

Stakeholder Analysis

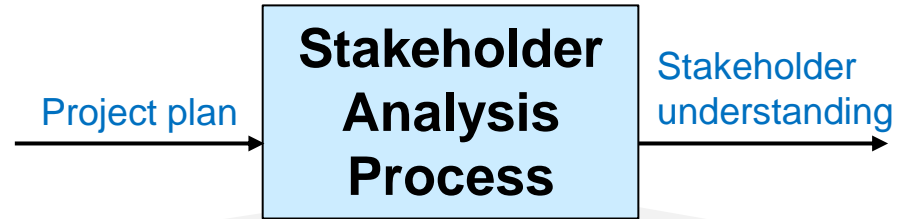
Problem

How to obtain stakeholder alignment?

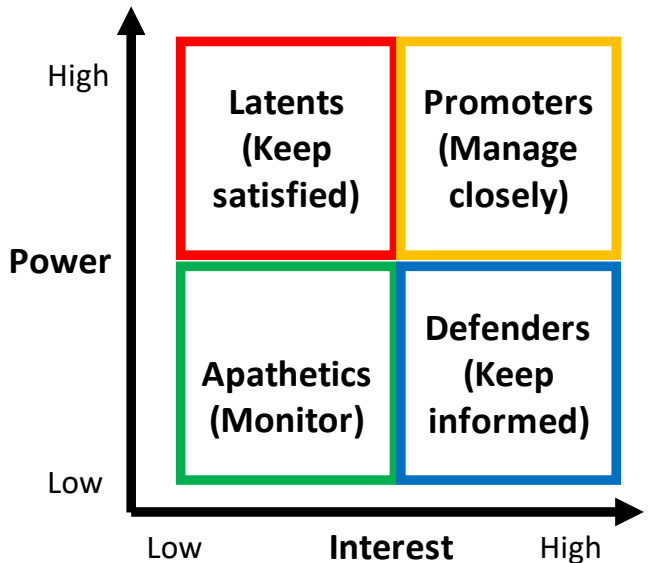
Difficulty

Some training required

- Project success requires that each stakeholder be handled properly.
- A **stakeholder analysis** is a precursor to creating a project communications plan.
- There are many tools for assessing and categorizing stakeholders.



1. Identify the stakeholders (internal and external, anyone with a stake in the product).
2. Create a **Power/Interest matrix**: Determine each stakeholder's project interest (will they support?) and their power (can they affect resources?)
3. Create a **Stakeholder Scoring matrix**: Score the stakeholders (1=unaware, ..., 5=leading)
4. Develop a strategy supporting the needs of each stakeholder, leading to a successful project.



Stakeholder Power/Interest matrix

Stakeholder Scoring matrix

Stakeholder name	Current Rating	Desired Rating	Rating Rationale	Action Plan

Stakeholder Analysis – Example – Generic

(1) List of stakeholders (first list functions, then identify individuals within each function)

Category	Internal Stakeholders	External Stakeholders
Design	Graphic designer	End users
Development	Developers	--
Documentation	Technical writers	End users
Review	Management	Auditors
Sales	Sales department	Potential customers
Testing	Testing team	Beta users
...		

(2) Stakeholder Power/Interest matrix

	Power	Interest	Type
Alice in marketing	low	high	Defender
Bob in customer support	high	low	Latent
Charles in accounting	low	low	Apathetic
...			

- Actions
- Communication strategies

(3) Stakeholder Scoring Matrix

Ratings used

1. Unaware
2. Resistant
3. Neutral
4. Supportive
5. Leading

Stakeholder name	Current Rating	Desired Rating	Rating Rationale	Action Plan
Alice in marketing	5	5	She brought idea to company, wants success	None required
Bob in customer support	2	4	Thinks department is already overloaded	(*) Have external company create support materials (*) Encourage and support efficiency improvement projects in customer support
Charles in accounting	3	3	Has no opinion	None required
...				

Stakeholder Analysis – Notes

Slide 1

1. Stakeholder analysis is not a reporting document, but an action plan.
2. Stakeholder analysis should continue until the project is complete.
3. Identifying stakeholders requires careful efforts from the Project Management Team.
4. A good stakeholder analysis will include:
 - Who the important and/or difficult stakeholders are and how to work with them to win them over.
 - What each stakeholder stands to gain or lose from this project.
 - How each stakeholder will react to changes due to the project.
 - How each stakeholder processes information and make decisions.
 - Each stakeholders' concerns, since project resistance can be Cultural, Financial, Political, or Technical.
5. The communication plan should include discussing the project with the stakeholders — particularly its background and objective.

Slide 2

1. This example is for a generic project.
2. As in this example, there can be many, many stakeholders. Usually, however, projects are smaller in scope and have fewer stakeholders.
3. In this presentation, two different stakeholder assessments are discussed; more assessment types can be found on the web.