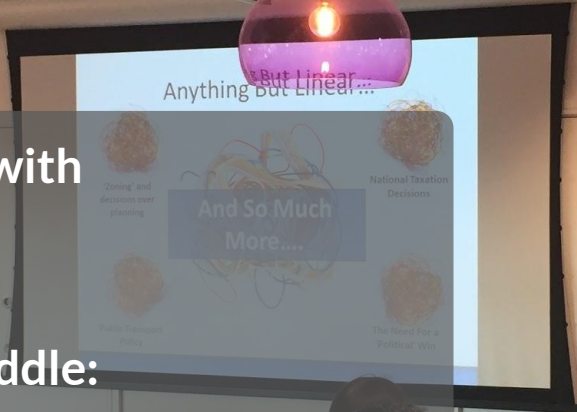




Free evening event with  
**Adrian Reed**

Leading from the middle:  
Influencing & delivery in tricky projects

22 October, Namahn, Brussels  
[ba-beyond.eu](http://ba-beyond.eu)





blackmetric

# Leading from the Middle Influencing & Delivery in Tricky Projects

**Adrian Reed**

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@UKAdrianReed

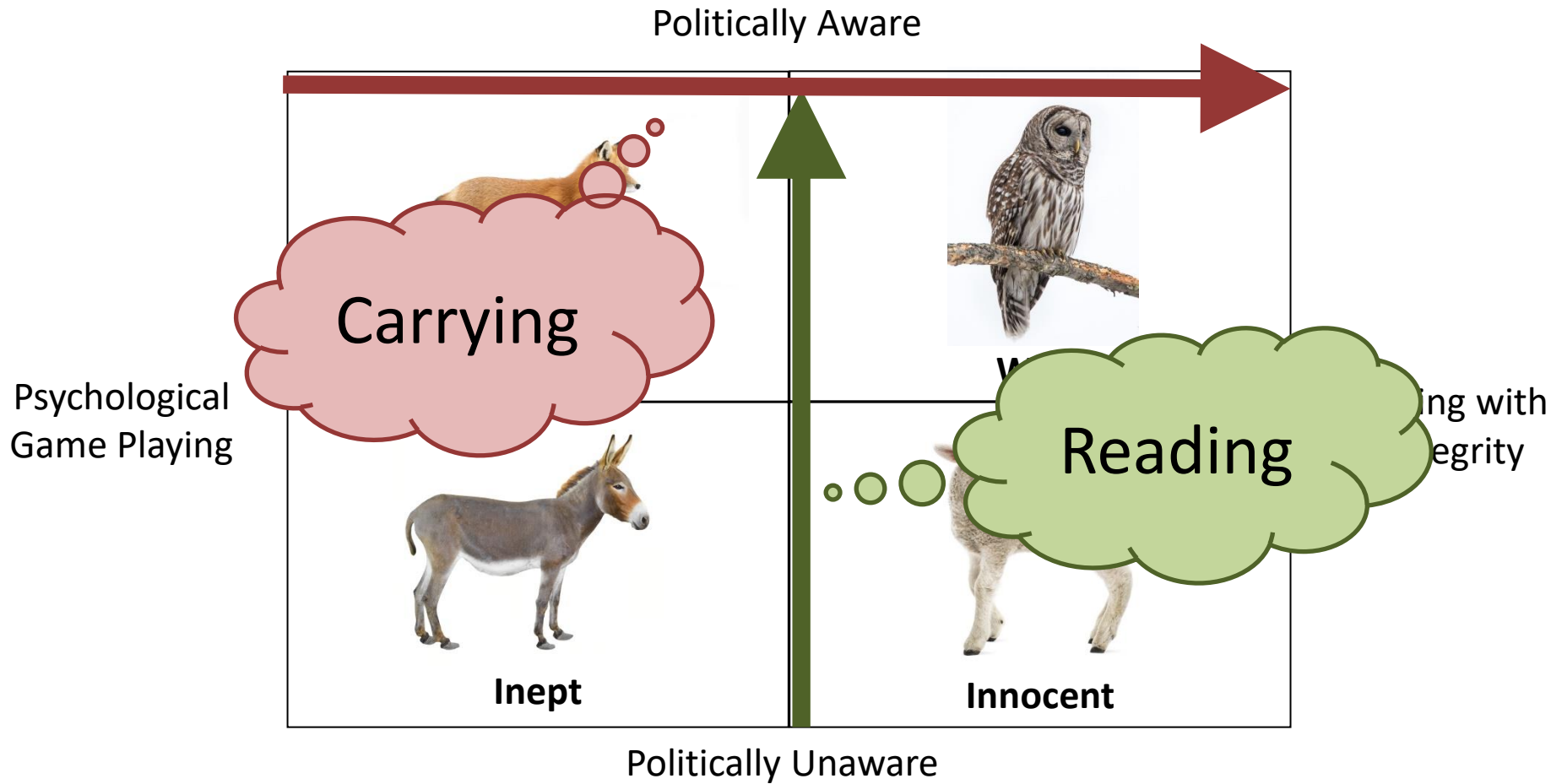


I won't  
get  
involved



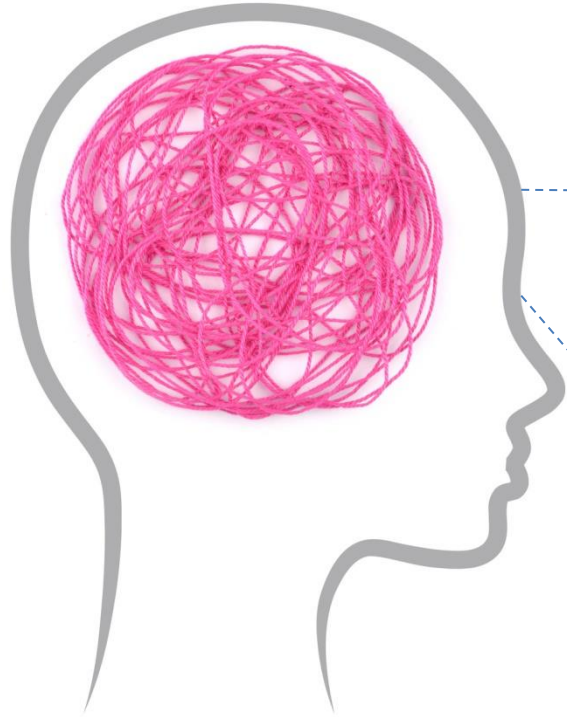


I am  
involved

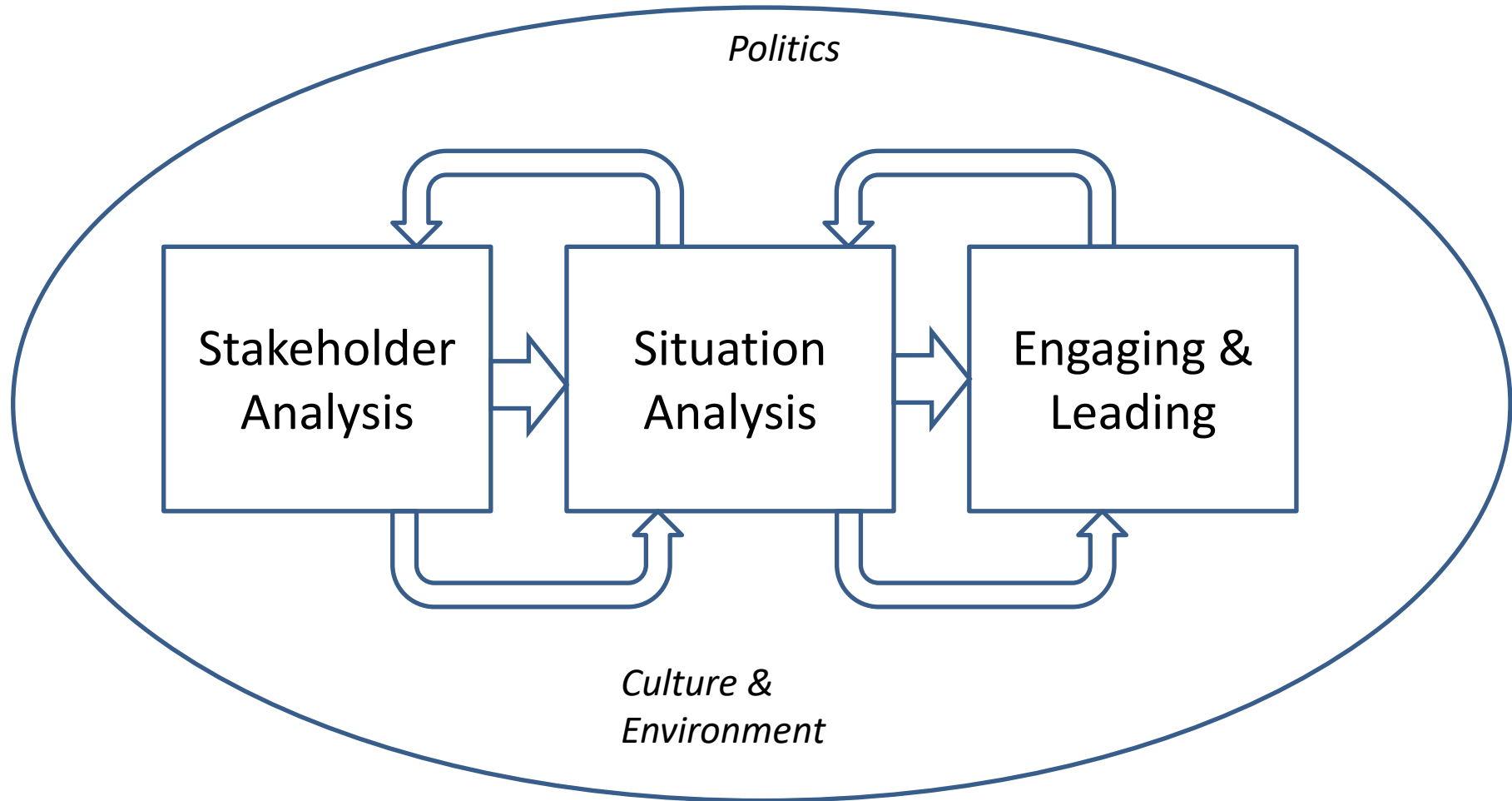


Model: Baddeley & James

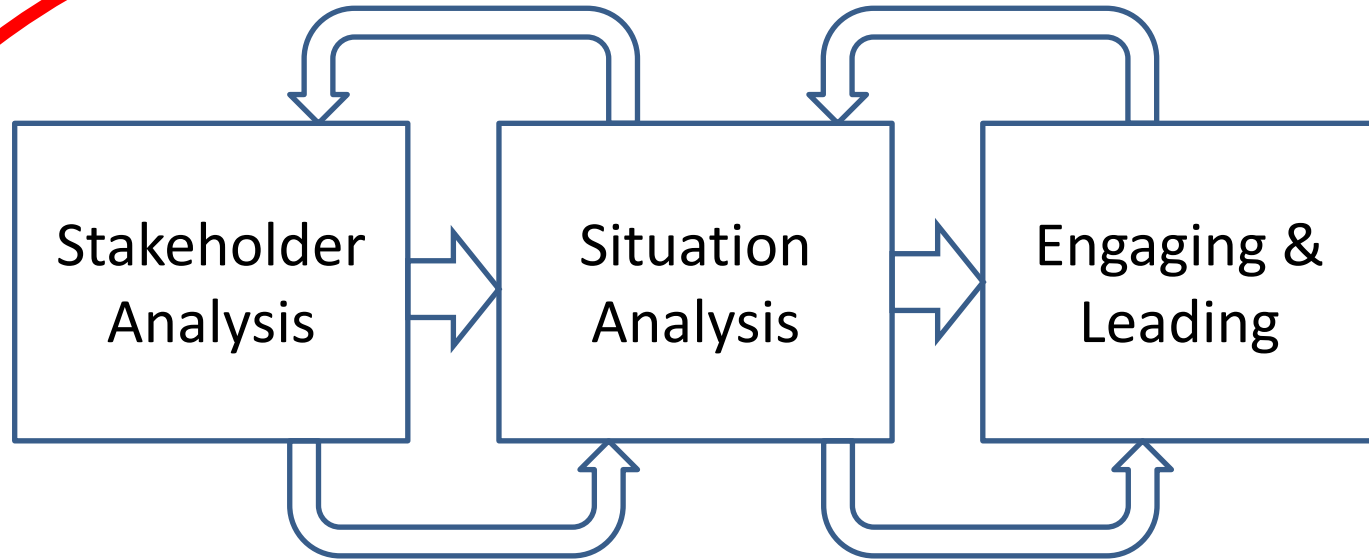
# Reading



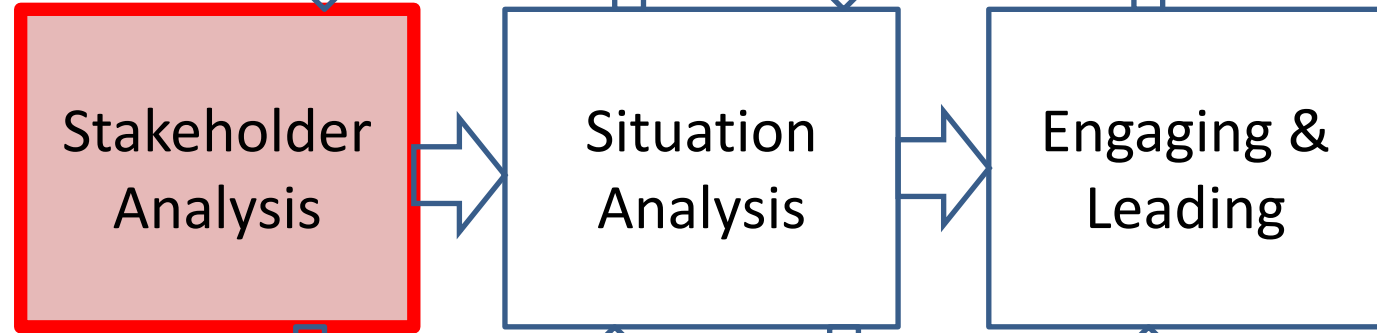




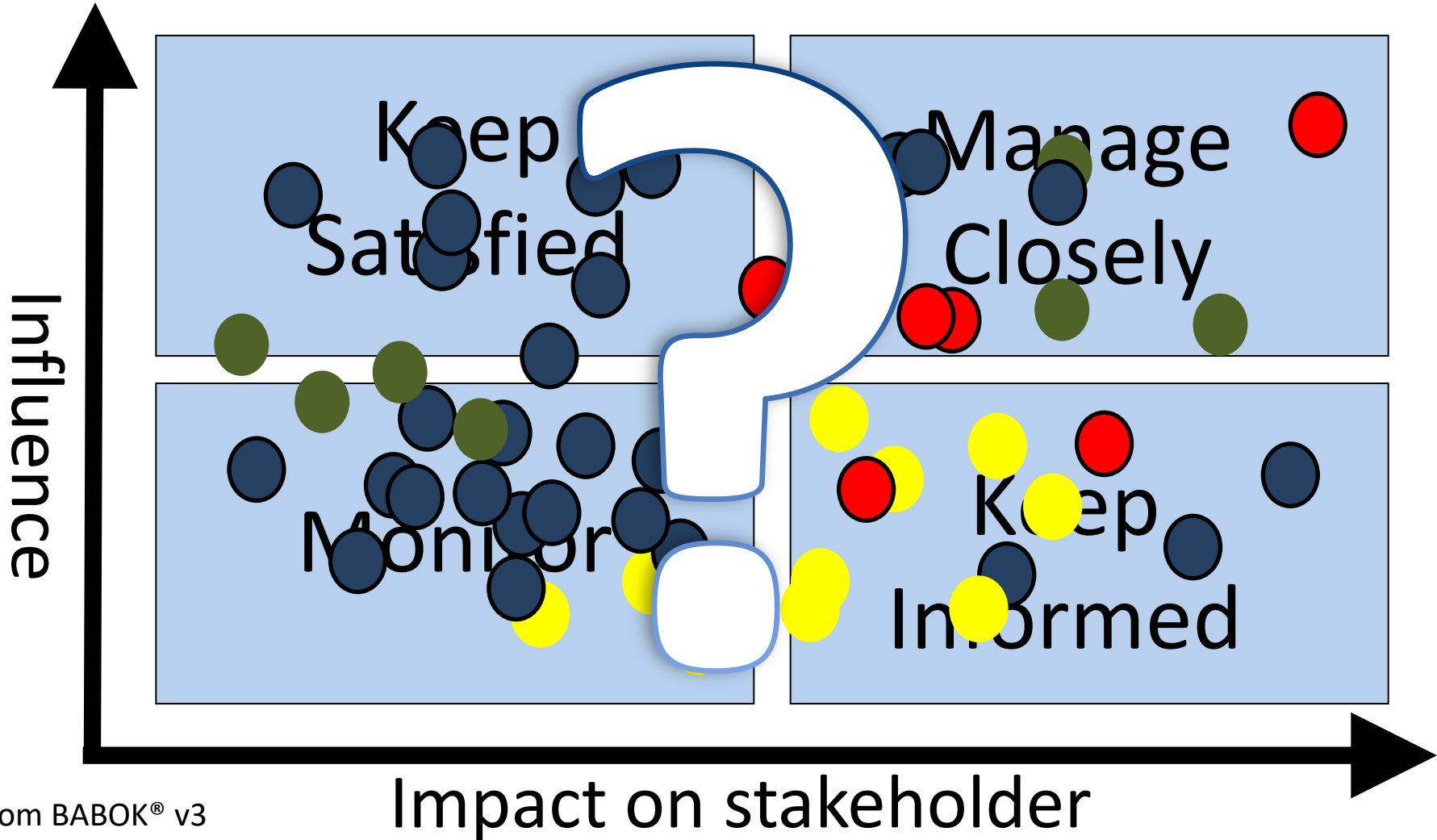
# *Politics*



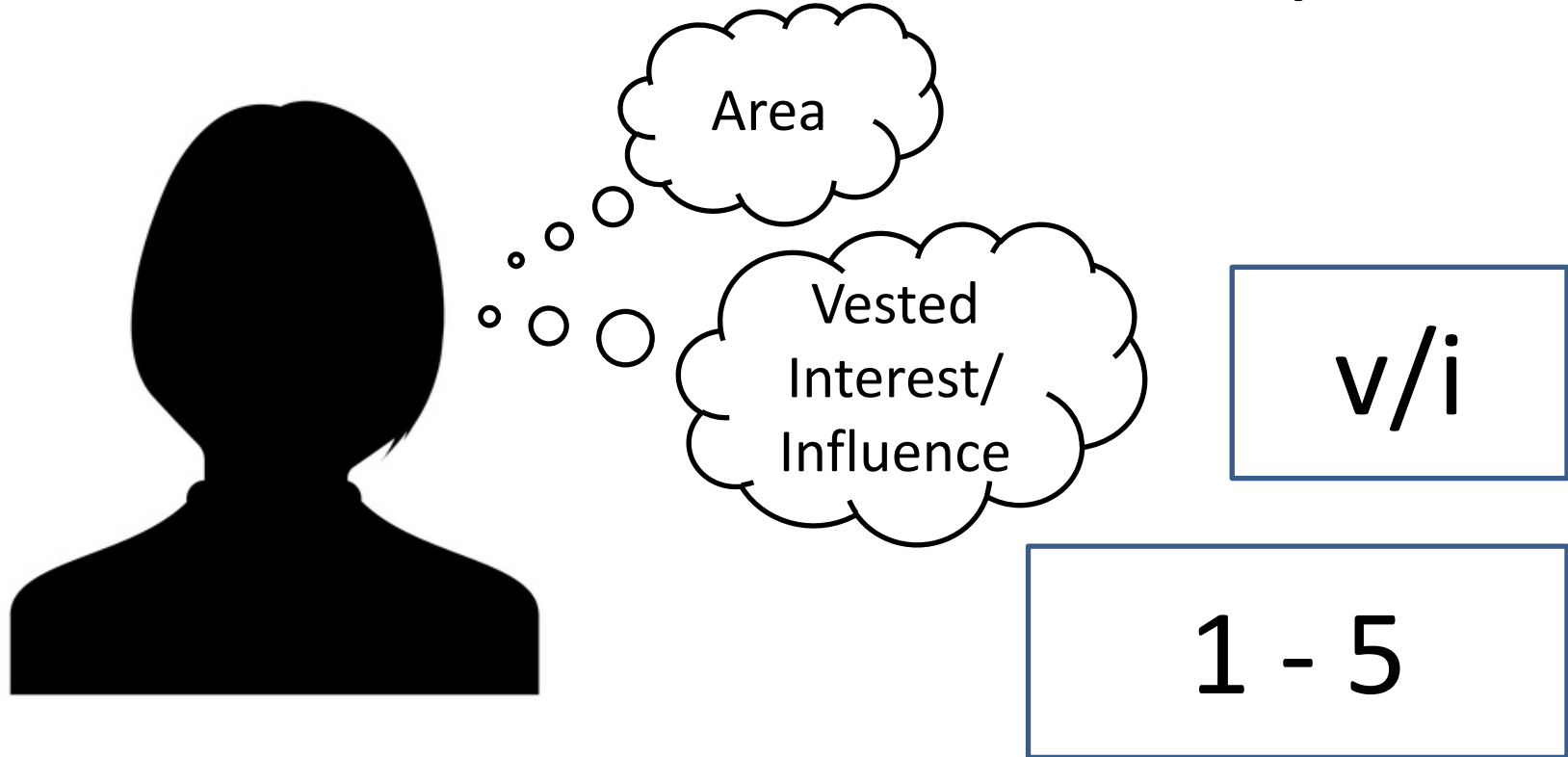
*Culture &  
Environment*



*Culture &  
Environment*



# Stakeholder Interest Intensity Index



Areas

# Stakeholder Interest Index

Stakeholders

Considers a combination of *interest* and *influence*

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	1/1	5/2	1/5	1/1	1/5
Online Portal	5/2	5/2	1/1	1/1	1/5
Online Invoices	5/2	1/1	5/3	1/1	1/5

"v/l"

Vested Interest /  
Influence

Approach adapted from Bourne & Walker (2005)

# Stakeholder Interest Intensity Index

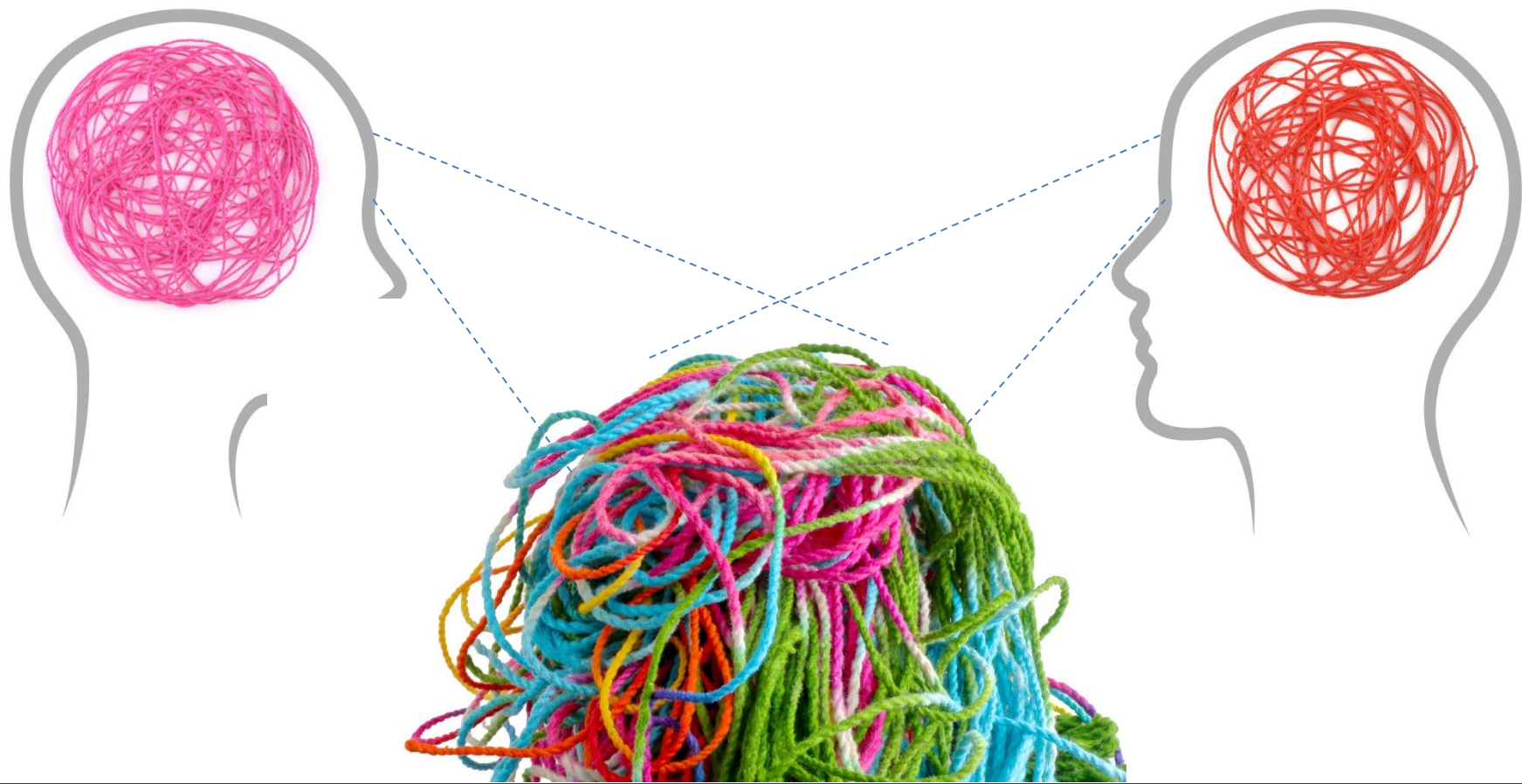
Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	0.2	0.63	0.45	0.2	0.45
Online Portal	0.63	0.63	0.2	0.2	0.45
Online Invoices	0.63	0.2	0.78	0.2	0.45

$$\sqrt{\{v*i/25\}}$$

# Stakeholder Interest Intensity Index

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	VL	M	L	VL	L
Online Portal	M	M	VL	VL	L
Online Invoices	M	VL	H	VL	L





# What is the 'Parking Enforcement Service' for?

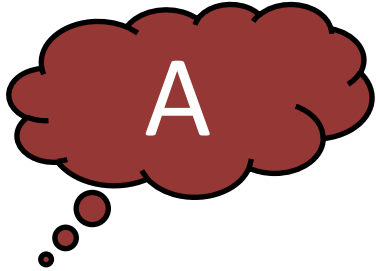


# PQR

*Do P by Q in order to contribute to achieving R*

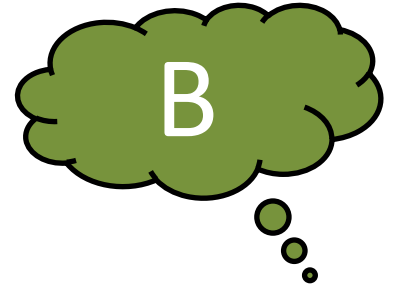
“A system to \_\_\_\_\_ by \_\_\_\_\_ in order to contribute to achieving \_\_\_\_\_”

# Different Perspectives

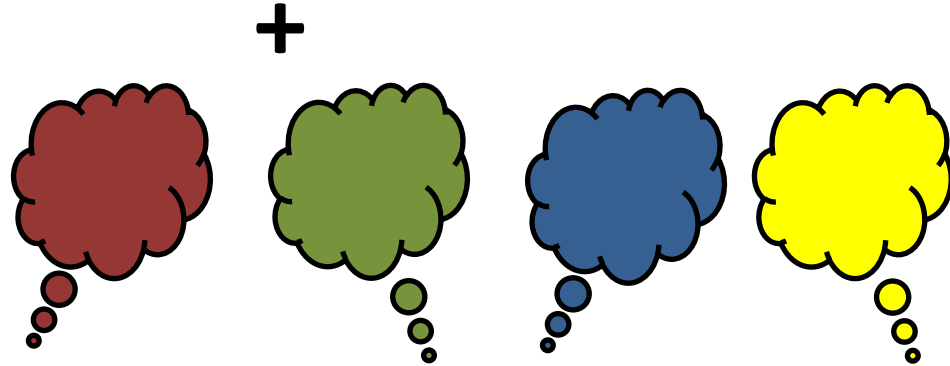


“The parking enforcement service exists to generate revenue from motorists who break the law, by diligently issuing tickets. This is in order to contribute to an overall goal of balancing the city’s books.”

“The parking enforcement service is a system to keep road-users (and pedestrians) safe by issuing fines and providing useful information/education to those who park illegally in order to contribute to achieving safe, uncongested roads.”

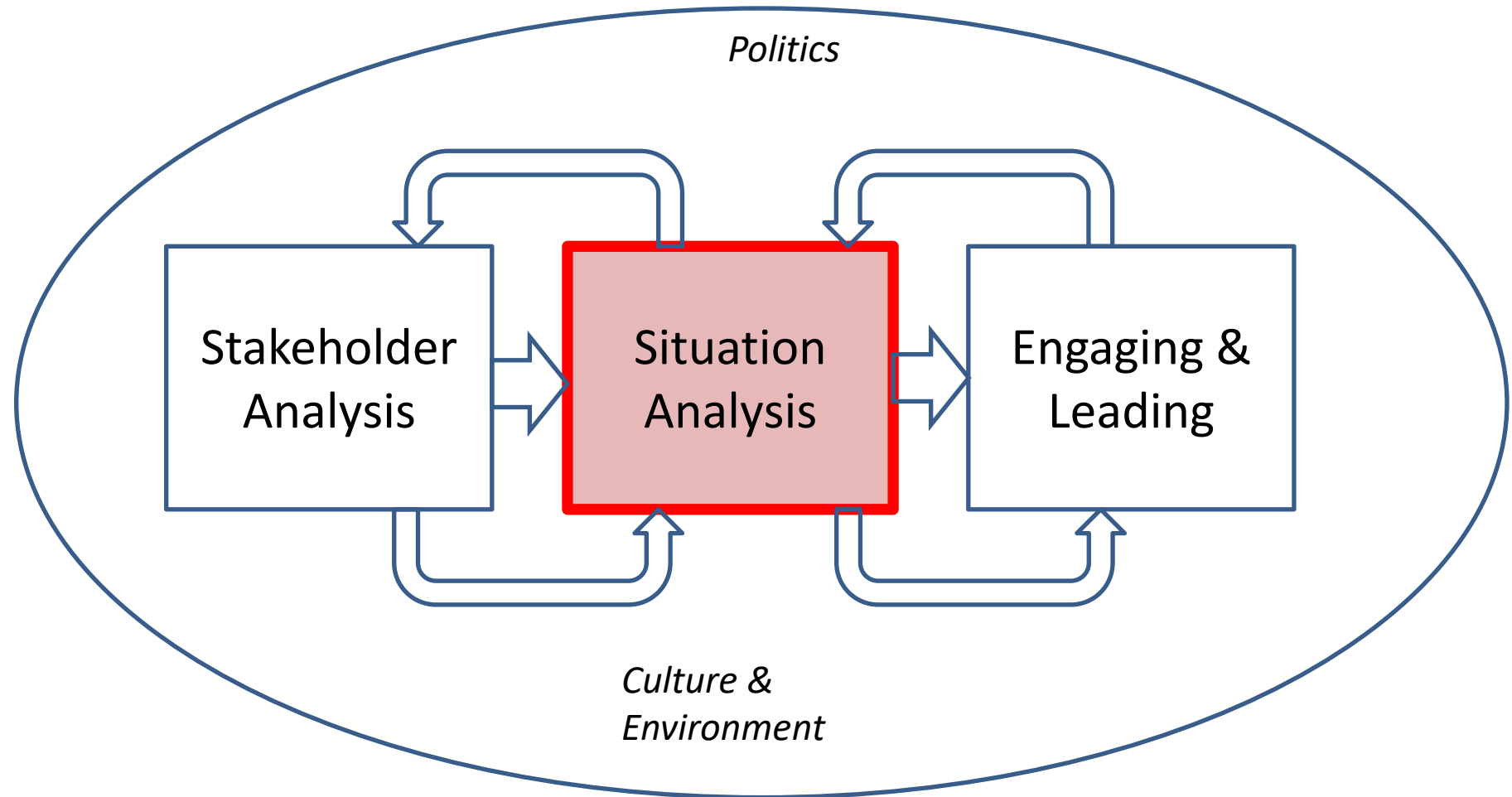


Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	VL	M	L	VL	L
Online Portal	M	M	VL	VL	L
Online Invoices	M	VL	H	VL	L



*Attitude, aspiration etc...*

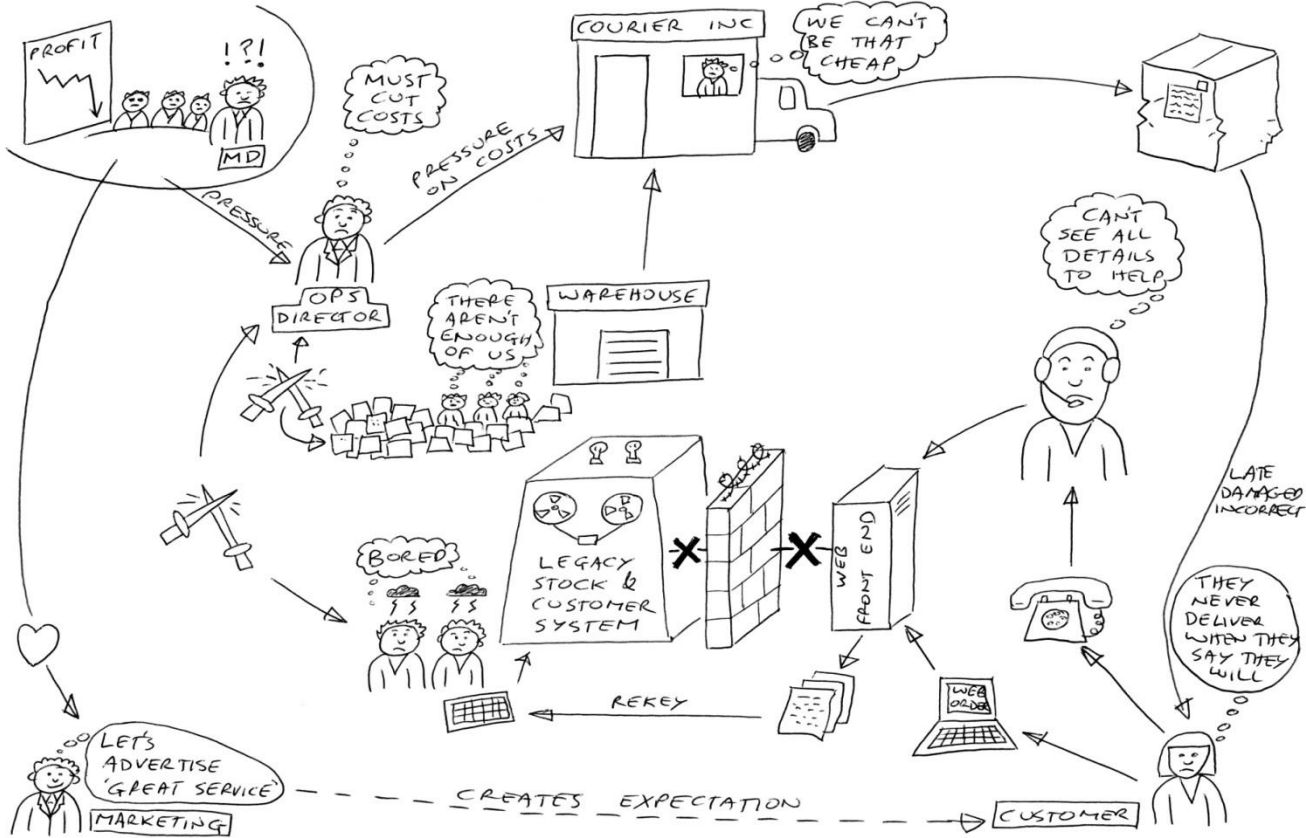




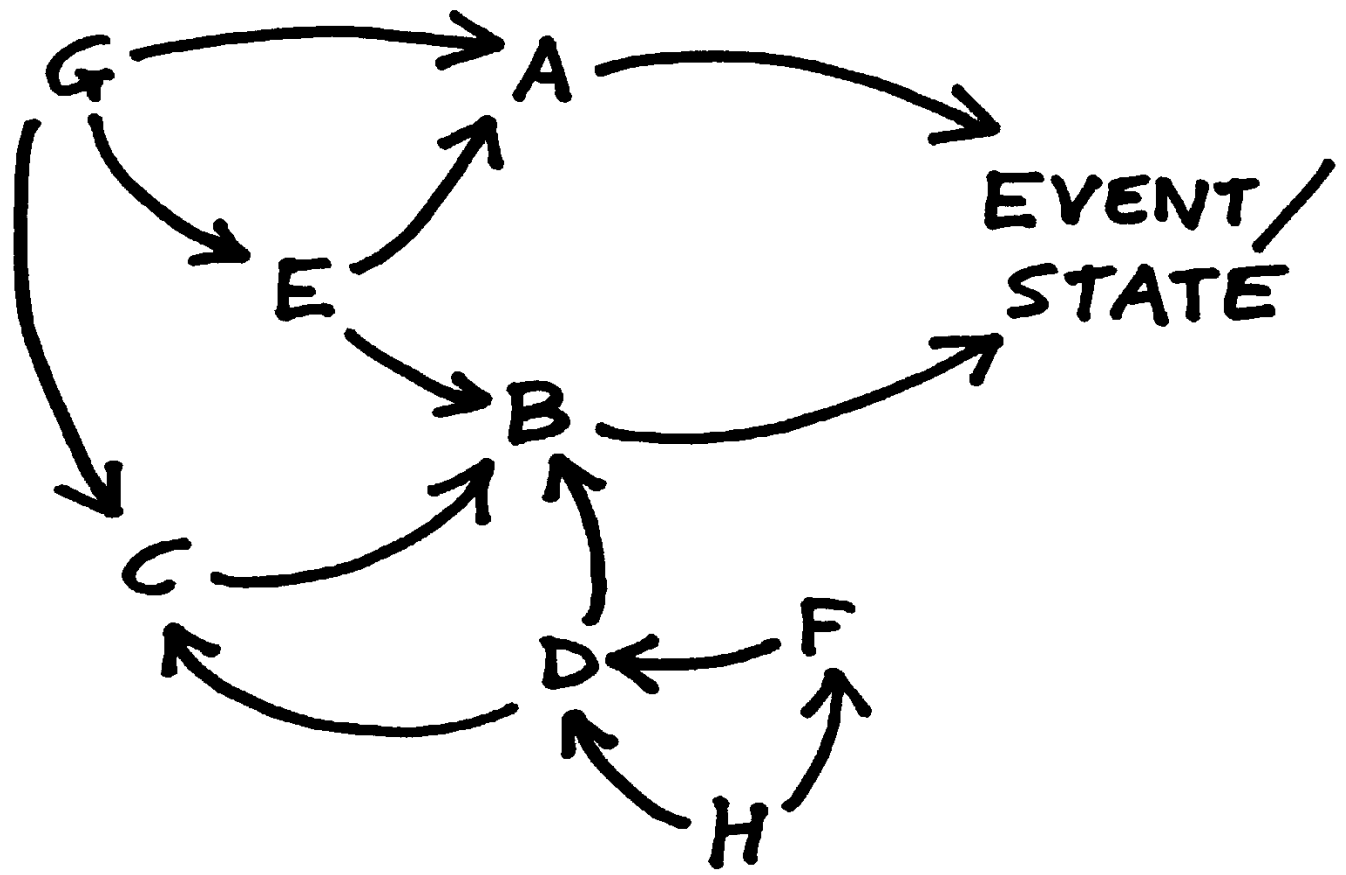
**But *where* do we start?**

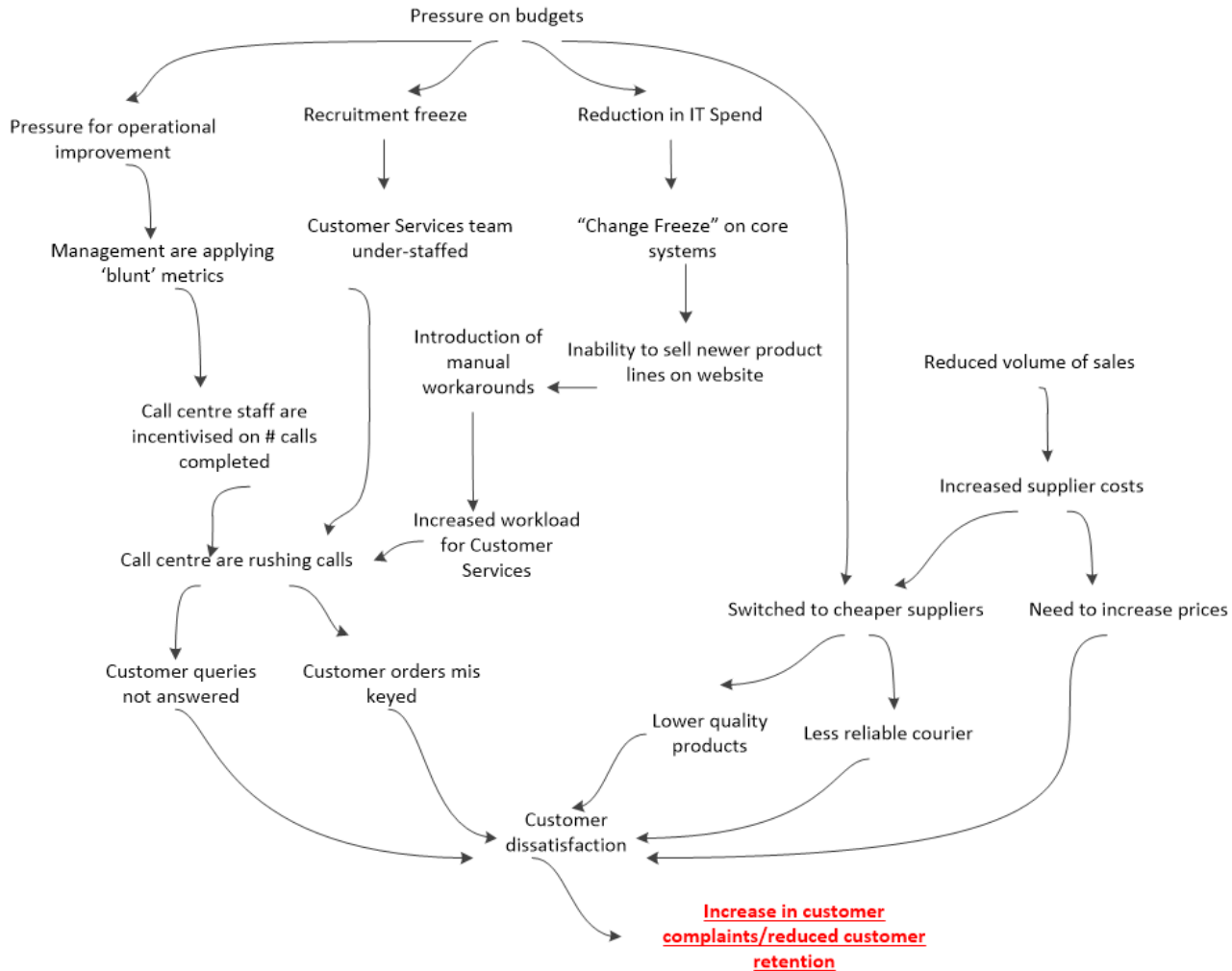


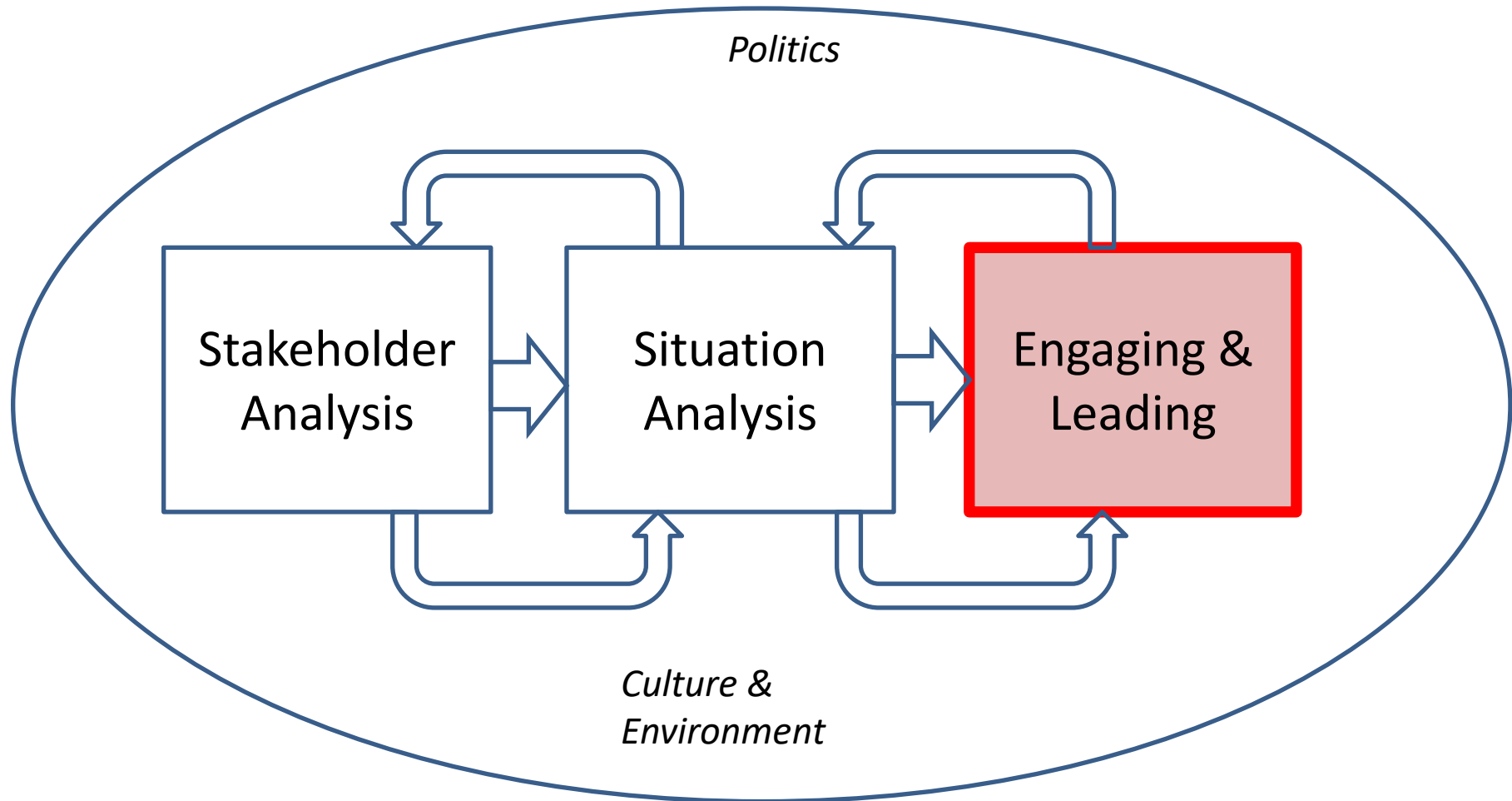
# Rich Picture

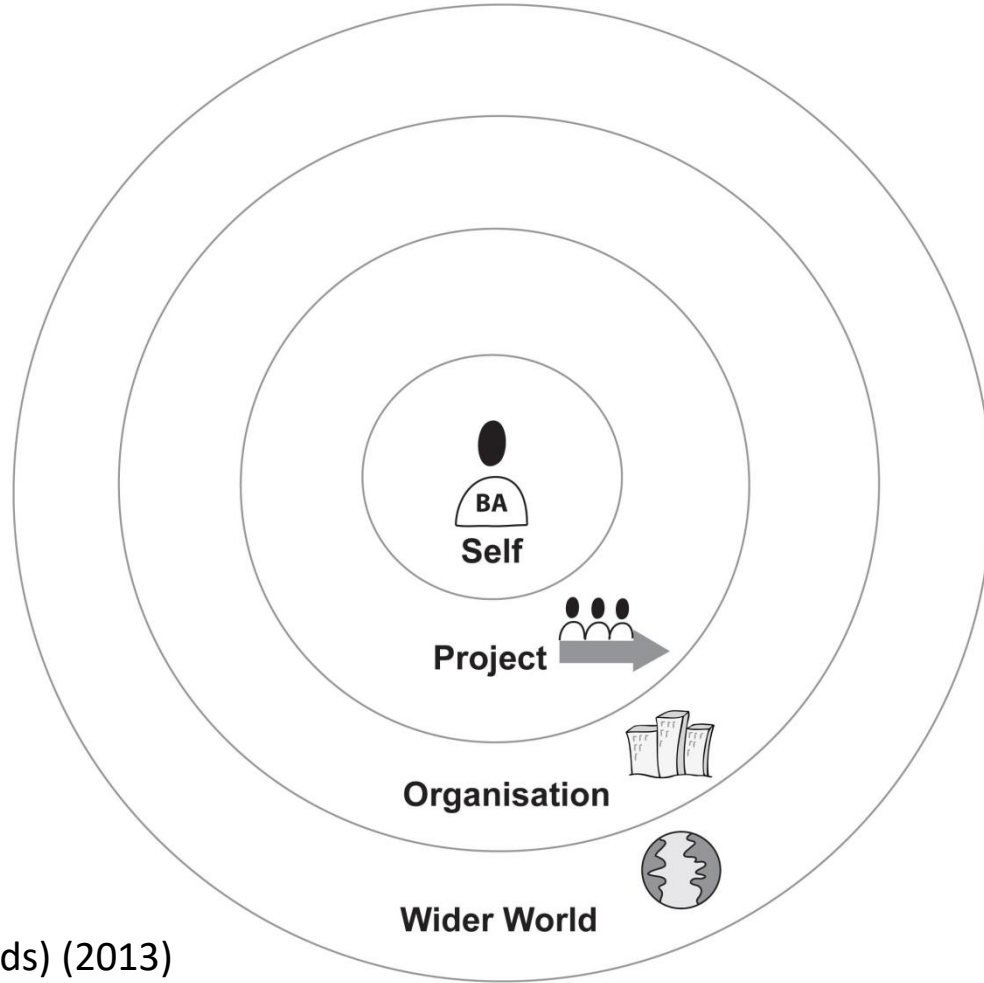












From Pullan & Archer (eds) (2013)

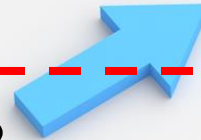
# Our Sources of Power?

Rules & Regulations

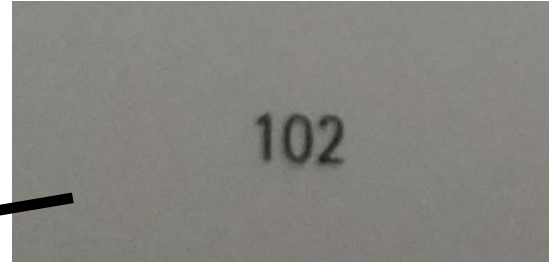
Control Boundaries


Networks & Information

Manage Meaning



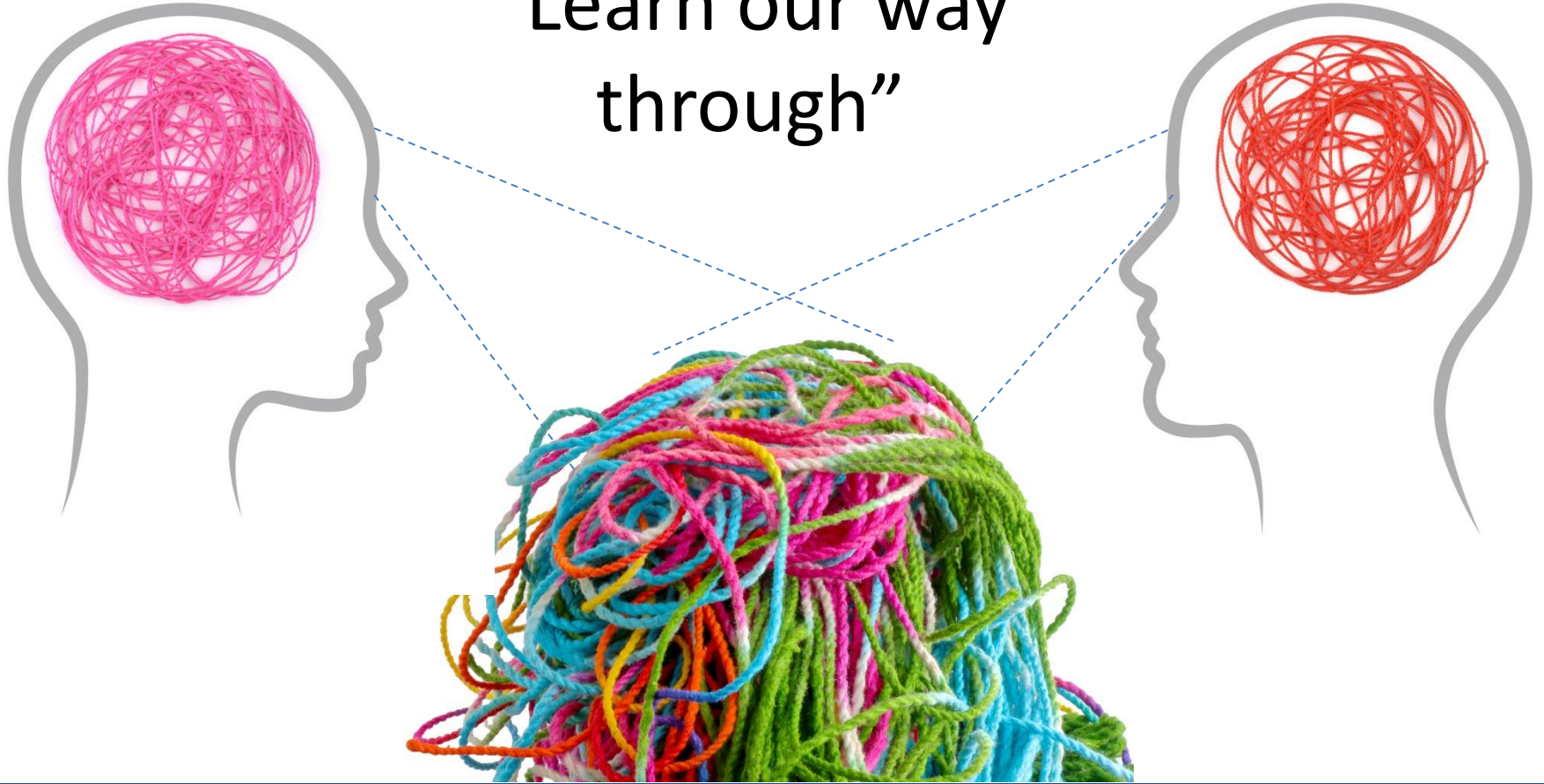
# Communication is Changing...



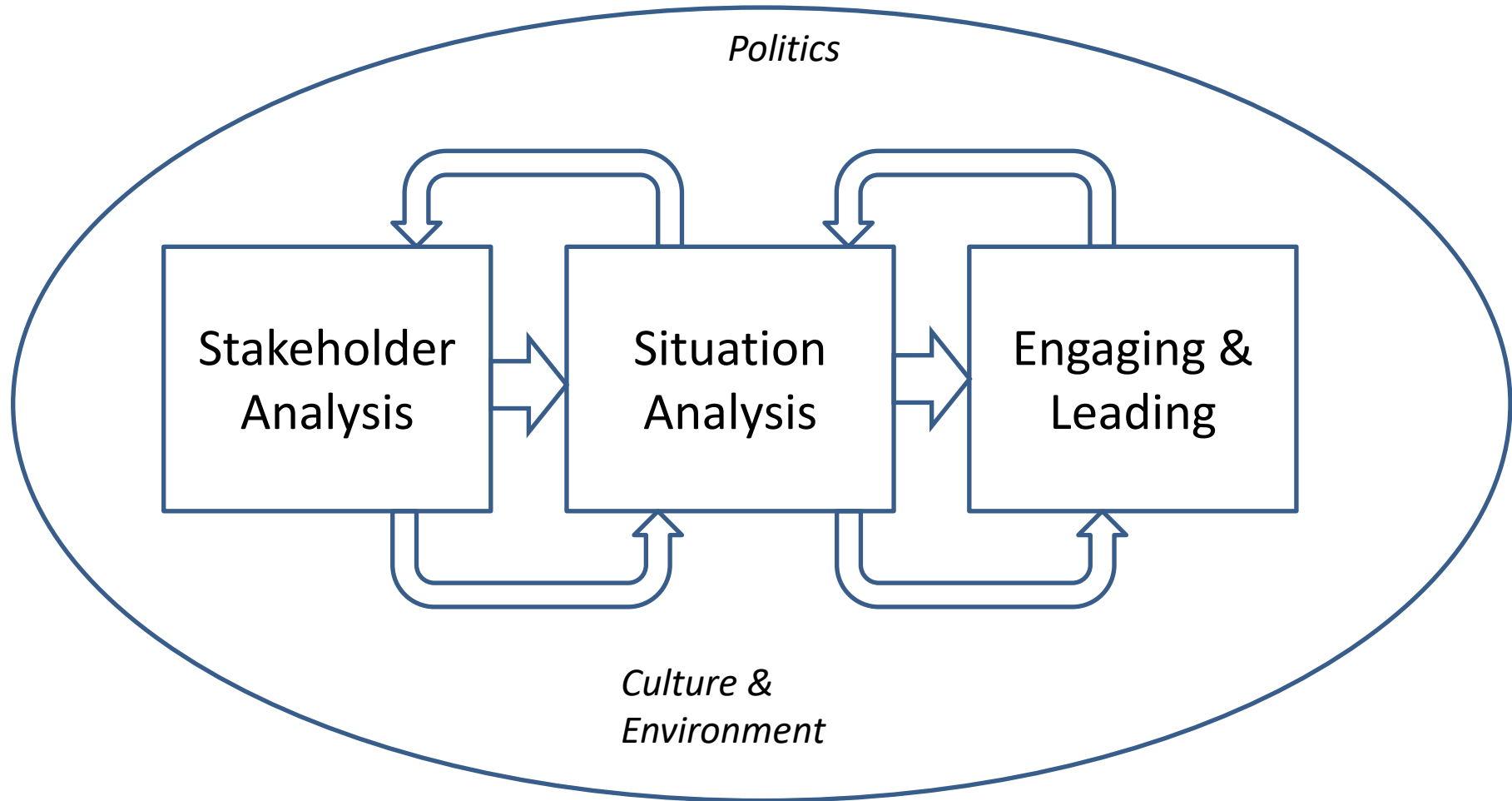


Ohrwurm  
*“Ear Worm”*

“Learn our way  
through”









**Thanks!**

.....stay in touch

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# Leading from the Middle

## Influencing & Delivery in Tricky Projects

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