Who are stakeholders

Stakeholders:

- individuals or groups with an interest in the project because they are involved in the work or are affected by the outcomes.
- a person or organization that has a (direct or indirect) influence on the requirements of a system
- a person or organization which is impacted by the system
- one of the main source of requirements and knowledge
- Stakeholders can make or break the project

Checklists of typical stakeholder groups and roles

A generic starting list

- Direct system users,
- Business / process managers,
- Clients and individual customers or customer-representing organizations,
- Opponents and competitors,
- IT staff,
- Governmental and regulatory institutions.

Actions on the checklist

- For every stakeholder role in the list clarify whether or not it is a relevant role for your project
- Divide groups in sub-group where necessary
- Select a representative person for each group and sub-group
- Select one ore more people which will better represent organisations. At future steps the representative could change.
- Create your own checklists which will be updated over time
- Create checklists relevant for similar projects in different fields

Product lifecycle analysis

At different stages of the product lifecycle different stakeholders will be involved. Identify potential stakeholders for every phase.

- Requirement engineering – BAs, Sponsors, Users, PMs,…
- Development – Devs, Testers, Architects, BAs,…
- Usage – Users, Constraint companies, …
- Maintainance – Devs, Users, Managers,…
- Deconstruction – Devs, Managers,…

This will reveal other departments or organizations as potential stakeholders.

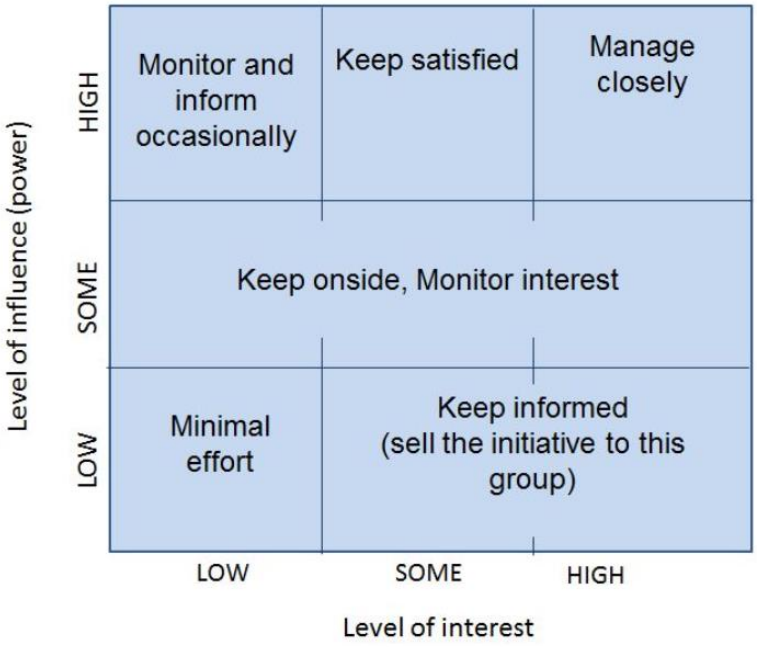
A workshop would be useful to brainstorm all potential stakeholders

Stakeholders classification and prioritization

- Various stakeholders have different importance and 'weight' at the project
- Each stakeholder or group needs different approach and communication style
- Some stakeholders are more important at the beginning of the project and some at the end.
- Classification and prioritisation is important first of all for avoiding waist of resources (time and budget).

Depending on the project, different classification and prioritization schema can be used.

Power/interest grid



- Helps selecting the appropriate communication style
- Useful for identifying stakeholders as well
- Should be reviewed ontinuously
- Could be biased

Communication strategies (Depending on power and interest)

- Low power, low interest – Could be ignored or to inform them occasionally. They could raise their power or interest at some point
- Low power, some or high interest – Keep them informed. They cannot decide almost anything, but they have much interest. Interest could make them find someone with power and thus influence decisions
- Some power, any level of interest – Keep them on your (project) side. Depending on the level of interest, very often in this zone are many people you have to work with. Offer them as much support as you can.
- High power, low interest – monitor them closely and keep informed. While they don't have interest, they could highly influence the project and they

could be addressed when issues have to be solved. A good practice is to raise their interest

- High power, some interest – Keep them satisfied. They are an important decision factor and will have some benefits from the project in course. If the stakeholder is supportive, could be good to raise the interest.
- High power, high interest – Manage them closely as these are the most involved people in the project.

User as a special stakeholder group

- For interactive systems with a user interface, all direct users of the system are of prime interest for the Requirements Engineer.
- In-house users (in-company, individually known and involved) are significantly different from outside users (e.g. buyers of consumer products; outside of the company, generally not known individually and not directly involved).
- Usually, the number of potential users does not allow involving all individuals in the elicitation process. For this reason, the actual users can be aggregated into user groups, based on user analysis or on the domain knowledge of other stakeholders.

RACI/RASCI diagram

Responsibility Assignment

- **R** esponsible
- **A** ccountable/**A** pprove
- **S** upportive
- **C** onsulted
- **I** nformed

Project Stages	Sponsor	Project Manager	Project Team	Business Development	Production
1	A	R	RS	CS	C
2	A	R	RS	C	I
3	A	R	RS	CS	I
4	A	R	RS	C	I
5	A	R	RS	C	C

RACI diagram example for agile project

Phase	Task	Product Manager	Business PM	Product Owner	Team Agility Coach	Team	Business SME	User Acceptance Test	Technology Delivery Manager	Application Development Manager	Lean-Agile Coach
Iteration 1-N	Conduct iteration planning meeting	I		R	A	R	R		C	C	
	Conduct daily stand-ups	I		R	R	A			I	I	
	Monitor the progress of work being completed	R	R	R	R	R			A		
	Maintain the product backlog	A	R	R	R	R			R		
	Communicate release scope changes to management	A	R	R	R	R			R		
	Review and update artifacts required by organization	R	R	R	R	A			R	R	
	Complete story tasks			R		A			C		
	Provide architectural and design concepts					A			R		
	Ensure all features and stories are completely scoped (description, validation, size)			R		A					
	Update front line charts / metrics / reports		R	R	A	R			R		
	Conduct iteration demonstration	R	R	A	R	R	R		R		
	Conduct iteration retrospective	I	R	R	R	A			I	I	
	Prepare for next iteration	A	R	R	R	R			R	R	
	Review / update Lean-Agile process improvements	R	R	R	R	A		C	R		
	Update maturity assessment		R		R	R	C	R	R		A