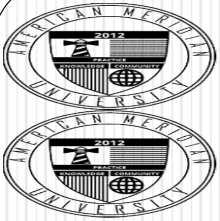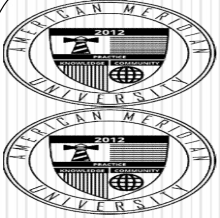# Stakeholder Analysis

Dr. Bob Gee
Dean Scott Bonney
Professor William G. Journigan
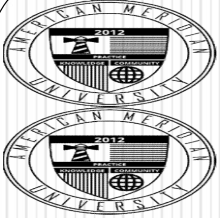American Meridian University

1

Learning Objectives

Upon successful completion of this module, the student should be able to:

- Understand stakeholders
- Understand how to complete a stakeholder analysis

Stakeholder Defined

- A stakeholder is anyone who may be involved in or affected by the project.

- They may also have some control over the project or process.

- Stakeholders include project sponsors, champions, and the people who work directly on the targeted process.

- Teams need to also consider the affect of those who indirectly work on a process, customers, suppliers, IT, training, and those who may feel threatened by the team's review of the process.

3

Stakeholder Analysis

- A comprehensive Stakeholder Analysis helps teams gain the support and cooperation from key players outside the six sigma team.

- Teams should:
  - Identify stakeholders
  - Determine their interest/position in the project as well as their influence
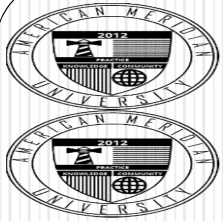 - Develop a plan to get stakeholders' support

4
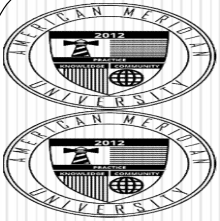
Stakeholder Analysis

- As a team, list all potential stakeholders
- Reduce the list to key people
- Determine whether the stakeholder will block or support the project
- Develop a plan to get stakeholders' support
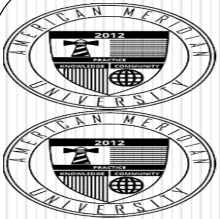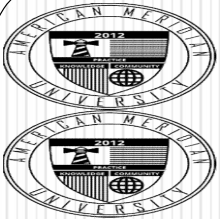
Define Phase- Stakeholder Analysis

Project / Kaizen Event Name:				Software Cutover Process	
Current Opinion of Process Service and Performance					
STAKEHOLDER	**What do they want from the Current Process?**	**NEGATIVE (-)**	**NEUTRAL (0)**	**POSITIVE (+)**	**ADVOCATE (Yes / No)**
PMO	**Deploy product with minimal Impact to the Departments Operations at the lowest cost possible**	X			**Yes**
Stakeholder 1	**Want to be cutover as soon as possible with all their data**			X	**Yes**
Stakeholder 2	**Want to be cutover as soon as possible with all their data**			X	**Yes**
Stakeholder 3	**Want to be cutover as soon as possible with all their data**			X	**Yes**
Stakeholder 4	**Want to be cutover as soon as possible with all their data**			X	**Yes**

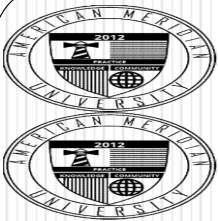# Stakeholder Assessment

Stakeholder Allegiance		
Assessment	Definition	How to Manage
Advocates	• Only group driving the change or project • Active communications, keep regularly involved	• 'Internal' champions and sponsorship • Input to key milestones and decisions • Use for internal promotion of objectives and benefits
Followers	• Have a low understanding of project aims and objectives • Increase their understanding for future benefit	• Support the project and tend to "go with the flow" • Keep informed and positive • Avoid the temptation to exploit
Indifferent	• Individual or groups yet to take a definitive position on the project • Identify gaps in knowledge and seek to fill them	• Seek their views on key issue and address concerns • Have a medium understanding and medium agreement • Be careful not to make them opponents
Blockers	Shows resistance to the project or its aims. Principally due to having a low understanding and low agreement. This can be driven by: • Proactive communication • Interview and meet • Explain and overcome fears	• Use conflict management techniques • A lack of communication • Seeks views once understanding starts to develop • A (perceived or actual) loss from project • Knowledge of error in project assumptions
Opponents	• Has high understanding but low agreement to the project • Initiate discussions and understand reasons for low acceptance	• Will potentially 'lose out' in some way from the activity • If the loss is perceived but not real, then convert using facts and data • Counter the reasons for low acceptance

Journigan/Boatright
Stakeholder Analysis Model

Stakeholder Analysis

							Stakeholder Analysis								
Stakeholder	Organigaztion	Stakeholder Name	Stake in Project	Power / Influence	Interest	Cost	Stakeholder Priority Network Index	What do we need from them?	Perceived Attitudes / Risks	Risk If They Are Not Engaged	Stakeholder Management Strategy	Responsibility	Date Last Revised	%	Cummlative %
1	**ACME Inc** Mr. Marvelous		Supplies Rockets	5	9	7	315	Rocket Motors	Wrong Rocket for Orbit	Receive Bad Press	Keep Informed	Mr. Sharkey	15-Oct-15	27%	27%
2	**Launches, Inc** Ms. Wonderful		Manages Launch Pad	7	10	4	280	Launch Pad	Wrong Sequence of Launch	Receive Bad Press	Keep Informed	Mr. Sharkey	15-Oct-15	24%	51%
3	Assembly, Inc Mr. Rabbit		Manages Rocket Assembly	8	9	8	576	Assembeled Sattelittes to Rocket Motors	Wrong Rocket or Sattlette Configurations	Receive Bad Press	Keep Informed	Mr. Sharkey	15-Oct-15	49%	100%
4							0							0%	100%
5							0							0%	100%
6							0							0%	100%
7							0							0%	100%
8							0							0%	100%
9							0							0%	100%
10							0							0%	100%

Journigan/Boatright
Stakeholder Analysis Model

Stakeholder Analysis Ratings

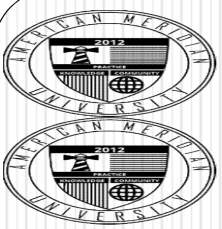| Power / Influence Ratings	
Rating	Criteria
10	**Extreme** Power / Influence over Programs / Projects.
9	**Very High** Power / Influence over Programs / Projects.
8	**High** Power / Influence over Programs / Projects.
7	**Moderate** Power / Influence over Programs / Projects.
6	**Medium High** Power / Influence over Programs / Projects.
5	**Medium Low** Power / Influence over Programs / Projects.
4	**Low** Power / Influecnce over Programs / Projects.
3	**Very Low** Power / Influence over Programs / Projects.
2	**Minor** Power / Influence over Programs / Projects.
1	**No** Power / Influence over Programs / Projects.

Interest Ratings	
Rating	Criteria
10	**Extreme** Interest in Programs / Projects.
9	**Very High** Interest in Programs / Projects.
8	**High** Interest in Programs / Projects.
7	**Moderate** Interest in Programs / Projects.
6	**Medium High** Interest in Programs / Projects.
5	**Medium Low** Interest in Programs / Projects.
4	**Low** Interest in Programs / Projects.
3	**Very Low** Interest in Programs / Projects.
2	**Minor** Interest in Programs / Projects.
1	**No** Interest in Programs / Projects.

Cost Ratings	
Rating	Criteria
10	**Exterme Cost** - X<5000000
9	**Very High Cost** - 1000000>X<5000000
8	**High Cost** - 750000>X<1000000
7	**Moderate Cost** - 250000>X<750000
6	**Medium High Cost** - 50000>X<250000
5	**Medium Low Cost** - 20000>X<50000
4	**Low Cost** - 10000>X<20000
3	**Very Low Cost** - 5000>X<10000
2	**Minor Cost** - 1000>X<5000
1	**No Cost** - <1000

9

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Stakeholder Analysis Model

Stakeholder Analysis Maps / Charts

Stakeholder Analysis Map

Watch

Keep Satisfied

Actively Manage

Keep On Side

General Communication

Keep Informed

Power / Influence

Interest

○ Mr. Marvelous
● Ms. Wonderful
● Mr. Rabbit

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Stakeholder Analysis Model

Stakeholder Analysis Maps / Charts

Stakeholder Prioritization Network Index

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Stakeholder Analysis Model
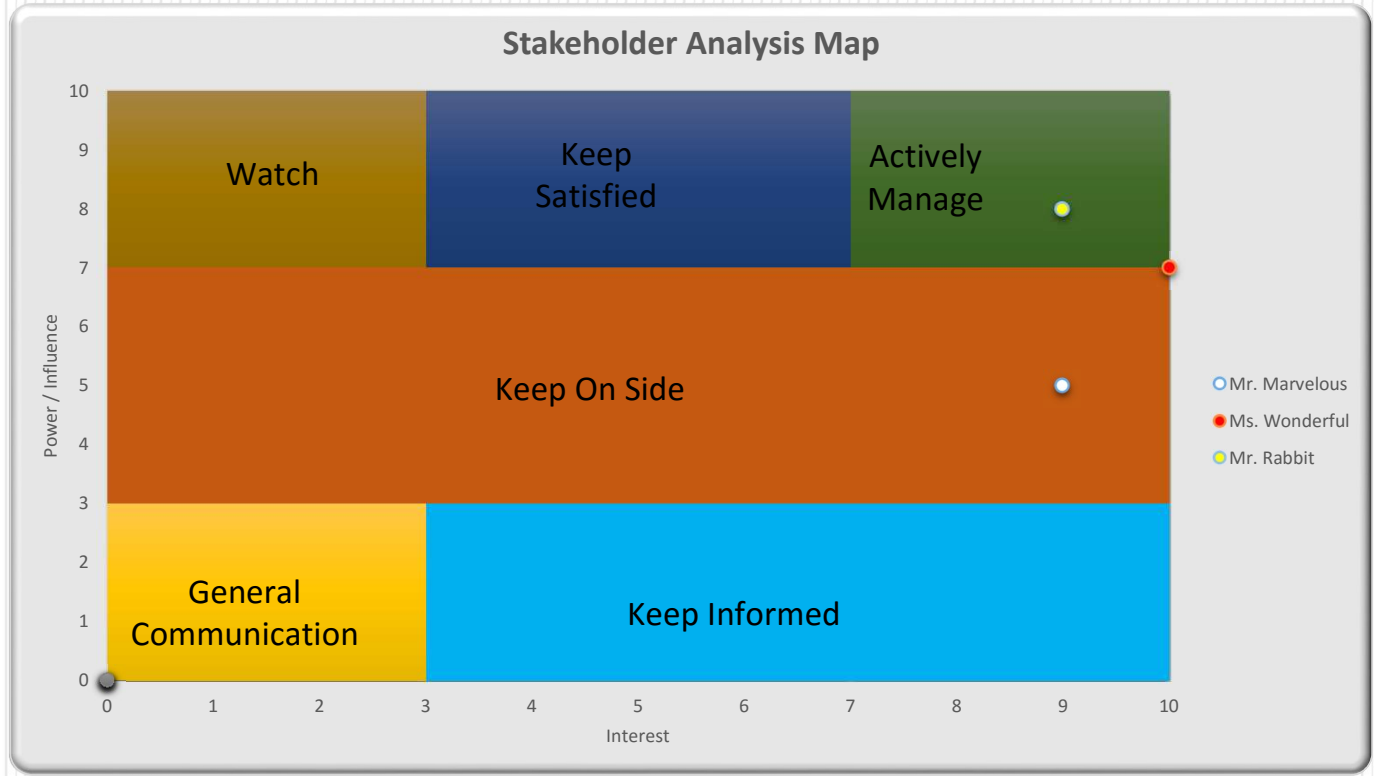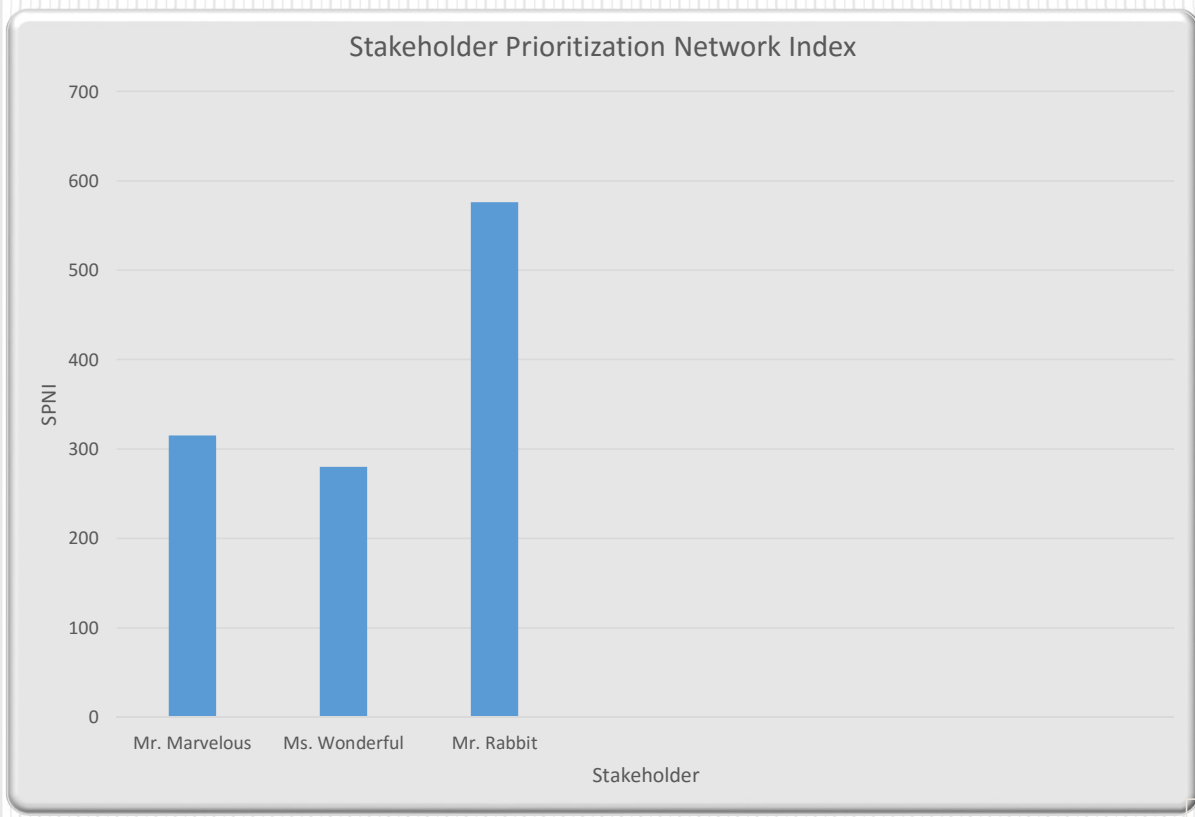
Summary

In this module you have learned about:

- Stakeholders
- Completing a stakeholder analysis