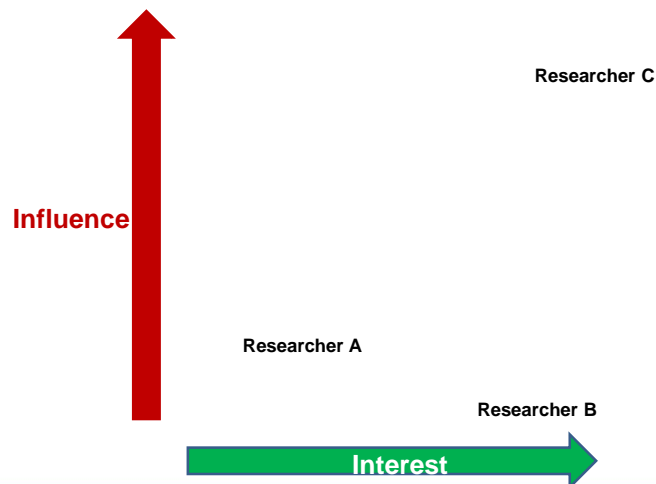
Classify Your Stakeholders



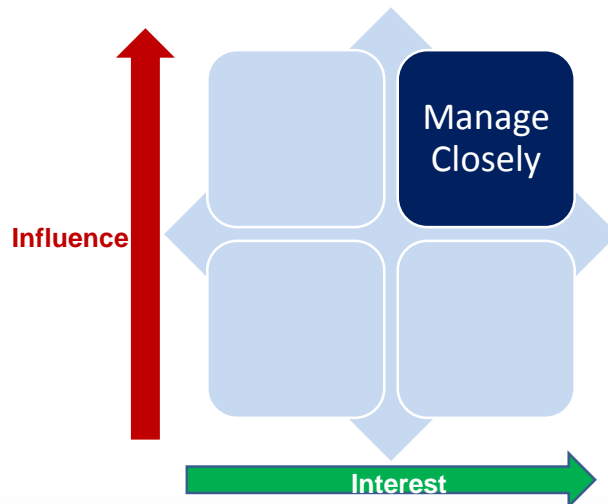
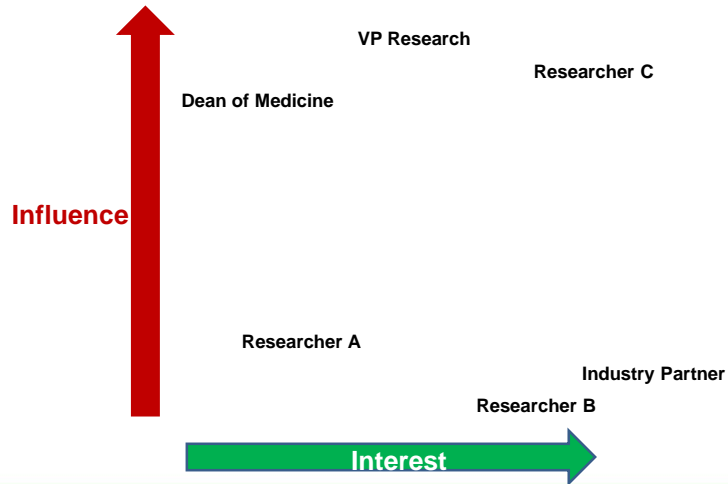
Ask some questions...

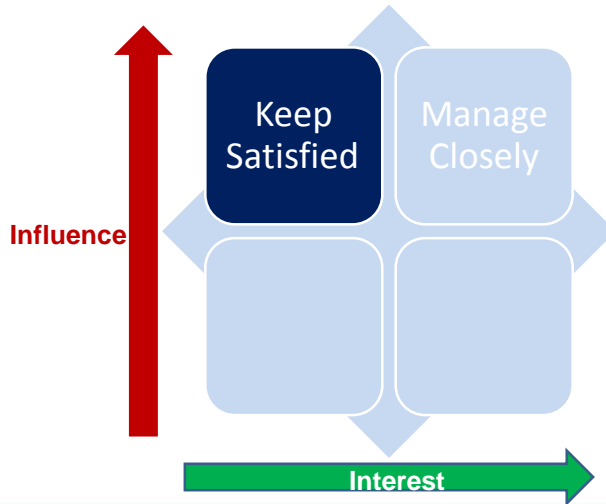
- What motivates them most of all?
- Where are you on their list of priorities?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?

Classify Your Stakeholders

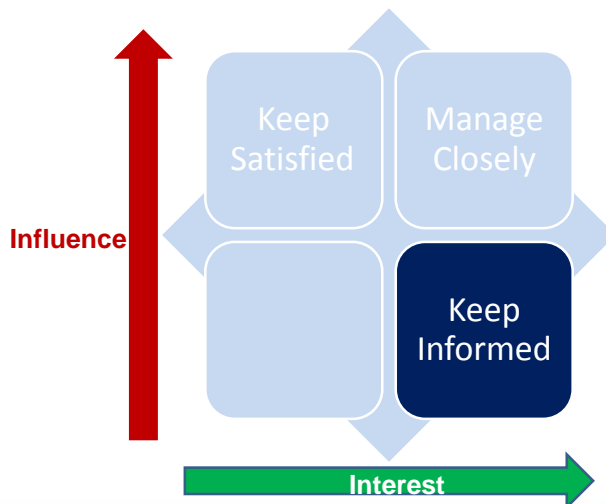


Classify Your Stakeholders

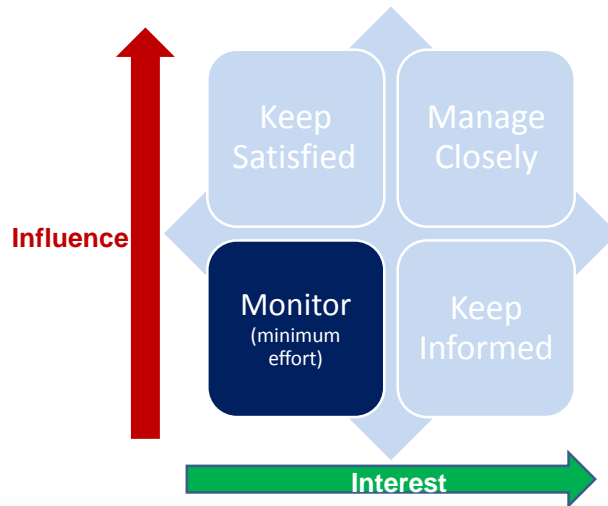




Stakeholder Identification and Management



Stakeholder Identification and Management



Stakeholder Identification and Management

Level 1: Summary

- Engage
- Identify & Classify
- Communicate
 - Manage Closely
 - Keep Satisfied
 - Keep Informed
 - Monitor

Stakeholder Identification and Management

Level 2: Strategy or Project Specific Stakeholder Management

FIRST AND FOREMOST

What are you trying to achieve?

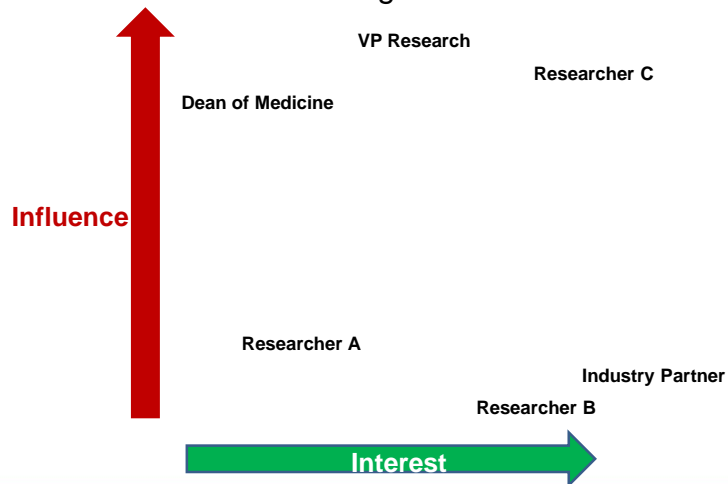
And then ask more questions...

- Is each stakeholder positive, neutral, or negative?
- Can they be shifted (interest, influence, attitude?)
- What is their current opinion of your work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?

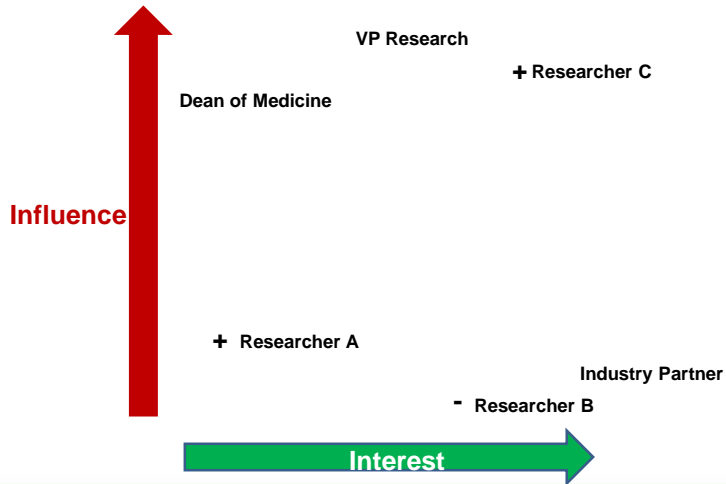
And yes, even more questions...

- If they are not likely to be positive, what will win them around to support your project?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

Level 2: Strategy or Project Specific Stakeholder Management

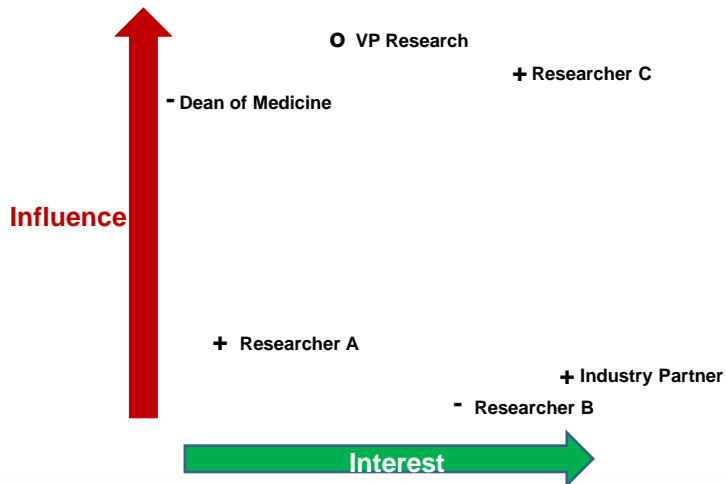


Attitudes: Positive, Negative, or Neutral?



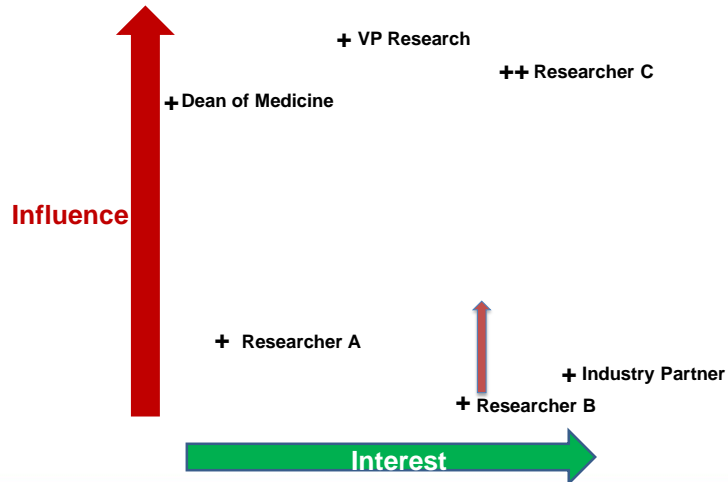
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Attitudes: Positive, Negative, or Neutral?



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Who Must be Shifted?



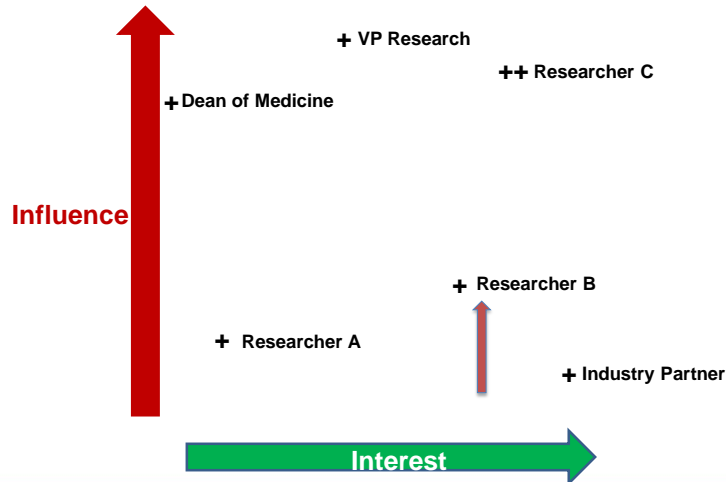
Stakeholder Identification and Management

Develop a Strategy for Each Critical Stakeholder

- Inform
- Persuade
- Consult

Stakeholder Identification and Management

Small Shifts can have Big Impact



Stakeholder Identification and Management

Level 2 Summary

- Know what you are trying to achieve
- Get an understanding of each stakeholder and their attitude, influence and interest in your project
- Develop a strategy to shift (or go around) stakeholders to deliver your goals

Stakeholder Identification and Management

Typical TTO Stakeholder Groups

- University
- Industry
- Policy Makers
- Staff
- Others

POLL

Who Controls Your Budget?

University

- Researchers
 - Lecturers, A/Profs, Profs,
 - Post docs
 - Students
- Heads of Schools/Depts
- Associate Deans of Research for Faculties/Departments
- Deans
- VP Research
- VCs/President/Chancellors
- Who Controls Your Budget?

Industry

- Entrepreneurs
- SMEs
- Large Co's
- VCs
- Angels

Policy Makers

- Local government
- State government
- Fed government
- Elected officials vs. Bureaucrats
- Consultants / Lobbyist

TTO Staff

- Who approves patent expenses?
- Who approves a deal?
- Who supports you to deliver projects or strategies?

Others

- Business chambers
- Alumni groups
- Association of American Universities
- Other Universities
- Professional Organisations, AUTM, ATTP etc
- Accelerators/incubators

Summary: Typical TTO Stakeholders

- TTOs have common stakeholder groups
- Don't reinvent the wheel - use your colleagues and networks

What We Talked About Today

- Level One: Engagement, Identification and Communication
- Level Two: Strategy or Project Specific Stakeholder Management
- Typical TTO Stakeholder groups

Thank You for Listening!

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Questions? Comments?



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Nashville, TN USA



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Aug. 31 – Sept. 1, 2015

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Raleigh, NC USA

AUTM Annual Meeting



**Save the
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AUTM 2015 Annual Meeting

Feb. 22 – 25

New Orleans, LA USA

