STAKEHOLDER	THE CEO	ANDERS	OLE
Purpose	To ensure the project has a good and positive image: Yes, it does achieve something useful for us. Change management: Move the director from decision to confirmation.	To ensure Kim stays in the project. Risk: A key member leaves the project.	To check if Ole is working properly and on the right aspects of the project.
Method	Always make sure that the CEO gets the news first from you. Make sure he gets positive information about the project – preferably (also) from anyone other than you.	Inform about the status of the project. Highlight the great effort Kim makes in the project and how indispensable he is. Tell how committed Kim is and how happy he is to participate in the project. Ask Anders how his department is doing. If Anders talks about getting Kim back, show that you understand, and try to help, if necessary, by letting Kim help out a little or finding someone else in the project who can help.	Be sure not only to meet Ole at the project meetings or when you have to talk to him about any project – find a third option: Just stop by and ask how everything is going. Find a discreet way to find out what Ole is working on and ask about his opinions and what he has achieved. Apply an "you are the expert, and I just want to know"-attitude. Wait a few days, then use the same method to talk with Ole's colleagues. Verify Ole's information by talking to several others.
Frequency	Weekly.	Weekly or as needed (if you feel that Anders is on the move).	Every other day.
Who conducts	Project leader. Others.	Project manager.	Project manager.
Measurement of communication	Ask the head of the department how he thinks the CEO's views the project – on a scale of 1-5.	The frequency of informal meetings (the number of days between each meeting). Evaluation of Anders' desire to get back Kim. Use if necessary, a scale of 1-5, where 3 is neutral, and 5 is: Anders demands Kim back.	Evaluation of Ole's quality over a four-week period. Then make a decision.

FIGURE 4.55
Communication plan.

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