

# Stakeholder Engagement Project Resource

Tool Ref. No. T003

## Stakeholder Analysis

<i>Our Tools are approaches, models and techniques for improving stakeholder engagement</i>	
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Linkages with SE Key Principles	Plan it!, Remember, They're only human
Key words	Identification, evaluation, prioritisation
Subject Terms	Stakeholder, engagement, analysis, understanding
<b>Context</b>	
Purpose and Benefits	
<ul style="list-style-type: none"><li>• This approach helps to focus and prioritise the effort of the project team in engaging stakeholders.</li><li>• Analysis and clearer understanding of a project's unique set of stakeholders improves<ul style="list-style-type: none"><li>▪ communication with each stakeholder/group</li><li>▪ awareness of their issues, needs and measures of success</li><li>▪ the chance of finding ways to strengthen their commitment</li><li>▪ planning for engagement with stakeholders</li></ul></li><li>• The plan, in turn, provides a basis for regular review of progress</li></ul>	
<b>How to use to best effect</b>	
<b>The Process.</b>	
There are many variations of Stakeholder Analysis but the approach is essentially:	
<ol style="list-style-type: none"><li>1. Identify your project's stakeholders</li><li>2. Assess their power and interest towards the project.</li><li>3. Prioritise on whom you should focus your team's effort</li></ol>	
<b>The Approach</b>	
Ideally, the project manager, project sponsor, project team members and selected SMEs are all available for a workshop held specifically to analyse stakeholders.	
As "pre work" you may ask them individually to jot down who they see as project stakeholders.	
<ol style="list-style-type: none"><li>1. Brainstorm all project stakeholders writing out a Post It for each Individual and each Group.</li><li>2. The team then evaluates each Post It note and places ('maps') it onto a graph of Power vs. Interest.</li><li>3. The team then consider ways to bring manage each quadrant and also bring selected stakeholders to take greater interest (commitment).</li></ol>	



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### Limitations

- This approach relies on good information about the stakeholders that may not be available. Without this, inaccurate assumptions as to the level of the stakeholders' power and interests, can lead to wrongful conclusions.
- The personal nature of this activity can lead some project managers to avoid taking action to maintain or bring stakeholders 'on board'.

### Relevant bibliography

Reference:

[https://www.mindtools.com/pages/article/newPPM\\_07.htm](https://www.mindtools.com/pages/article/newPPM_07.htm)

### Related Models / Processes

- (Mitchell, Agle et al. 1997) proposed a classification of stakeholders based on power and influence, the legitimacy of each stakeholder's relationship with the organisation, and the urgency of the stakeholder's claim on the organisation. The results of this analysis answers "which groups are stakeholders deserving or requiring manager's attention, and which are not?"
- Fletcher, Guthrie et al. 2003) defined a process for mapping stakeholder expectations based on value hierarchies and Key Performance Areas (KPA)
- (Cameron, Crawley et al. 2010) defined a process for ranking stakeholders based on needs and the relative importance of stakeholders to others in the network.
- (Savage, Nix et al. 1991) offer a way to classify stakeholders according to potential for threat and potential for cooperation.
- (Turner, Kristoffer and Thurloway, 2002) have developed a process of identification, assessment of awareness, support, influence leading to strategies for communication and assessing stakeholder satisfaction, and who is aware or ignorant and whether their attitude is supportive or opposing.