



Introduction to Stakeholder Analysis

Assessing and Addressing Stakeholder
Commitment for Successful Rollouts

Endeavor

Definition

Stakeholders are...

Individuals and groups, both inside and outside the organization, who can influence the success of project implementation

Anyone who can be impacted by project implementation

Purpose of Stakeholder Analysis

To assess which individuals or groups are likely to support, resist, or remain neutral during the project implementation...

Why they're likely to respond this way...

And how they may be influenced to ensure a response most favorable to achieving project goals

Stakeholder Analysis

Defining key roles for organizational engagement

Example

Stakeholder	Strategic Importance	Current Commitment	Involvement	Goals/Needs
Steering Committee	Defines and prioritizes use of resources to drive transformation	5	Decision Making	<ul style="list-style-type: none"> Define ideal customer experience Define key performance measures Provide timely information Guide deployment of efforts
Leadership	Provides resource support and endorsement for transformational leadership	4	Support	<ul style="list-style-type: none"> Overview of key activities/service issues Overview of performance measures Overview of all activities
Council	Provides a sounding board for decisions; ensures efforts are supported across the organization	4	Guidance	<ul style="list-style-type: none"> Participate in surveys Contribute benchmarking data Identify existing efforts / initiatives
Operations	Elicit feedback and gather information from all members and their organizations	3	Administration	<ul style="list-style-type: none"> Implement strategy Translate leading practices Report on successes
Staff	Streamline process and increase capacity; improve brand performance	3	Feedback	<ul style="list-style-type: none"> Demonstrate expected behaviors Support leading practices Provide feedback on leading practices

Completing a Stakeholder Analysis

Step 1: Brainstorm the list of Stakeholders

- Who can influence the success of the project?
- Who can be impacted by project implementation?
- Each “who” is an individual or a homogeneous group
- Segment the stakeholders into meaningful clusters as appropriate

Completing a Stakeholder Analysis

Step 2: Define Stakeholders' Strategic Importance

- How are they impacted by the project?
- To what degree do they have power to influence the success of the project?
- What specific support is needed from them to advance the project?

Completing a Stakeholder Analysis

Step 3: Rate Stakeholders' Current Commitment

- How favorably do they currently view the project?
- To what extent might they support, resist or remain neutral to the project?
- Assign each a number on scale from 1 to 5:
 - 1 = Negatively, actively or subversively working against
 - 2 = Moderately negative, passive resistance
 - 3 = Neutral
 - 4 = Moderately positive, passive support
 - 5 = Active support, “all in”

Completing a Stakeholder Analysis

Step 4: Clarify Stakeholders' Goals/Needs

- What is it about each stakeholder that led to the assessment of their commitment?
- What do they want/need?
- For this project, what does success look like to each stakeholder?

Completing a Stakeholder Analysis

Step 5: Determine Stakeholder Involvement

- How will each be engaged in the project to enhance their feelings of ownership?
- Stakeholder involvement may include:
 - Decision-Making
 - Approval
 - Support
 - Guidance
 - Feedback
 - Informed

Completing a Stakeholder Analysis

Step 6: Develop Stakeholder Strategy

- What can be done to strengthen their commitment to the project?
- What are their sensitivities?
- What can be done to maintain support, turn neutrality into support, or deal with resistance?
- Stakeholder strategies include:
 - Individual Benefits
 - Involvement
 - Communication
 - Camaraderie
 - Special Treatment
 - Defuse
 - Spotlight
 - Marginalize

Utilizing Stakeholder Analysis Data

How to use the data from the Stakeholder Analysis:

- Incorporate stakeholder strategies into the project implementation plan
- Incorporate major risks into the project risk management plan
- Incorporate stakeholder strategies into the communication plan
- Review immediately if project appears stalled to assist in diagnosing roadblocks
- **Avoid sharing the stakeholder analysis outside of the team that completed it!**