

1. Overcome the psychological communication barriers

- a. The technocrat versus the commercial animal
 - i. Sell the big picture, the concept
 - ii. Don't overburden with detail unless asked
 - iii. Sell the possibilities and the differences which will result
 - iv. Show the future benefits
 - v. Show the novelty
 - vi. Show the "meaning"
- b. The idealist versus the pragmatist
 - i. Altruism is a hard sell!
 - ii. "it's the right thing to do" is a tough battle given the pressures on Business Managers (it might be, but...)
 - iii. Focus on business costs and benefits
 - iv. Be very systematic – don't go "emotional"
 - v. Don't assume that people think safety issues are unimportant to them – but don't lead with them, and be factual rather than emotional here also
 - vi. Restating that "safety is supposed to be our Number 1 priority" in a threatening way is not enough!

2. Be clear on business benefits

- a. What exactly are you proposing?
- b. What are the potential business benefits
 - i. Cost saving
 - ii. Better process
 - iii. More sales
 - iv. Greater market share in a declining market
 - v. Better customer service (cost/benefit?)
 - vi. Retained sales under pressure
 - vii. Licence to operate
 - viii. First mover advantage
 - ix. Access to new market sectors
- c. What are the potential costs?
 - i. People (fixed, variable, incremental or sunk?)
 - ii. Time
 - iii. Meetings and travel
 - iv. Opportunity costs – what may have to be given up / put on hold?
 - v. Energy needed to get buy-in

3. Identify your key stakeholders

- a. What pressures are they under?
- b. How great are these pressures?
- c. How many of them can you enfranchise?
 - i. Business Managers Profit?
 Safety performance?
 - ii. Sales Managers Sales targets?
 Customer complaints

iii. Marketing Managers	New things to talk about! New customers? New sources of differentiation? Promotional angles? Price justifications? New markets?
iv. Technical Managers	Return on technical know-how? New sources of innovation?
v. Safety managers	Return on investment? New projects?

4. Identify strategies for approaching the key stakeholders

- a. Where are the easy wins?
- b. What sequence will work best?
- c. Can you use one target to influence another?
- d. The Business Manager alone is rarely enough
- e. Beware simply appearing to have “passed the monkey on” – BMs want solutions, not problems
- f. What is the best vehicle
 - i. Detailed proposal
 - ii. “stick your head round the door”
 - iii. Grab your target over coffee!
 - iv. Fix a meeting
 - v. Get agenda time at a business meeting
 - vi. How much info do you give the target ahead of time?

5. Summary

- a. Organisations are complex places, and a fact of life!
- b. Even with the best idea in the world, you need to get smart at working the organisation to your advantage
- c. Don't blame the organisation if you aren't getting any support – take responsibility, revisit your strategy, and try again

6. Finally...

If you wish to do follow-up work on how to build support for your product stewardship programme, individual coaching and team training is available in this area. Just contact Chris Eacott for details:

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