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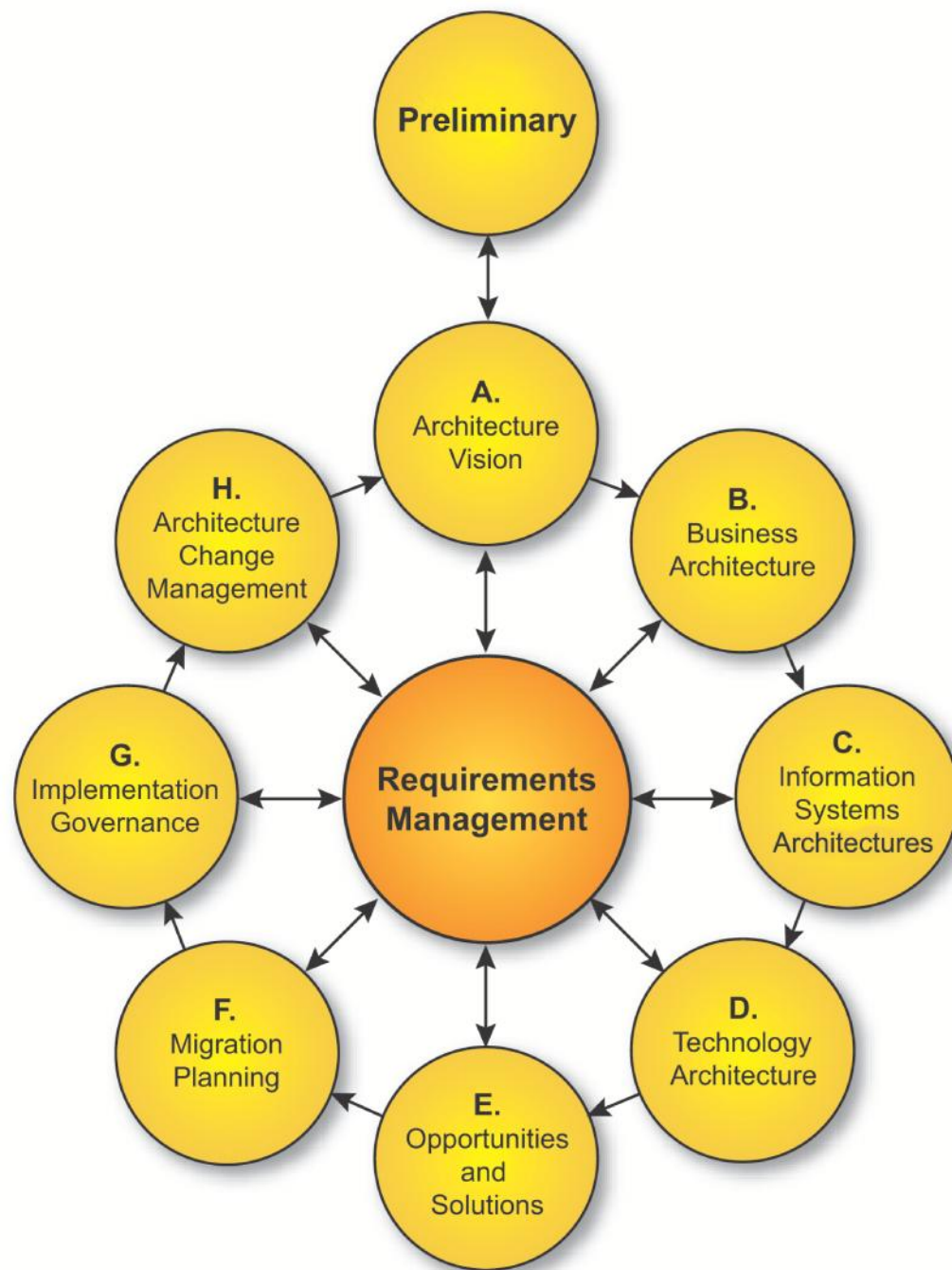
Version 9.1 Enterprise Edition

Module 11 Stakeholder Management

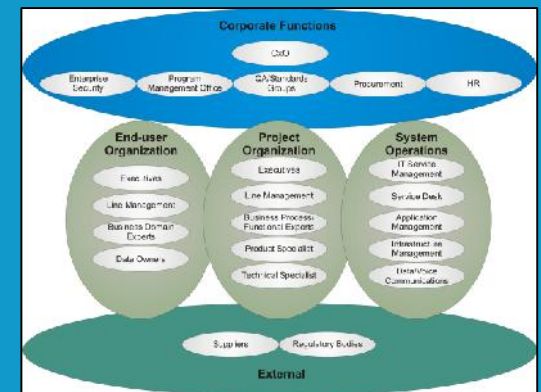
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Stakeholder Management



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Roadmap

Part I - Introduction
Preface, Executive Overview, Core Concepts, Definitions and Release Notes
Part II – Architecture Development Method
Introduction to ADM
ADM Phase Narratives
Part III – ADM Guidelines & Techniques
Guidelines for Adapting the ADM Process
Techniques for Architecture Development
Part IV – Architecture Content Framework
Content Metamodel
Architectural Artifacts
Architecture Deliverables
Building Blocks
Part V – Enterprise Continuum & Tools
Enterprise Continuum
Architecture Partitioning
Architecture Repository
Tools for Architecture Development
Part VI – Reference Models
Foundation Architecture: Technical Reference Model
Integrated Information Infrastructure Reference Model
Part VII – Architecture Capability Framework
Architecture Board
Architecture Compliance
Architecture Contracts
Architecture Governance
Architecture Maturity Models
Architecture Skills Framework

- Part III, ADM Guidelines and Techniques, Chapter 24



Module Objectives

The objectives are to:

- Explain how to apply the stakeholder management technique
- Understand the steps in developing a stakeholder map and how to use the map
- Understand the benefits for creating views and relating those to stakeholder and their concerns

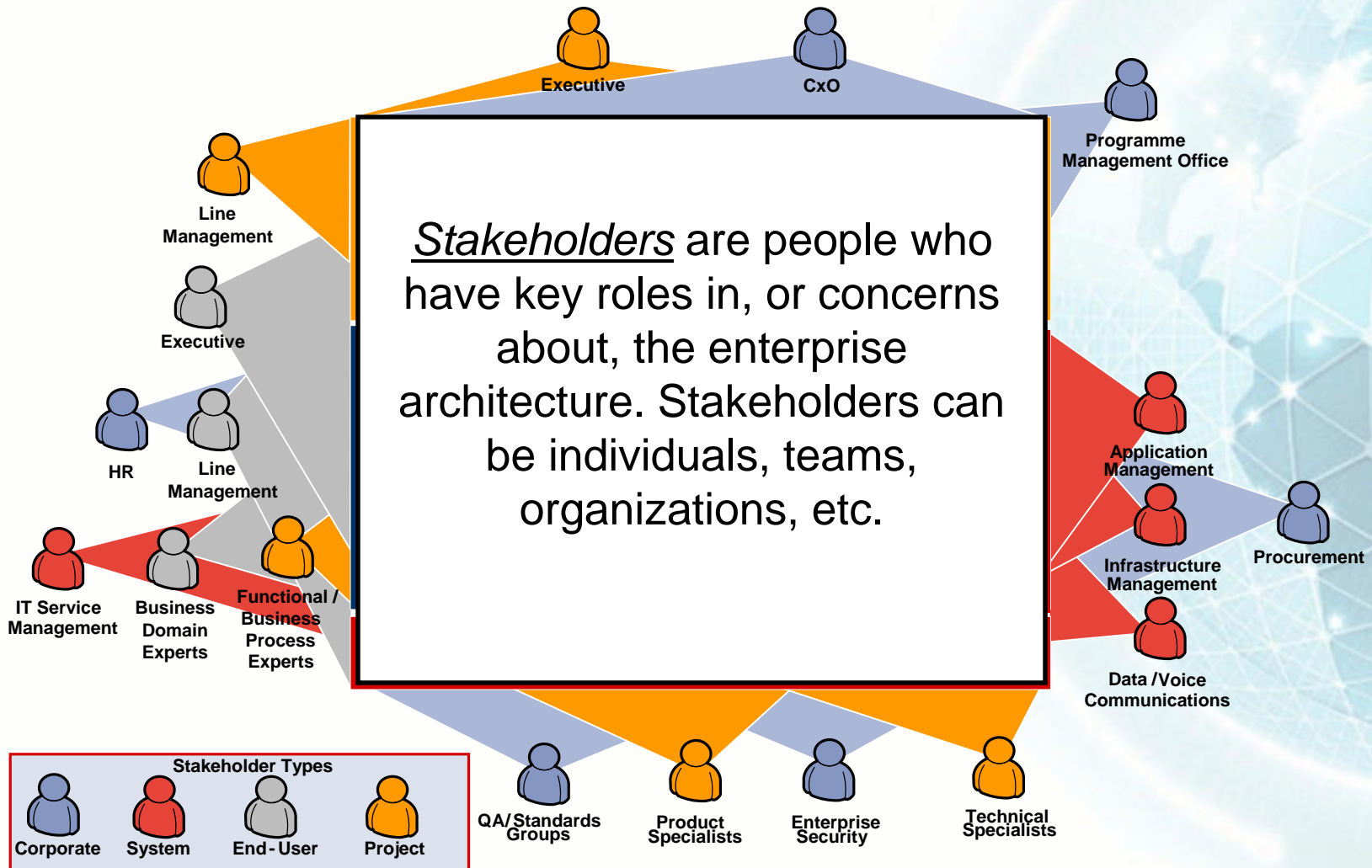
Overview

- Stakeholder Management is an important discipline that successful architecture practitioners can use to win support from others
- This technique should be used in Phase A to identify key players and updated throughout each phase
- The output of this process forms part of the Communications Plan

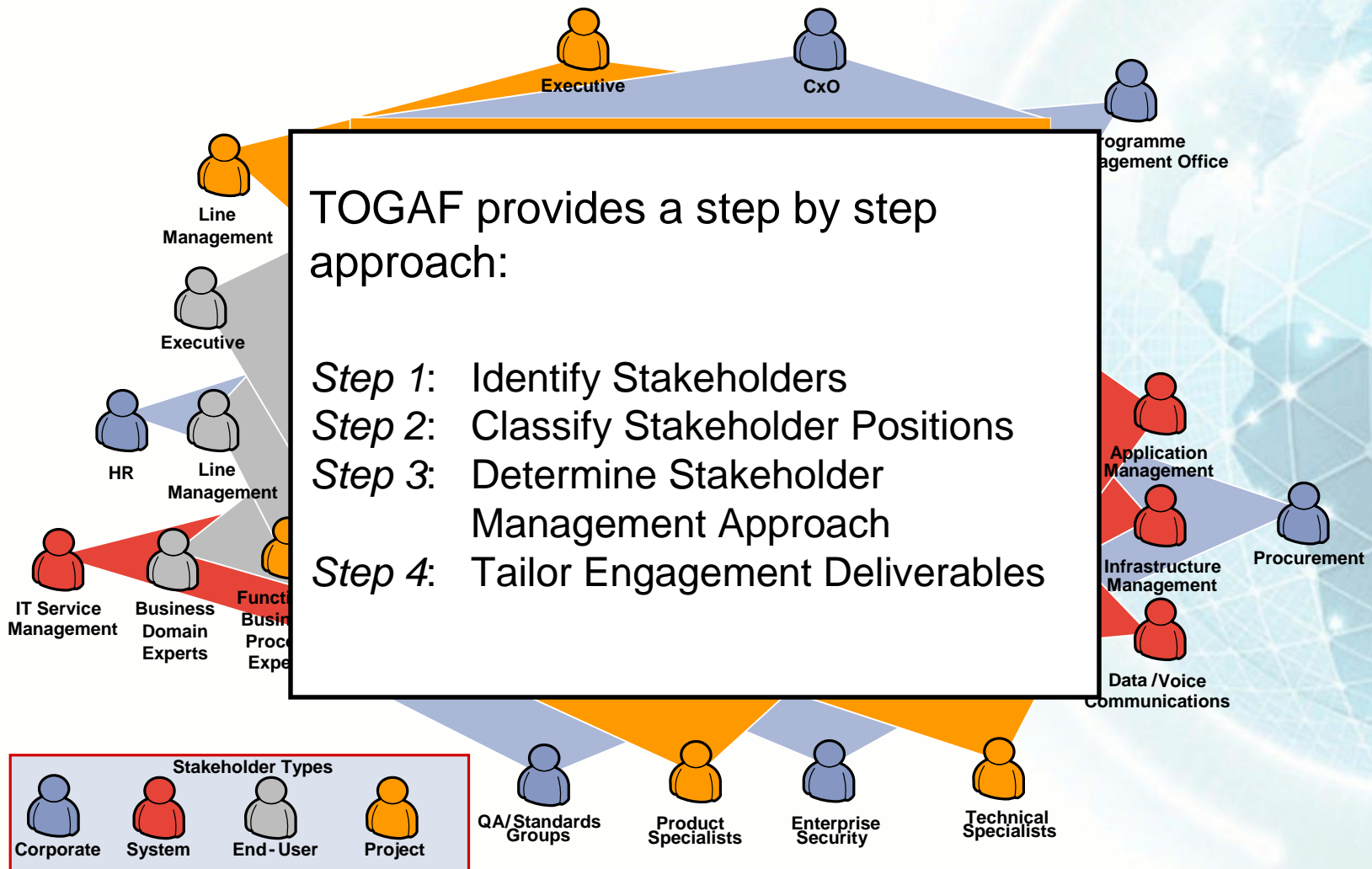
Benefits

- Identifies the most powerful stakeholders early and ensures their input is used to shape the architecture
- Achieving support from the most powerful stakeholders can help achieve necessary resources
- Early communication with stakeholders helps with ensuring all understand the architecture process and are engaged in it
- Can be used to anticipate likely reactions and develop a strategy to address them
- Can be used to identify conflicting or competing objectives amongst stakeholders and develop strategies to manage

Stakeholders



Stakeholder Management

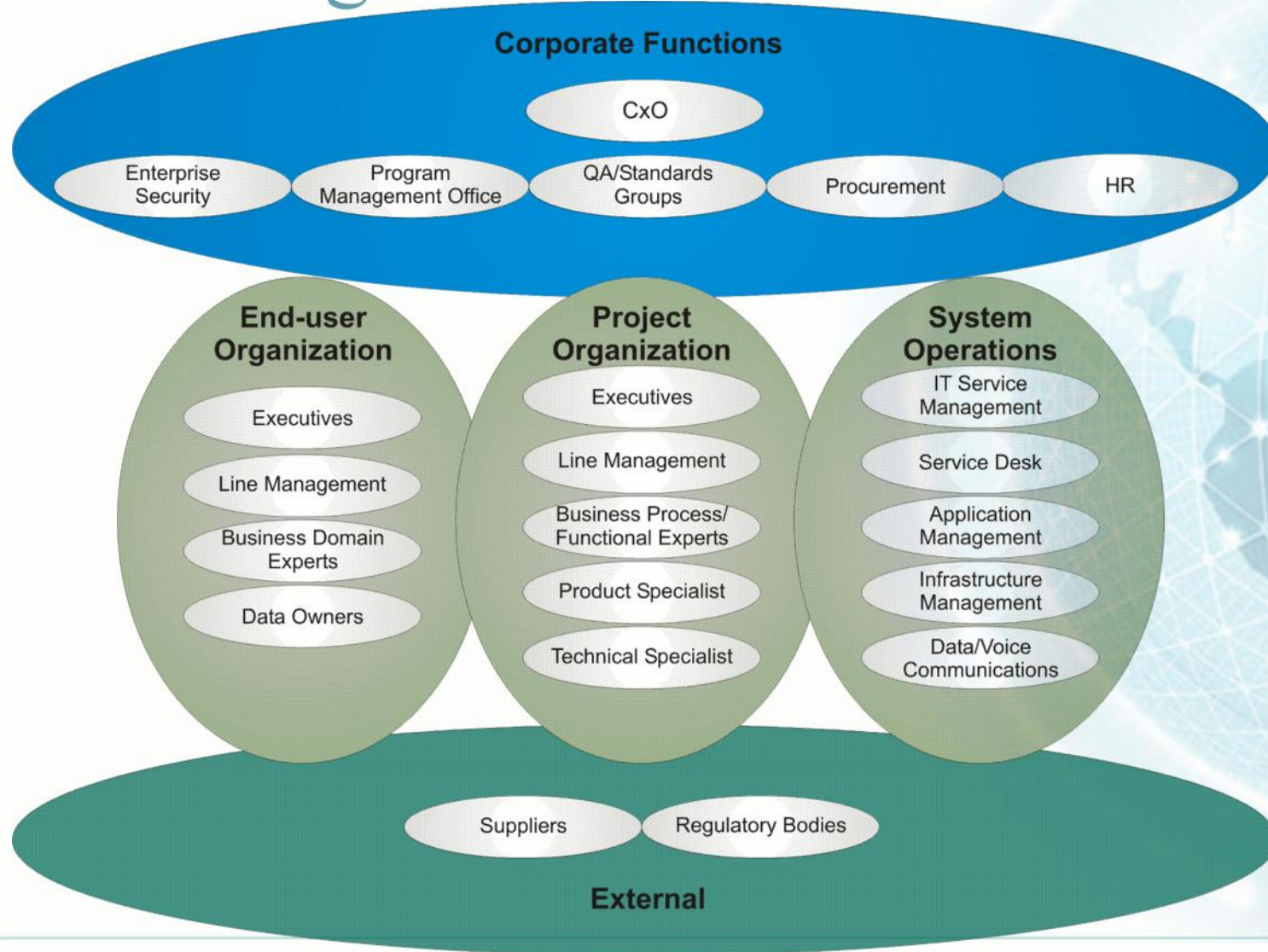


Step 1: Identify Stakeholders

- Identify the key stakeholders of the enterprise architecture.
- Look at who is impacted by the enterprise architecture project:
 - Who gains and who loses from this change?
 - Who controls change management of processes?
 - Who designs new systems?
 - Who will make the decisions?
 - Who procures IT systems and who decides what to buy?
 - Who controls resources?
 - Who has specialist skills the project needs?
 - Who has influence?



Categories of Stakeholder



Step 2: Classify Stakeholder Positions

- Classify and record positions in a Stakeholder Analysis Matrix

Stakeholder Group	Stakeholder	Ability to Disrupt the change	Current Understanding	Required understanding	Current commitment	Required commitment	Required support
CIO	John Smith	H	M	H	L	M	H
CFO	Jeff Brown	M	M	M	L	M	M

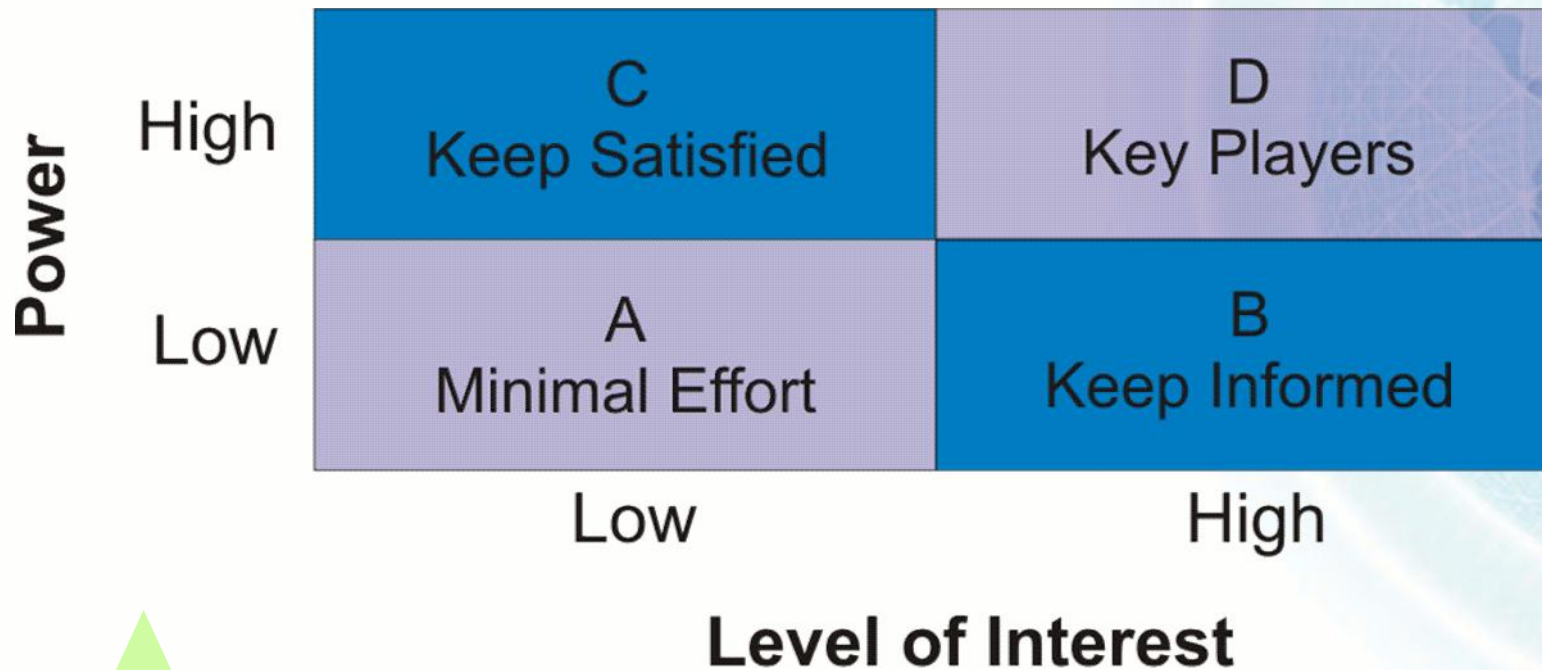


Step 3: Determine Stakeholder Management Approach

- Work out stakeholder power, influence and interest, so as to focus the engagement on the key individuals.
- These can then be mapped onto a power/interest matrix, which is used to determine the strategy for engaging with them.

Step 3: Determine Stakeholder Management Approach

- Develop a Power/Interest Matrix and place Stakeholder groups within it



Step 4: Tailor Engagement Deliverables

- For each Stakeholder Group:
 - Identify the viewpoints that the architecture engagement needs to produce and validate with each stakeholder group
 - Define specific viewpoints, matrices, and views of the enterprise architecture model..



Example: Stakeholder Map

STAKEHOLDER GROUP	CLASS	EXAMPLE ROLES	KEY CONCERNS	CLASS	Catalogs, Matrices and Diagrams
Corporate Functions	CxO	CEO, CFO, CIO, COO	The high level drivers, goals and objectives of the organization, and how these are translated into an effective process and IT architecture to advance the business.	KEEP SATISFIED	Business Footprint diagram Goal/Objective/Service diagram Organization Decomposition diagram
Corporate Functions	Program Management Office	Project Portfolio Managers	Prioritizing, funding and aligning change activity. An understanding of project content and technical dependencies between projects adds a further dimension of richness to portfolio management decision making.	KEEP SATISFIED	Requirements Catalog Business Footprint diagram Application Communication diagram Functional Decomposition diagram
Corporate Functions	Procurement	Acquirers	Understanding what building blocks of the architecture can be bought, and what constraints (or rules) exist that are relevant to the purchase. The acquirer will shop with multiple vendors looking for the best cost solution while adhering to the constraints (or rules) applied by the architecture, such as standards. The key concern is to make purchasing decisions that fit the architecture, and thereby to reduce the risk of added costs arising from non-compliant components.	KEY PLAYERS	Technology Portfolio catalog Technology Standards Catalog

Summary

- Stakeholder Management is an important discipline that successful architecture practitioners can use to win support from others
- Identifies the most powerful stakeholders early and ensures their input is used to shape the architecture
- Explicitly identifies viewpoints to address stakeholder concerns

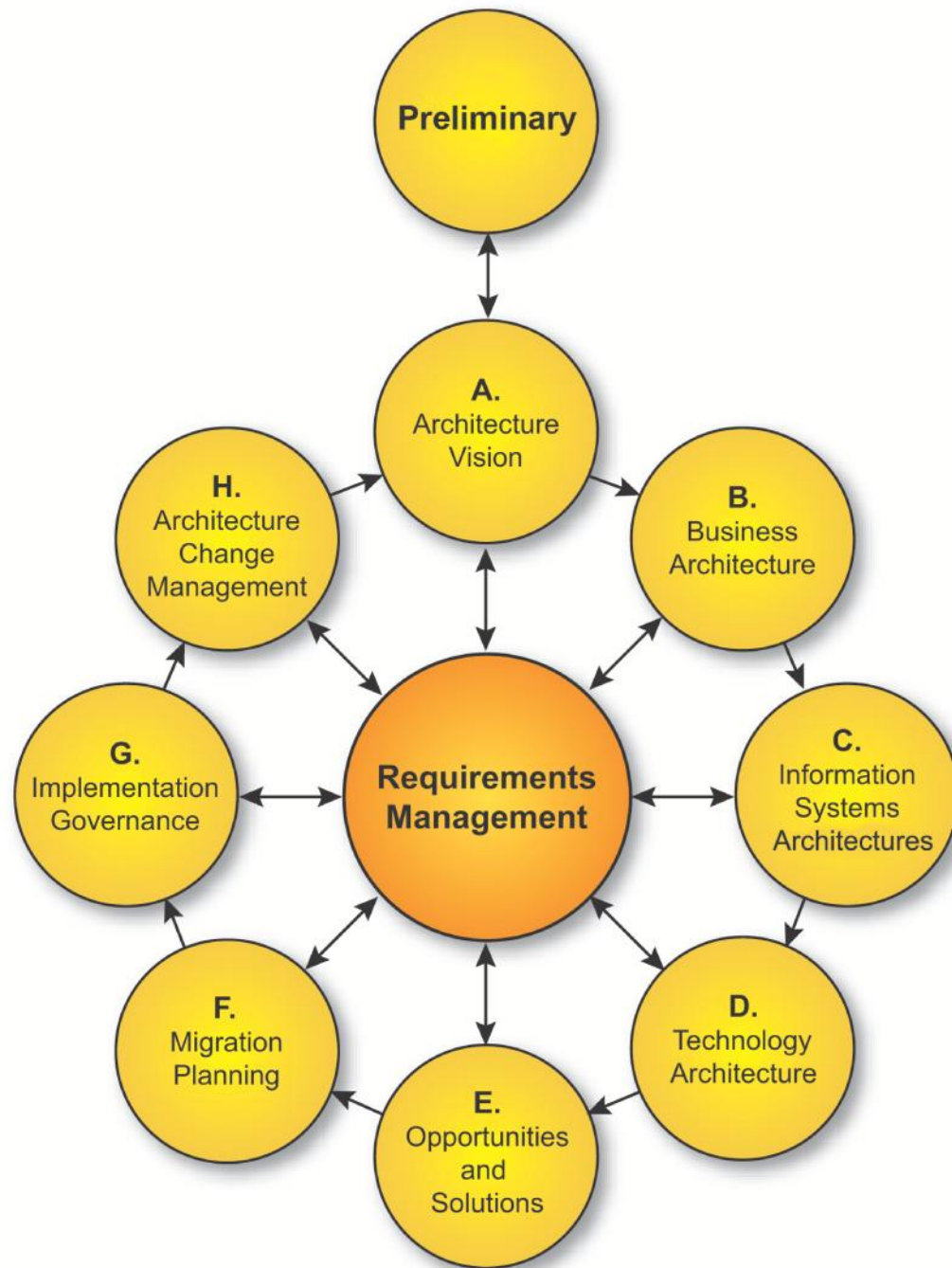
Exercise

- Develop a stakeholder map for the following individuals and groups:
 - Infrastructure Architect
 - Program Manager
 - Human Resources function

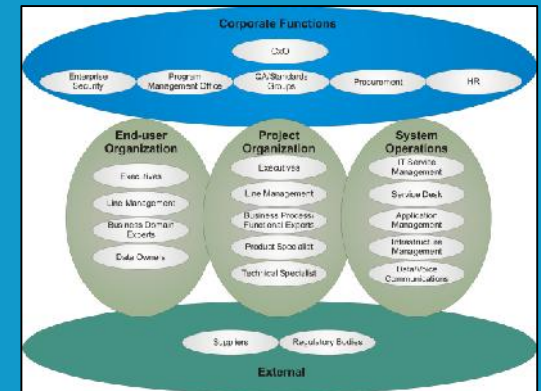
Exercise 2

- Select three example views from Chapter 35 (TOGAF 9.1 sections 35.7 and on)
- For each selected view
 - Describe the stakeholders and their concerns
 - Use the example Stakeholder Map (in section 24.4) as a guideline to identify stakeholders





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