AMDARIS

STAKEHOLDER MANAGEMENT

September 2019 | Olesea Oaserele

- Stakeholders play a vital role in most development projects. Identifying and managing them is therefore a major task during elicitation of requirements.
- Stakeholder management is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

Steps for an efficient management of the stakeholders

WHO ARE STAKEHOLDERS

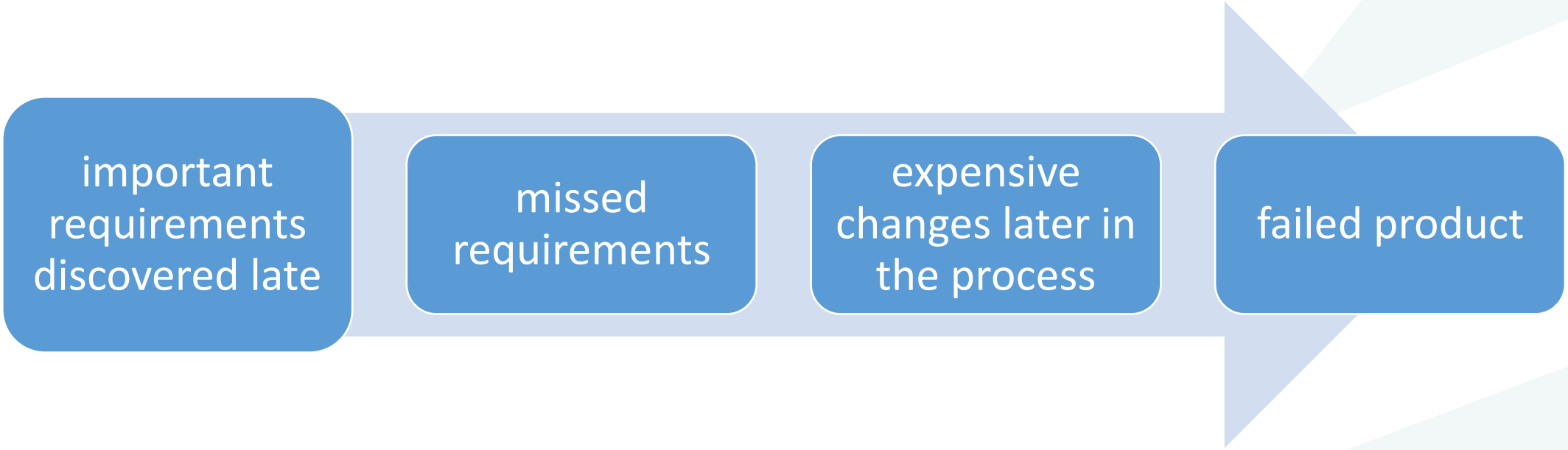
Stakeholders:

- 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

STEKEHOLDERS IDENTIFICATION

- SH identification is an iterative and continuous process over the project
- Stakeholder Identification and Management is an important investment to minimize the risk of missing important stakeholders and their requirements.

Failure to identify and include an important stakeholder in a development effort can have a major impact:



STAKEHOLDER IDENTIFICATION APPROACHES

- Pragmatic identification – fancy word for the intuition and experience.
- Systematic identification – a list of techniques which involves determining criteria of the identified stakeholders and actions to identify them.

It is recommended to **start with pragmatic identification**, which will give you an initial list of potential stakeholders and then to back up and amend the results using systematic identification.

Good practices while identifying stakeholders:

- you cannot interact with abstract roles, but ultimately always need a real human being to communicate with (aka Company X is represented by a CEO).
- you don't usually get in trouble with abstract groups, but with individuals
- name individual stakeholders for each stakeholder group, especially for important internal groups, such as the legal department, security officers, managers, representatives from related departments, etc.

SYSTEMATIC TECHNIQUES

Of Stakeholder Identification

Although pragmatic identification is a useful way to start stakeholder identification, it should always be backed up with systematic stakeholder identification.

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

ORGANIZATIONAL STRUCTURES

- Study the organizational charts of the company that will use the system to be built
- Identify the people which will be interested in or affected by the built product
- Discover departments which will be interested in or affected by the built product
- Select relevant people in each department which will play the role of the stakeholder representative
- Identify potential product champion(s) – people which will serve as the main contact and representative of a class of users

BUSINESS PROCESS DOCUMENTATION

Although not always up to date, many companies have their business process documented. That could be:

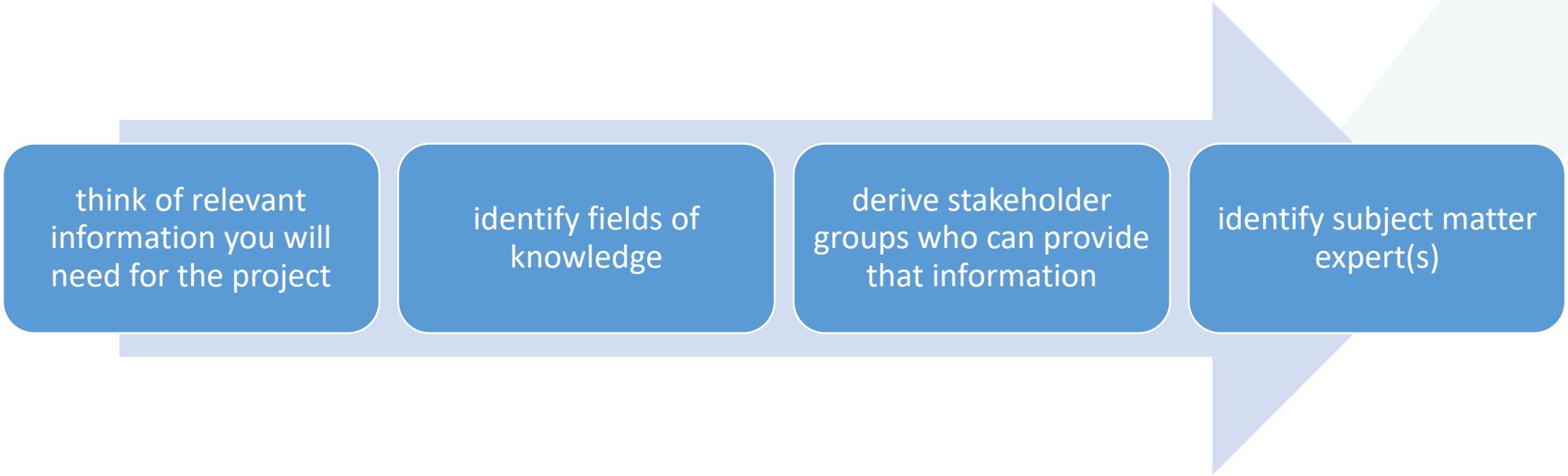
- a business process model (e.g. BPMN model)
- a natural language description of how the process works
- a set of user manuals
- a set of business rules and constraints
- a set of role descriptions

From such documentation, you might be able to:

- find out which role is responsible for a specific task
- identify representatives of departments or user classes

INFORMATION FOCUS

Sometimes, when it looks you've identified all possible stakeholders, it's useful to focus on information in order to identify people.



- Documenting this kind of identification process is useful for further steps of requirements elicitation and analysis.
- Documentation should contain all the information needed to track back the rationalization when identifying a stakeholder and it's source

Example:
Objective: Find at least two stakeholders who can potentially provide me with information about the legal constraints of registering book descriptions.
Result: Stakeholder name, role and contact data
Initial Source: Organization chart

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

IDENTIFYING INDIVIDUAL STAKEHOLDERS

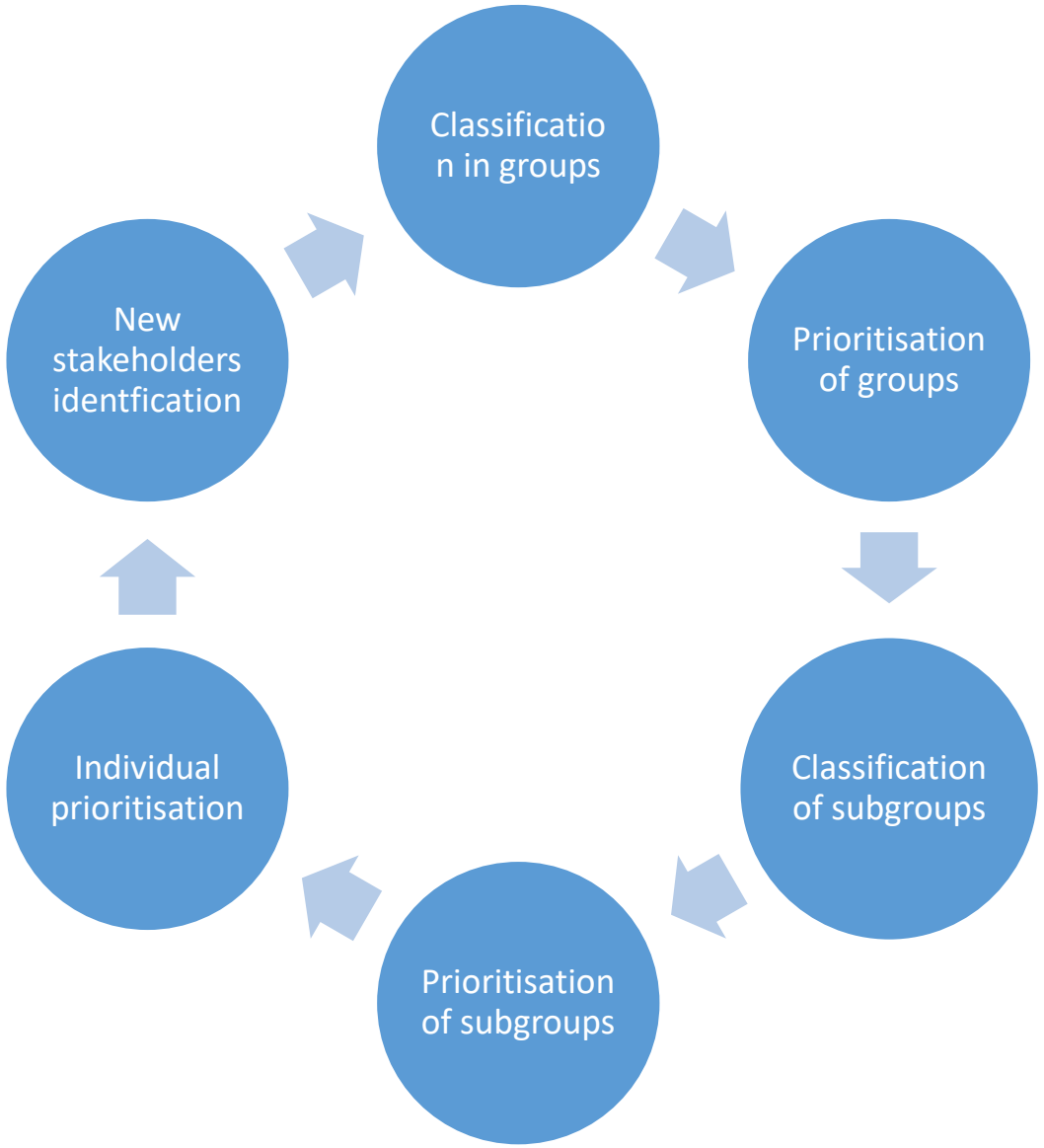
As noted before, we are dealing with human beings for delivering a product. They are contactable, tangible individuals. Such stakeholders have names, contact data and birthdays. The latter may not be of prime interest for Requirements Engineering activities, but it is worthwhile information when it comes to stakeholder relationship management.

Example:
Objective: Find at least one person for the stakeholder role “Library manager trainer”
Result: Stakeholder name and contact data
Initial source: Dr. Emmet Brown (experienced librarian, he might know suitable candidates)

STAKEHOLDERS CLASSIFICATION AND PRIORITISATION

- 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.



- Identification – Classification – Prioritisation is a continuous iterative process
- Before prioritisation always is classification of groups and subgroups
- A group could consist of 1 stakeholder, at least at the beginning
- When there are more stakeholder in 1 group, prioritise inside the group as well
- During classification and prioritisation stages you'll discover new stakeholders

IAN ALEXANDER'S ONION MODEL

- Onion Model (Diagram) is a way of classification and visualization of the relationship of stakeholders to a project goal
- The center of the diagram is the project goal
- Sometimes the goal represents the product to be built
- Often you will need more "onions" – one for each business objective
- Stakeholders are set on layers reflecting their relationship or influence to the project goal
- The presented is only a model which can and should be adapted to different projects.

STRUCTURE

A Stakeholder Onion Diagram is usually consists of 4 or 5 layers.

1. The goal/business objective/product/solution
2. The business system
3. The business
4. The environment
5. Other stakeholders (not always use)

- Project team can add or remove layers, depending on project needs.
- Each layer can be divided in thinner layers if needed

STEPS

Step1

The center represents the business objective or goal or product. As this is a living product it could be refined later.

Step2

Business system layer contains the stakeholders who interact directly with the goal registered in the center of the “onion” (SysAdmin, Support, Users, …)

Step3

Business layer – the organization that hosts the solution, or needs the objective. This layer is populated with functional beneficiaries of the system. They may not interact directly, but benefit from the solution (Sales, Legal, Managers)

STEPS

Step4

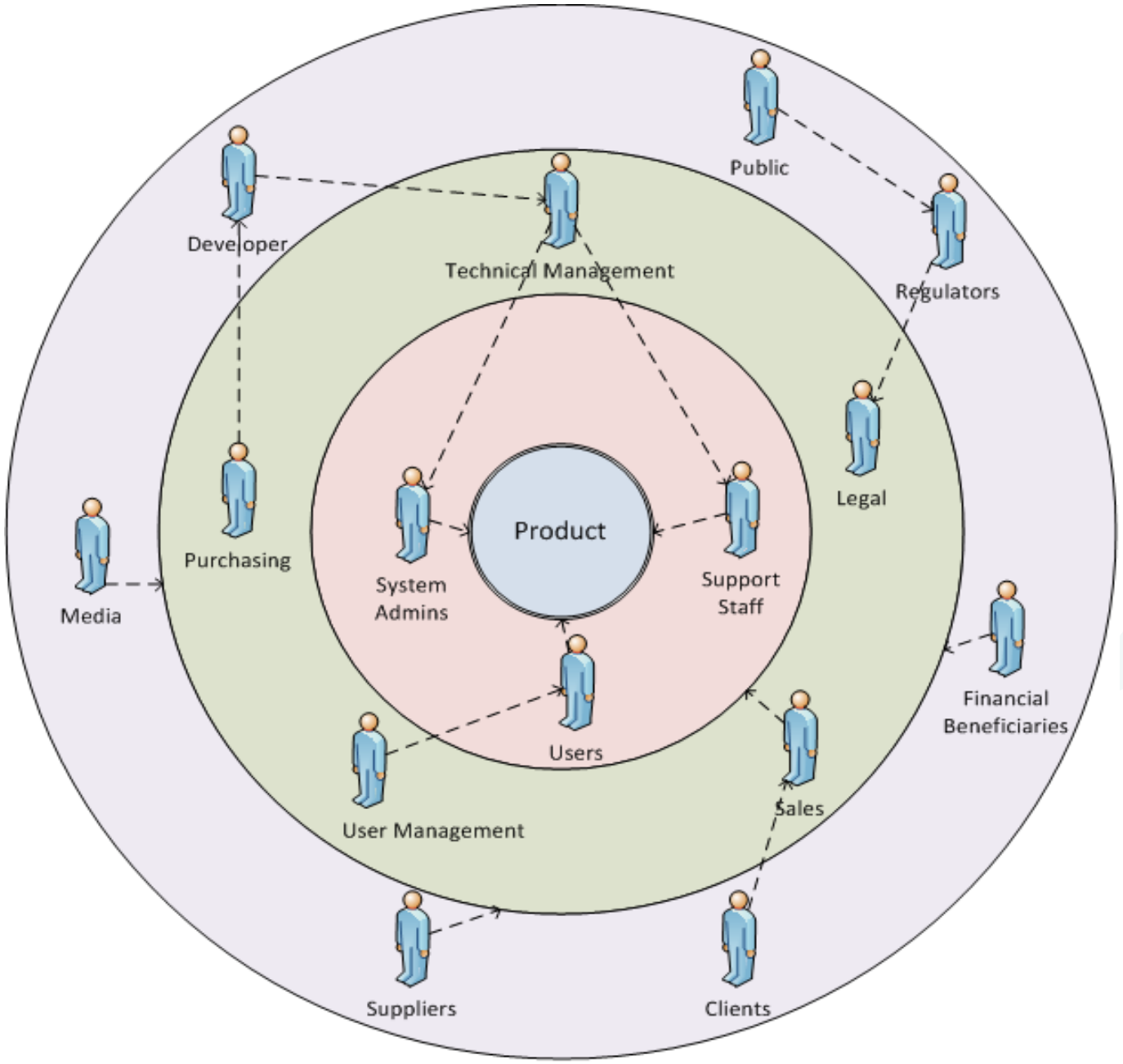
The Environment layer – wider environment outside of the business, but related to it. This layer is populated with stakeholders outside of the business, but stil important (regulators, suppliers, clients, stockholders, the public, media,...).

Step 5

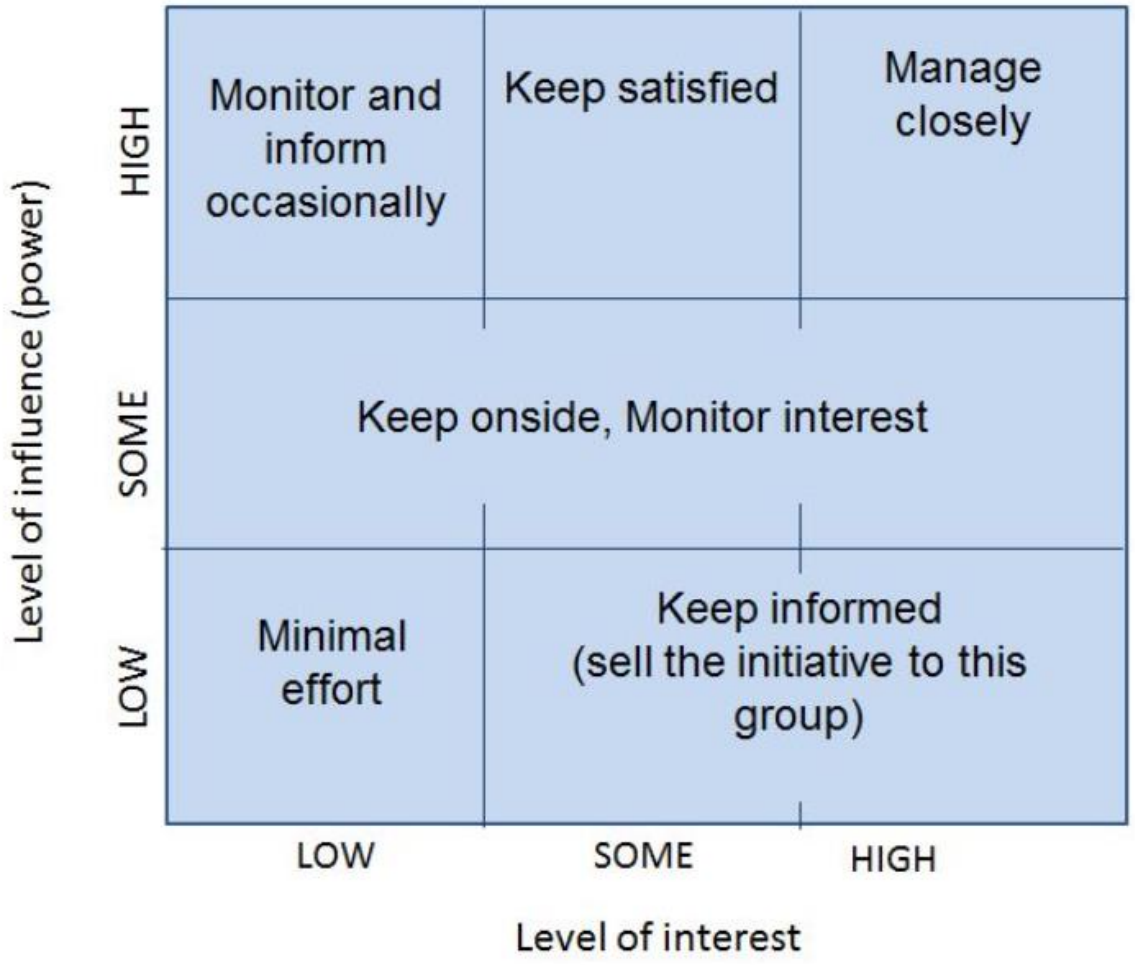
This step is optional and is for adding relationship arrow between different stakeholders.

- Relationships can be created between layers
- Relationship have a direction and represents the dirionction of main information flow
- Relationships can be bidirectional

EXAMPLE


Public
Developer
Technical Management
Regulators
Legal
Media
Purchasing
System Admins
Product
Support Staff
Financial Beneficiaries
Users
User Management
Sales
Suppliers
Clients

POWER/INTEREST GRID



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

CLASSIFICATION BY CURRENT ATTITUDE

Based on attitude, motivation and level of involvement, stakeholders can be classified on several groups. These is NOT an exhaustive list and should be reviewed for different cases

- Champion – is actively working for the success of the project
- Supporter – is in favor of the project but not very actively
- Neutral – has no opinion over the project… yet
- Critic – not in favor of the project, but not actively opposing it
- Opponent – will actively work to impede, disrupt or derail the project
- Blocker – is just obstructing the course f the project

OTHER ATTRIBUTES

Other examples for classification attributes of stakeholders:

- Proximity
- Availability
- Experience in similar projects
- Communication skills
- … any other attribute relevant to the current project

DOCUMENTING STAKEHOLDERS

- Document all gathered information
- Make sure the documentation is kept up to date
- Visualisation elements of the documentation is always useful to make sure no stakeholder was overlooked
- Depending on the information about each stakeholders document the actions to be taken, communication strategies and other reationalisation related to the stakeholder
- Depending on the project other factors could be relevant:
  - ✓ Public relevance – how much the stakeholder can influence public opinion
  - ✓ Time criticality – in context of tight deadlines how short is the response time of the stakeholders

RELEVANT INFORMATION TO BE DOCUMENTED

- Name
- Function (role)
- Contact data
- Availability (spatial and temporal)
- Relevance
- Area and extent of expertise
- Goals regarding the project
- Current power
- Current interest
- Current attitude
- Communication approach
- Desired support
- Desired action

DOCUMENTATION FORMAT

Documentation format should fulfill the need for all relevant information and the relationship between different components
Commonly used forms of documentation are:

- Stakeholder table
- Stakeholder database (often incorporated in the requirements management tool)
- Stakeholder mind map
- Diagrams or other graphical representation

The stakeholder documentation has to be kept up to date as long as information on stakeholders might be needed (i.e. usually at least until the end of the development project, or even until the end of the product lifecycle).

ENGAGING AND MONITORING STAKEHOLDERS

It is important to understand what each stakeholder expects in terms of communication and what their attitude towards the project is. The following elements should be considered:

- Culture (organizational, team or individual)
- Identification with the (development) activity and its outcomes,
- Perceived importance of the activity and its outcomes
- Personal attributes, such as personality and role.
- Power and interest over the project
- Perspective over the business objectives

STAKEHOLDER PERSPECTIVE

Real world situations and solutions are never simple, rarely complicated and often complex.
In order to make sure we'll understand correctly the requirements gathered from different stakeholders and to know the questions to be asked for eliciting the requirements, we have to know their perspective over different processes, business objectives, constraints and others.
Different perspectives will produces conflicts or gaps in requirements.
So, knowing them will help us resolve this kind of issues
Ex: Some stakeholder considers that all is permitted as long as it is not illegal. Other stakeholder has more moral views over the objectives and ways to achieve them.

CATWOE

CATWOE is a perspective analysis technique.
C = Customer. Who is the customer for the product from the stakeholder X perspective
A = Actors. These are the people who actually perform the transformation
T = Transformation. This is the principal business activity of the system.
W = Worldview. This summarises the stakeholder beliefs regarding product activity and objectives
O = Owner. Who ultimately controls the system from the X perspective
E = Environment. What are the constraints imposed by the environment outside the current business

Recommended order: **WTCAOE**

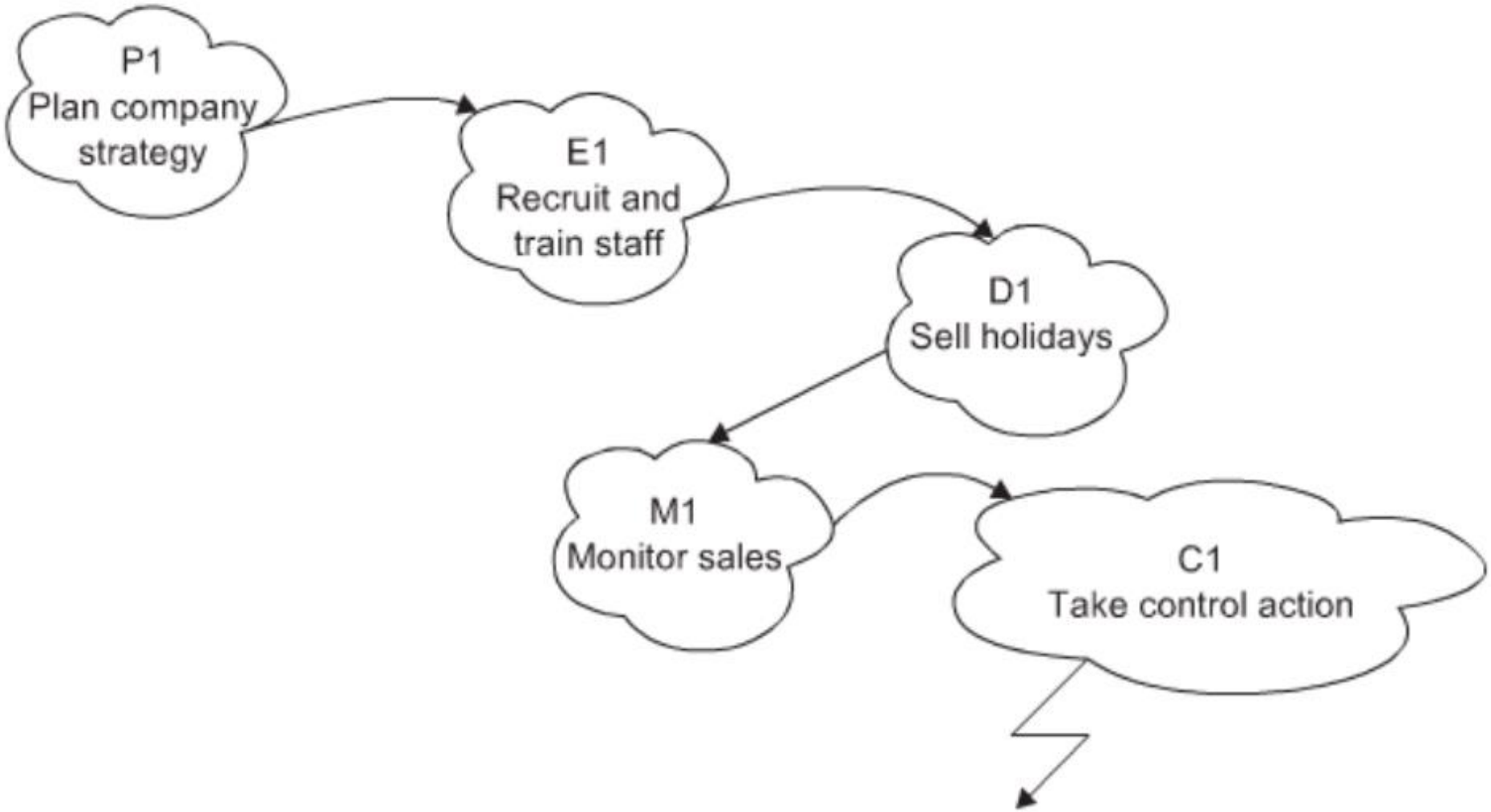
BUSINESS ACTIVITY MODEL

- Business Activity Model is based on CATWOE and illustrates the stakeholder perspective.
- BAM is a conceptual model showing what the organization should be doing from the stakeholder perspective.
- Initially there will be one BAM for each stakeholders
- Later CATWOEs and BAMs are examined in order to identify where there is agreement and where conflict is
- The aim is to combine them all and, discussing with stakeholders, achieve a consensus BAM.

CREATING BUSINESS ACTIVITY MODEL

1. **Doing** activities. These are the main activities of the product and are derived from the Transformation in CATWOE
2. **Enabling** activities. Doing activities are based an Enabling ones. Usually they are actions of acquisition or replenish of resources
3. **Planning** activities. All activities in the system should follow from the Planning ones.
4. **Monitoring** activities. Monitoring is after Doing activities. Ex: Moitoring the performance
5. **Control** activities. Monitoring activities reveal the gaps or unconformities and Control activities aim is to close the gaps.

EXAMPLE OF BUSINESS ACTIVITY MODEL



EXAMPLE OF BUSINESS ACTIVITY MODEL

STEPS CLOSING THE GAPS BETWEEN PERSPECTIVES

- Identify and document the CATWOE for a group of stakeholders to be compared
- Create Business Activity Model for each stakeholders
- Compare CATWOE
- Compare Business Activity Models
- Define the gaps or collisions
- Actions are defined and taken for closing the gaps/resolving collisions
- Reiterate

COMMUNICATION PLAN

After assessing the stakeholders' attitudes:

- Define and document a "realistic target attitude" for each of them
- The target attitude should be oriented for the product benefit
- There could be gaps between current and desired attitude.
- If yes, you should define a communication plan aimed at closing that gap

The following questions may be helpful for the communication plan:

- How often should I contact specific stakeholders to inform them about the status with respect to the elicitation of requirements?
- Which information is relevant for which stakeholder?
- What is the best way to keep a specific stakeholder up to date? (e.g. phone call, email, newsletter, lunch.)
- What is the best way to contact this stakeholder if I need information?
- How will I keep track of when I last contacted this stakeholder?
- Are there any cultural factors relevant for communication?

Hint:
Make sure your communication plan is oriented to managing stakeholders for requirements elicitation and validation

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.

COMMUNICATION STRATEGIES

Depending on power and interest

- 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.

MONITORING STAKEHOLDERS

- repeat the assessment of engagement and communication with stakeholders regularly
- identify where further stakeholder relationship management activities are required
- assess whether the activities taken have been effective
- adjust the communication plan as required to keep closing the gap between current and target stakeholder attitudes.

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.

PERSONA

- A common way to represent user groups is the use of personas.
- Personas are fictitious individuals, representing typical user groups of the system with similar needs, goals, behaviors or attitudes.
- Personas are modeled from data collected about real users through user research.
- Personas can also be created based on raw data gathered by contextual inquiry, interviews, surveys
- If no relevant user research data is (yet) available, provisional personas, also called ad-hoc personas or proto-personas, can be created.
- Include all information you can think of. Later you will need almost all registered and some more

USER PERSONA EXAMPLE

Nerdy Nina

"The book is way better than the movie!"

#booklover
#bookaddict
#booknerdproblems

DEMOGRAPHICS

Age:	25
Location:	Sao Paulo, Brazil
Education:	Software Engineer
Job:	Q/A at Indie Game Company
Family:	Lives with her boyfriend

TECH

Internet	●●●●●
Social Networks	●●○○○
Messaging	●●●○○
Games	●●●●●
Online Shopping	●●●●○

GOALS

- Discovering new books / authors to read
- Finding unique stories
- Cataloging book collection

FRUSTRATIONS

- Keeping track of different series
- Forgetting a book launch date
- Finding space for more books

READING HABITS

- Fast pace reader
- Never lends books
- Likes hardcovers and boxed collections
- Pre-order books to get them first
- Reads eBooks, but prefer physical copies
- Always finishes a book
- Loves binge reading and re-reading

FAVORITE BOOKS

American Gods
Neil Gaiman

Harry Potter
J.K. Rowling

Ready Player One

THERE COULD BE A TRAP WITH PERSONAS

Hint

The agile approach to software development focuses on the value the solution shall provide to users (“user story”). Therefore, the user of an interactive system is regarded as a primary stakeholder. Nevertheless, there is a risk, particularly in large organizations, that agile teams or product owners are not in contact with the real users. Personas may have been invented by somebody pretending to know the users! In such a context, stakeholders of the organization (managers, business departments, legal department, marketing, etc.) are much more present and dominant than the external end user. Be aware of this trap: Insist on direct access to end users to perform proper user research and on collecting direct feedback after sprint-delivery in order to really get to know your users and their needs.

PRODUCT CHAMPION

Each product champion serves as the primary interface between members of a single user class and the project's business analyst. They can represent two major classes.

- Internal users champion
- External users champion

- The best product champions have a clear vision of the new system
- The product champion approach works best if each champion is fully empowered to make binding decisions on behalf of the user class he represents.
- To help the product champions succeed, document what you expect your champions to do

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

THANK YOU

AMDARIS