

Project Stakeholder Analysis

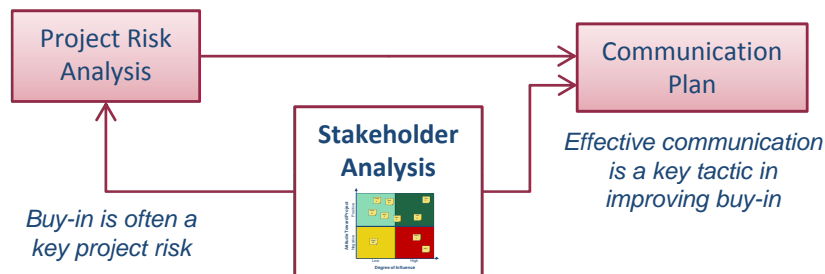
When to Use

- Use to proactively identify and manage stakeholder buy-in
- Create initially in the Define phase, updating throughout the project as understanding of stakeholders' influence and attitudes evolves

Helpful Hints

- This tool should be completed individually by the project leader or with a small group of trusted advisors
- It is not recommended that the results of this analysis be saved or published. Publishing the name of a stakeholder with a perceived negative attitude to the project, will typically not help gain their buy-in

Related Tools



Description

- A tool to proactively assess the attitude and degree of influence various stakeholders have relative to the project
- Lack of stakeholder buy-in is one of the most common project failure modes
- Proactively analyzing stakeholder buy-in allows issues to be addressed early on, helping to ensure they don't hinder project success
- Project stakeholder analysis consists of the following high-level activities:

Identify stakeholders

Assess their attitudes and degree of influence

Develop and execute a plan to address buy-in issues of high-influence stakeholders

Continue monitoring for evolving attitudes and influence

"Stakeholder" Definition

- A "stakeholder" is any person or party impacted by or having influence upon the outcome of the project

Project Stakeholder Analysis (Cont.)

Step by Step Instructions

1. On a white-board or flip-chart, draw two axes to begin forming a chart, labeling the y-axis "Attitude Toward Project" and the x-axis "Degree of Influence"
2. Develop a list of names of project stakeholders, recording each name on individual Post-It® notes
3. Position the Post-It® notes on the chart, based on the stakeholder's attitude toward and degree of influence relative to the project
4. Analyze the completed chart, identifying stakeholders requiring action, and developing a plan to address buy-in issues
 - Stakeholders in the lower-right quadrant ("High-Influence Resisters") are of the most concern. Action is required to increase the buy-in of these stakeholders
One method for increasing buy-in is to develop a plan to address the "currencies of influence" which most motivate the target stakeholder (see the graphic at the bottom of the page)
 - Stakeholders in the upper-right quadrant ("High-Influence Advocates") should be actively engaged as advocates to help influence key resisters
 - There does not need to be much focus on those in the lower-left quadrant (Low-Influence Resisters), because they probably are not influential enough to negatively impact the project
5. Regularly reassess stakeholder attitudes and influence, taking action to increase buy-in where necessary

