

B. Stakeholder Management Templates

This appendix contains templates that are designed to help you to manage your stakeholders. Its aim is threefold:

- To help you discover the relevant stakeholders for your project
- To help you identify gaps without stakeholder representation
- To help you agree on your decision-making structure

Stakeholder Map

Figure B.1 is a generic stakeholder map showing the potential classes of stakeholders. Use it as an aid for discovering your stakeholders. Refer to **Chapter 3**, Project Blastoff, for a discussion of each of the stakeholder classes.

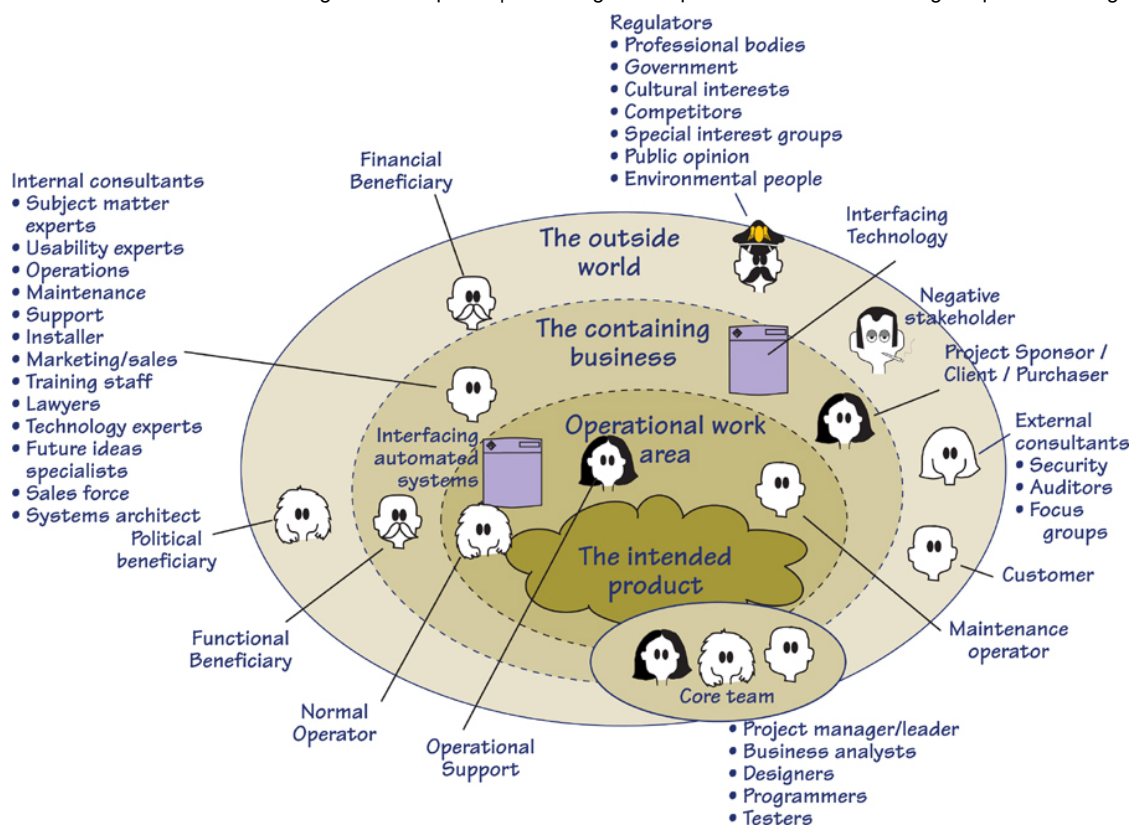


Figure B.1. This generic stakeholder map shows the various classes of stakeholders. Use it as an aid in identifying your stakeholders.

Stakeholder Template

The following template is a sample checklist you can use to identify and analyze your stakeholders. Note that the template's stakeholder classes correspond to those on the stakeholder map shown in **Figure B.1**. For each stakeholder class, we have suggested common roles that represent the class. Of course, you will want to modify this list to include role names that are appropriate for your organization. It will probably be more convenient for you to do so using a spreadsheet. A complete version of the template in the form of an Excel spreadsheet can be found at www.volere.co.uk.

Volere Stakeholder Analysis Template

Identify your stakeholder roles, the representative(s) of each role and the type(s) of knowledge that you need from them
Bear in mind that you might choose to add additional roles and classes of knowledge. You might also have several Stakeholder Names for the same role.
For each stakeholder role, identify the relevant classes of knowledge. The classes of knowledge are suggestions. you will need to replace the suggestions with classes of knowledge for your particular project.

Stakeholder Class (Class of stakeholders who share a particular stakeholding in the project)	Stakeholder Role (The job title, department or organization that might indicate a role for this class of stakeholder)	Stakeholder Name (The name(s) of the stakeholder(s) or their representatives)	Stakeholder Rationale (Why does this stakeholder need to be involved? Consider benefit and impact)	Necessary involvement (Estimate how much time)	Classes of Knowledge															
					Goals	Business Constraints	Technical Constraints	Functionality	Look and Feel	Usability	Performance	Safety	Operational Environment	Portability	Security	Cultural Acceptance	Legal	Maintenance	Estimates	Risk
Operational Work Area, Stakeholder Classes	Interfacing Technology (Any system within the operational area - software, hardware or mechanical - that must have a defined interface with the eventual solution)	Interfacing Technology - Existing Software Systems																		
		Interfacing Technology - Existing Hardware																		
		Interfacing Technology - Existing Machines																		
	Maintenance Operator (Keeps the product operational according to agreed requirements)	Maintenance Operator - Hardware maintainer																		
		Maintenance Operator - Software maintainer																		
	Normal Operator (Directly uses the product to do work or to accomplish some purpose)	Normal Operator - Operational Technical Users																		
		Normal Operator - Operational Business Users																		
	Operational Support (Helps the normal operators to make effective use of the product)	Operational Support - Help Desk																		
		Operational Support - Coach/Mentor																		
Operational Support - Trainer																				
Operational Support - Installer																				
Containing Business, Stakeholder Classes	Client (Responsible for making the investment to do the project)	Client - Investment Manager																		
		Client - Product Manager																		
		Client - Strategic Programme Mgr.																		
		Client - Chief Executive																		
	Functional Beneficiary (Does not have direct, hands-on contact with the product but benefits from the fact that it exists)	Functional Beneficiary - Manager of Operations																		
		Functional Beneficiary - Business Decision Maker																		
		Functional Beneficiary - Relative of Operator																		
		Functional Beneficiary - Product Manager																		
		Functional Beneficiary - Programme Manager																		
		Functional Beneficiary - Another Department																		
Interfacing Technology (Any system in the containing business environment - software, hardware or mechanical - that must have a defined interface with the eventual solution)	Interfacing Technology - Meta manager																			
Internal Consultant (People inside your organisation who provide knowledge and expertise necessary to necessary to quantify technical and business constraints)	Internal Consultant - Business/Subject Expert																			
	Internal Consultant - Business Data Modeler																			
	Internal Consultant - Future Ideas Specialist																			
	Internal Consultant - Current Automation Specialist																			
	Internal Consultant - Usability Expert																			
	Internal Consultant - System Architect																			
	Internal Consultant - Marketing Specialist																			
	Internal Consultant - Sales Specialist																			
	Internal Consultant - Technology Expert																			
	Internal Consultant - Standards Specialist																			
	Internal Consultant - Testing Specialist																			
	Internal Consultant - Organisational Architect																			
	Internal Consultant - Analytics Specialist																			
	Internal Consultant - Graphics Specialist																			
Sponsor (The link between the project and the rest of the organisation. Helps to resolve problems and make decisions)	Sponsor - Sponsor																			
	Sponsor - Project Champion																			
Wider Environment, Stakeholder Classes	Customer (Purchases your product or influences other people to purchase or use your product)	Customer - Department Manager																		
		Customer - Another Organisation																		
		Customer - Member of the Public																		
Interfacing Technology (Any system in the wider environment - software, hardware or mechanical - that must have a defined interface with the eventual solution)	Interfacing Technology - External Meta Manager																			
External Consultants (People outside your organisation who provide knowledge and expertise necessary to necessary to quantify technical and business constraints)	External Consultant - Auditors																			
	External Consultant - Focus Group																			
	External Consultant - Security Specialist																			
	External Consultant - Environmental Specialist																			
	External Consultant - Safety Specialist																			
	External Consultant - Outsource																			
	External Consultant - Cultural Specialist																			
	External Consultant - Legal Specialist																			
	External Consultant - Packaging Designer																			
	External Consultant - Manufacturer																			
	External Consultant - Negotiator																			
	External Consultant - Public Opinion																			
	External Consultant - COTS Supplier																			
	External Consultant - Inspector																			
Negative Stakeholders (People or organisations who do not want your project to succeed)	Negative Stakeholder - Competitor																			
	Negative Stakeholder - Hacker																			
	Negative Stakeholder - Political Party																			
	Negative Stakeholder - Pressure Group																			
	Negative Stakeholder - Public Opinion																			
Core Project Team, Stakeholder Classes	Core Team Members (People who are dedicated to working on the project. These people are concerned with all the rings on the stakeholder map)	Core Team Member - Project Manager																		
		Core Team Member - Business Analyst																		
		Core Team Member - Requirements Analyst																		
		Core Team Member - Systems Analyst																		
		Core Team Member - Tester																		
		Core Team Member - Technical Writer																		
		Core Team Member - Systems Architect																		
		Core Team Member - Systems Designer																		

This template was produced as a result of collaborations between Suzanne Robertson of The Atlantic Systems Guild Ltd. and Chris Rupp of the Sophtel Group Ltd. <http://www.sophtel.de> and Jan Alexander of Sophtel Plus <http://www.sophtelplus.org.uk/>
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