

Stakeholder Strategy Tool



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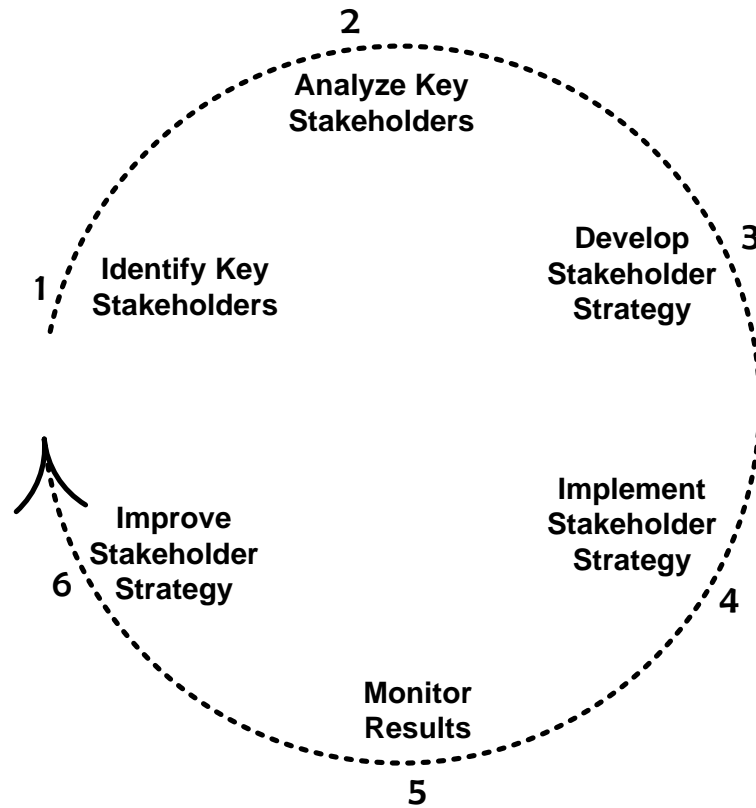
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Stakeholder Analysis Process Overview

Stakeholder Analysis Process



Identify Key Stakeholders

Identify individuals/groups that have a major stake in the project. Key stakeholders include individuals/groups from the client's and provider's organization.

Analyze Stakeholders

Collect and analyze data on key stakeholders to gain insight into their goals/interests in the project, power/influence in their organizations, and impact on the project.

Develop a Stakeholder Strategy

Develop a strategy that guides how you will interact and communicate with each key stakeholder.

Implement the Stakeholder Strategy

Use the strategy developed to handle communication and interaction with stakeholders.

Monitor Results

Check the results of the strategy applied with stakeholders on a regular basis.

Improve Stakeholder Strategy

Adapt the stakeholder strategy to improve results with stakeholders.

Stakeholder Identification Step

Techniques for Identifying Stakeholders

There are a few techniques you can use to identify key stakeholders, including:

- **Brainstorm** – brainstorm who the stakeholders (individuals, groups, and organizations) are with a group of people or by yourself.
- **Interview** – interview the major contacts within the client’s organization to identify the key stakeholders.

Note: You can document your list of stakeholders on the Stakeholder Analysis Data Collection Sheet on page 10.

Stakeholder Checklist

Double check your list of stakeholders against the following items:

- Participatory stakeholders
 - Those who will make use of the solution
 - Those who will implement the solution
 - Those who have expert knowledge about the solution
 - Those who sponsor (or champion) the solution in the client’s organization
- Special demographic considerations
 - Age
 - Gender
 - Ethnicity
- Potential supporters for and opponents against the project

Stakeholder Analysis Step

Goals and Interests

It is important to consider the goals/interests of stakeholders. Try to answer the following questions for each key stakeholder:

- What are the stakeholder's expectations of the project?
- How is the stakeholder likely to benefit from the project?
- What changes will the project require the stakeholder to make?
- What resources will the stakeholder be willing to commit (or avoid committing) to the project?
- Does the project contain activities that might cause damage or conflict for the stakeholder?
- Does the stakeholder have any interests that may conflict with the project?
- How does the stakeholder regard other potential stakeholders?

Note: You can document the data on the Stakeholder Analysis Data Collection Sheet on page 10.

Power and Influence

To examine a stakeholder's power and influence, it is necessary to evaluate:

- Nature of a stakeholder's organization
- Stakeholder's position in relation to other stakeholders
- Level which power and influence will be increased due to project

Use the following to describe each stakeholder's power and influence:

- Position within the command and control hierarchy in the organization
- Authority derived from leadership influence
 - Formal and informal authority
 - Charismatic authority
 - Political and familial connections
- Control of strategic resources for the project
- Possession of special (or expert) knowledge
- Negotiating position in relationship to other stakeholders
- Social, economic, and political status
- Influence derived from connection with other stakeholders
- Degree of dependence on other stakeholders

Note: You can document the data on the Stakeholder Analysis Data Collection Sheet on page 10.

Importance

To assess the importance of stakeholders to the success of a project, it is necessary to evaluate the stakeholder interests in relation to the projects objectives. Answer the following questions:

- Which problems does the project seek to address or alleviate?
- Which stakeholders are affected most by the problems the project seeks to address or alleviate?
- For which stakeholders does the project place a priority on meeting their needs?
- For which stakeholders does the project place a priority on meeting their interests?
- For which stakeholders does the project place a priority on meeting their expectations?
- Which stakeholder interests converge most closely with policy and project objectives?

Note: You can document the data on the Stakeholder Analysis Data Collection Sheet on page 10.

Participation

Determine the level and type of participation of each stakeholder throughout the project. Some participation types are:

- Provide information to a stakeholder
- Consult a stakeholder about aspects of the project
- Partner with a stakeholder to carry out tasks on the project
- Control of tasks by stakeholder

Note: You can document the data on the Stakeholder Analysis Data Collection Sheet on page 10.

Overall Impact

Determine the overall impact of each stakeholder on the project.

Note: You can document the data on the Stakeholder Analysis Data Collection Sheet on page 10.

Stakeholder Analysis Data Collection Sheet

Use this table, or a similar Excel spreadsheet, to document data collected on each stakeholder. Update the table as you gain new insights to stakeholders.

Stakeholder	Goals/Interests	Power/Influence	Importance	Participation	Overall Impact

Stakeholder Strategy Development Step

Overview

The Stakeholder Strategy provides approaches for building and maintaining positive relationships with stakeholders. The strategy should incorporate the following elements:

- Ways to meet stakeholders' expectations
- Ways to create buy-in and ownership
- Ways to use the influence of stakeholders to the project's advantage
- Bests methods for communicating with stakeholders
- Ways to neutralize or eliminate negative impact of stakeholders
- Best approaches to involve stakeholders in key decisions

Note: You can document your strategy, using the Stakeholder Strategy Matrix on the following page.

Stakeholder Strategy Matrix

Use this table, or a similar Excel spreadsheet, to document your Stakeholder Strategy. Update the table as you gain new insights to stakeholders.

Stakeholder	Meeting Expectations	Creating Buy-In and Ownership	Using Influence of Stakeholders	Communicating with Stakeholders	Neutralizing Negative Impact	Involving in Key Decisions

Stakeholder Strategy Implementation Step

Overview

The Stakeholder Strategy should be integrated into the normal project management processes. The strategy should be considered when you:

- Prepare your project plan
- Communicate with stakeholders
- Make key decisions
- Request/manage resources under the control of stakeholders
- Seek additional business from client

Monitor Results Step

Overview

The project manager should monitor the results of the Stakeholder Strategy. He or she can do a check each time the status report is being prepared. Issues that arise with stakeholders can be identified in a timely matter.

Note: Document results/issues on the Stakeholder Strategy Results Matrix below.

Stakeholder Strategy Results Matrix

Use this matrix to document all results (positive/negative) from using the Stakeholder Strategy. The data will be used to make adjustments to the Stakeholder Strategy.

Result/Issue	Stakeholders Involved	Causes	Effects

Additional Observations:

Stakeholder Strategy Improvement Step

Overview

On a regular basis, the project manager should adapt the Stakeholder Strategy to continue enhancing relationships with stakeholders.

Note: Use the Stakeholder Strategy Improvement Plan below to document enhancements to the Stakeholder Strategy.

Stakeholder Strategy Improvement Plan

Document how you will resolve issues with stakeholders in the following matrix. Make note of tactics that you will **start doing** to eliminate/minimize the effect of each issue in the second column. Make note of tactics that you will **stop doing** to eliminate/minimize the effect of each issue in the third column. Make note of tactics that you will **continue doing** to eliminate/minimize the effect of each issue in the fourth column.

Issue	Start Doing...	Stop Doing...	Continue Doing...