

A group of four business professionals (three men and one woman) are gathered around a table in a meeting. They are looking at a laptop screen. The scene is dimly lit with a blue tint. The text is overlaid on the image.

# **Securing Stakeholder Engagement - Lessons Learned**

**Dr Georgina Slaven**

# Selection and Equipment Design Case Studies

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## Case A

*Selection Assessment  
Design*

## Case B

*Selection  
Implementation for  
Safety Roles*

## Case C

*Information System  
Design*

## Case D

*Safety Training  
Implmentation*

Lessons Learned

# Case A – Selection Assessment Design

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## • Personal Recommendation

- *Referral from colleague*



## • Recruitment Essential

- *Safety Manager required for large manufacturer*



## • MD Buy-in

- *MD invited tender, wanted new selection tools*



## • Rest of Board outside

- *Informal meetings already held with rest of senior team*



## • HR

- *Lacked credibility*
- *Last to consult*
- *Conference call*

# Case B – Selection Assessment Implementation

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## • **Security Role**

- *Public Sector client – experts, users, designers, managers*
- *Major contractor*
- *Various subcontractors*



## • **Recruitment Process**

- *Competency based*
- *Well established and embedded process*



## • **Implementation**

- *Outsourced candidate screening*
- *Outsourced psychometric testing*
- *In-house selection team of managers & out-sourced expert*



## • **Selection completed**

- *Candidates screened, interviewed and tested*



## • **HR**

- *Estranged from majority of process*
- *Political elements*
- *Candidate rejected*
- *Process repeated*

# Case C – Complex Information System Design

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## • Extensive Stakeholders

- *Large public sector client*
- *Diverse end user group – technical specialisms and managers*
- *Diverse internal interest groups*



## • Information System

- *Complex final product – information system for emergency management*
- *Novel move to electronic presentation of critical information*



## • Design Process

- *Well established relationship with main contractor*
- *Well established technical design process*



## • Stakeholders engaged

- *Stakeholder engagement with design and contract management*
- *Extensive engagement with end users on presentation of information for maximum credibility and ease of use*



## • Project Postponed

- *First trial of prototype*
- *Screen design incompatible with sub-contractor technical limitations*

# Case D – Safety Training Implementation

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## • **Site Owner**

- *Commitment to professional training*
- *Comprehensive safety procedures*
- *Good safety record*



## • **Site Main contractor**

- *Commitment to professional training*
- *Comprehensive safety procedures*
- *Good safety record*



## • **Joint Training**

- *Regular joint site wide simulations*
- *Some sharing of safety information*



## • **Fatal Incident**

- *Stove pipe communications*
- *Lack of shared safety culture*

# Key Themes

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- **Project Pre-mortem**

- *Who can de-rail your project?*

- **Engagement**

- *Commitment to involve all key parties*
- *Embrace compromise*

- **Continuous Review**

- *Ensure engagement throughout entire project process - design to implementation*

# Thank You

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