Part III
Techniques

Chapter 11

Understanding Stakeholders

A group *or* individual with a relationship to the change, the need, or the solution

Stakeholder Analysis: Identifying and analyzing the stakeholders who may be impacted by the change and assess their impact, participation, and needs throughout the business analysis activities.

BABOK® v3

A guide to the

Business **A**nalysis **B**ody **O**f **K**nowledge®

International Institute of Business Analysis™

Stakeholder Analysis

Stakeholder analysis is the act of understanding stakeholder!

The ways to guide the conversation about your stakeholders on the way to establishing a plan for working with them:

- Looks at the relative influence and interest of your stakeholders so you can decide how to engage them
- A commitment scale can guide a conversation about how much your stakeholders support your product.

  … the kind of "change activities" that are needed to get stakeholder support

User Analysis

Need is to understand who will use the product, what they can do, and the environment in which the product will be used!

This is information is needed to guide design decisions so users can do what they are supposed to do *and* cannot do what they are not supposed to do.

Two techniques used to structure the "conversations"

1. User modeling: structures a conversations about the user roles involved with your solution … the need is to organize the work *and* identify the needed functionality
2. **Personas** provide the means to understand the context in which the system will work... and is necessary for the design work

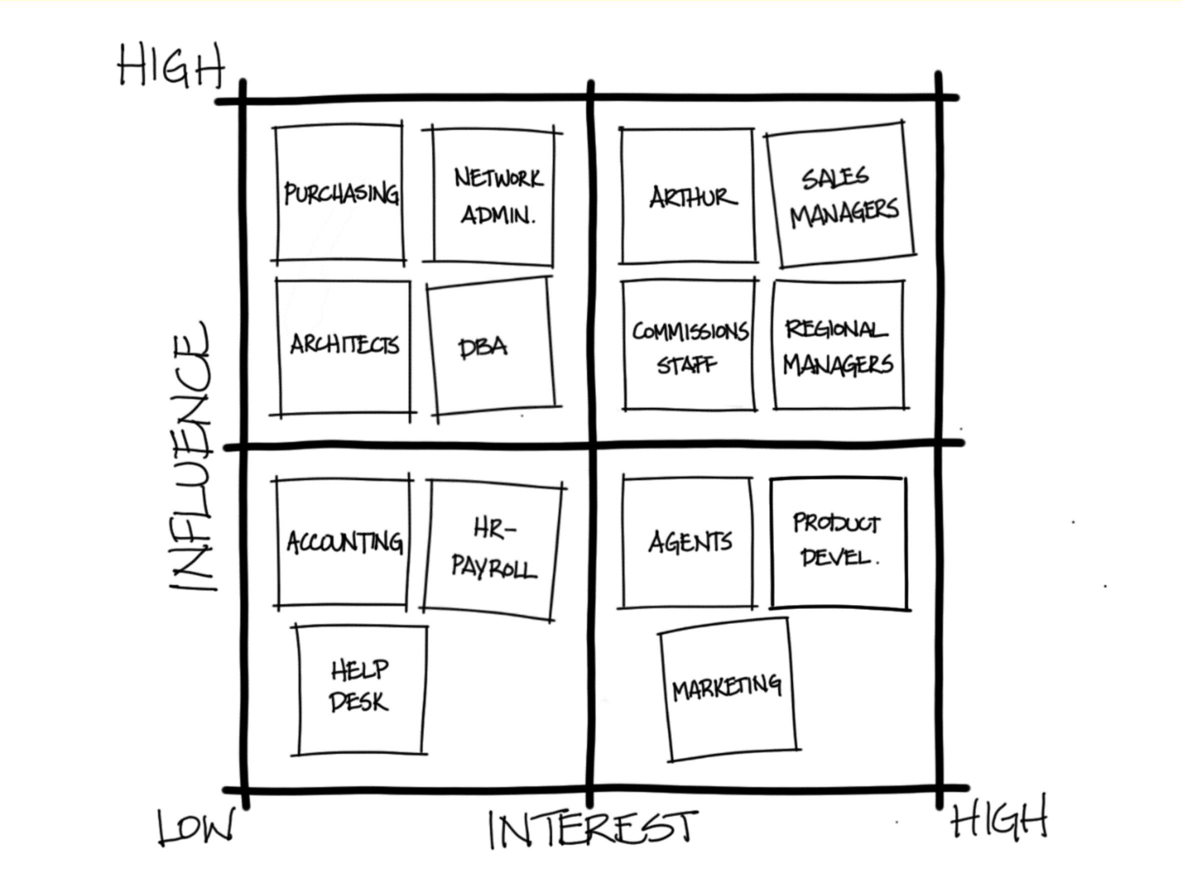
Stakeholder Map

Includes:

- A comprehensive list of the stakeholders involved with the project
- And an understanding of how to interact with these stakeholders

Example

Map



Stakeholder Maps

The team needs to “minimize” the chance that they have forgotten someone who is impacted by or can impact the project

… the team also needs to have a better chance of having effective and efficient interactions with the stakeholders!

… the team needs to avoid missing someone who would be impacted by *or* who could impact the project

… from the start, the team needs to develop effective and efficient interactions with *their* stakeholders

How to use the “map”… to:

- Generate a list of “all” the stakeholders
  - **Affinity grouping**

    (An affinity group is a group formed around a shared interest or common goal, to which individuals formally or informally belong)
- Map the stakeholders based on their characteristics

  The need is to identify stakeholders that have influence over and/or interest in the project

Establish plans for engagement based on the characteristics and types of the stakeholders

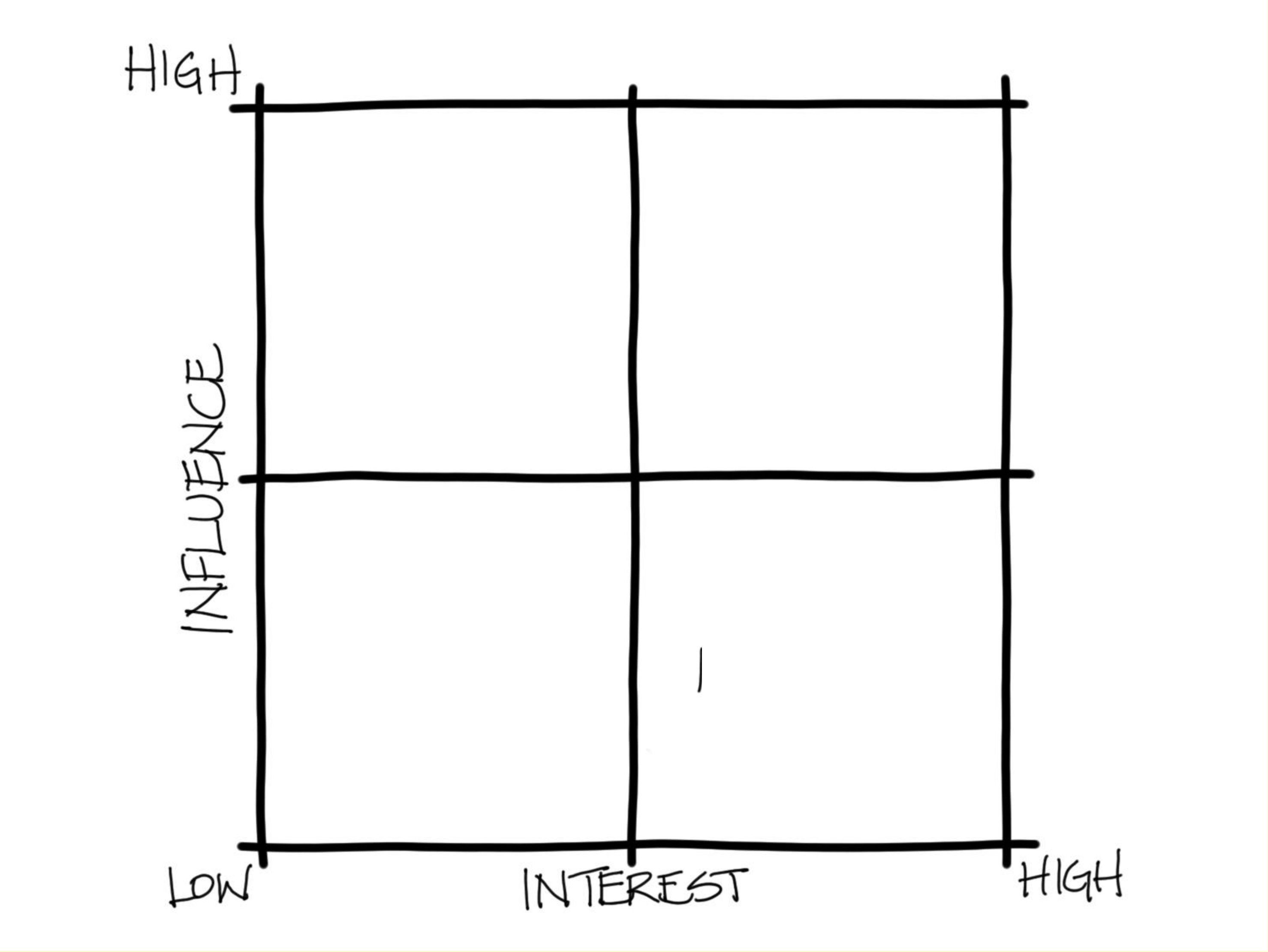
How best to engage the different "types" of stakeholders

- **Low influence / Low interest** – Monitor
- **Low influence / High interest** – Keep informed
- **High influence / Low interest** – Keep satisfied
- **High influence / High interest** – Manage closely!

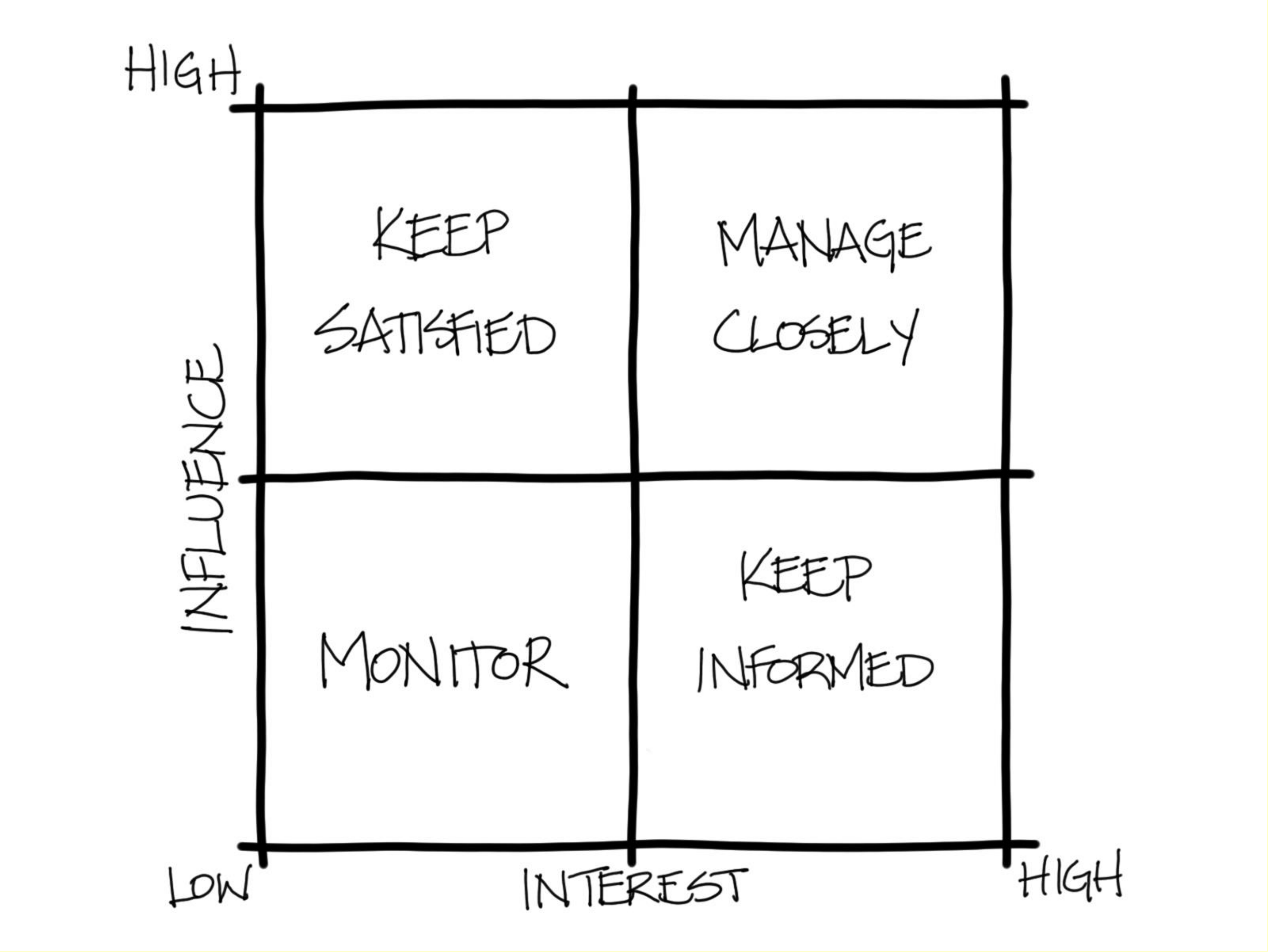
NOTE:

Revisit you're "analysis" if there are changes in the business environment or project goals, or organizational structure

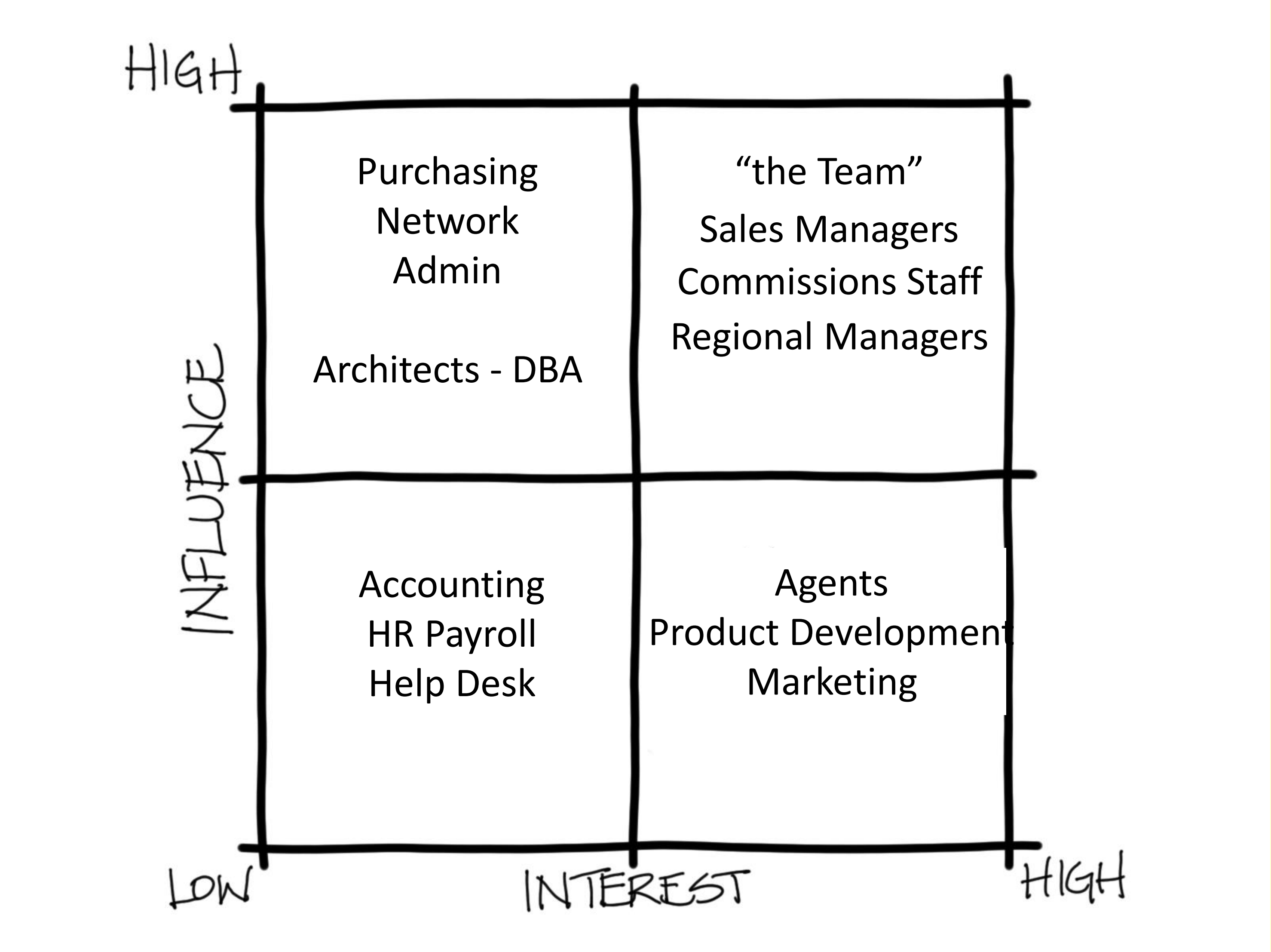
Tool: Blank Stakeholder Map



Stakeholder Map for Commission System



Stakeholder map with actions



Commitment Scale

Another stakeholder analysis technique

Guides the team on how best to interact with stakeholders

What level of commitment is needed to ensure success?

At the start of a new project and there is, as yet, no clear support project support from all stakeholders

Assess the commitment level… plan for engaging stakeholders

How the “team” needs use a “Commitment Scale”

Planning on how best to work with stakeholders

List the various levels of commitment…

Enthusiastic

Help it work

Compliant

Hesitant

Indifferent

Uncooperative

Opposed

Hostile

Blank commitment scale

LEVEL OF COMMITMENT							
ENTHUSIASTIC SUPPORT							
HELP IT WORK							
COMPLIANT							
HESITANT							
INDIFFERENT							
UNCOOPERATIVE							
OPPOSED							
HOSTILE							

Commission system commitment scale

LEVEL OF COMMITMENT	COMMISSION STAFF	SALES MANAGERS	REGIONAL MANAGERS	AGENTS	NETWORK ADMIN.	ARCHI-TECTS	DBA'S
ENTHUSIASTIC SUPPORT	●	●	●				
HELP IT WORK				●	●	●	●
COMPLIANT							
HESITANT	X						
INDIFFERENT					X		X
UNCOOPERATIVE			X			X	
OPPOSED		X		X			
HOSTILE							

Managing “commitment”

- Identify the key stakeholders you need to work with
- Start with the most that are “influential”
- Discuss with them their level of commitment and what is needed for the project to succeed
- Identify the current level and also the desired levels of commitment…

  … and what would be needed for the project to succeed

User Modeling

First, a user is anyone who receives (or will receive) value from the *solution*

They may interact with the product *or* only with the product's "results"

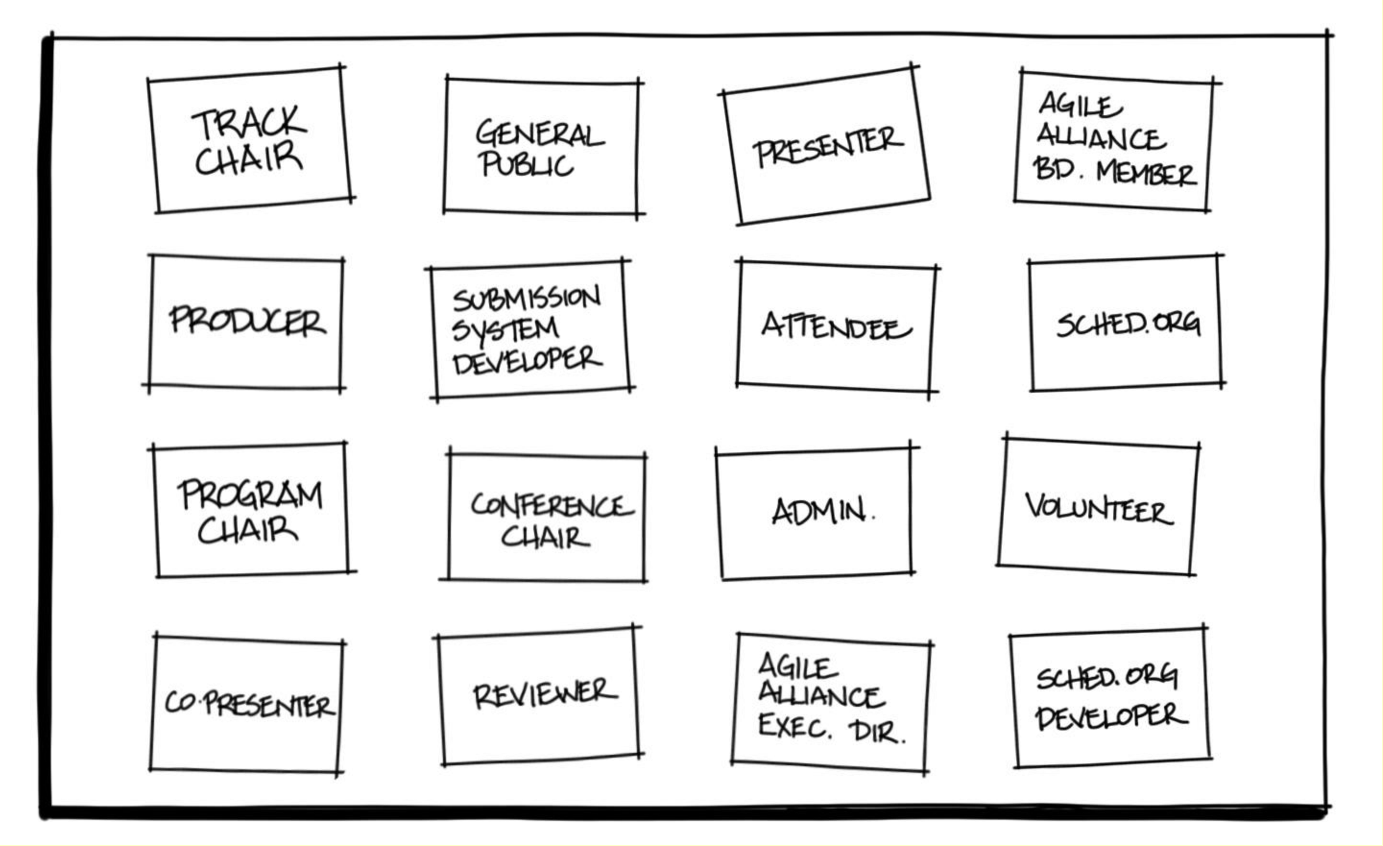
Start with identifying an agree-upon list of user roles …

… which will provide descriptions … think; *user stories* and other *product backlog* items

Example

Brainstorm … to identify (at least) an initial set of Users

Categorize - by each user type – their role in interacting with the product



Organize and grouping the Users

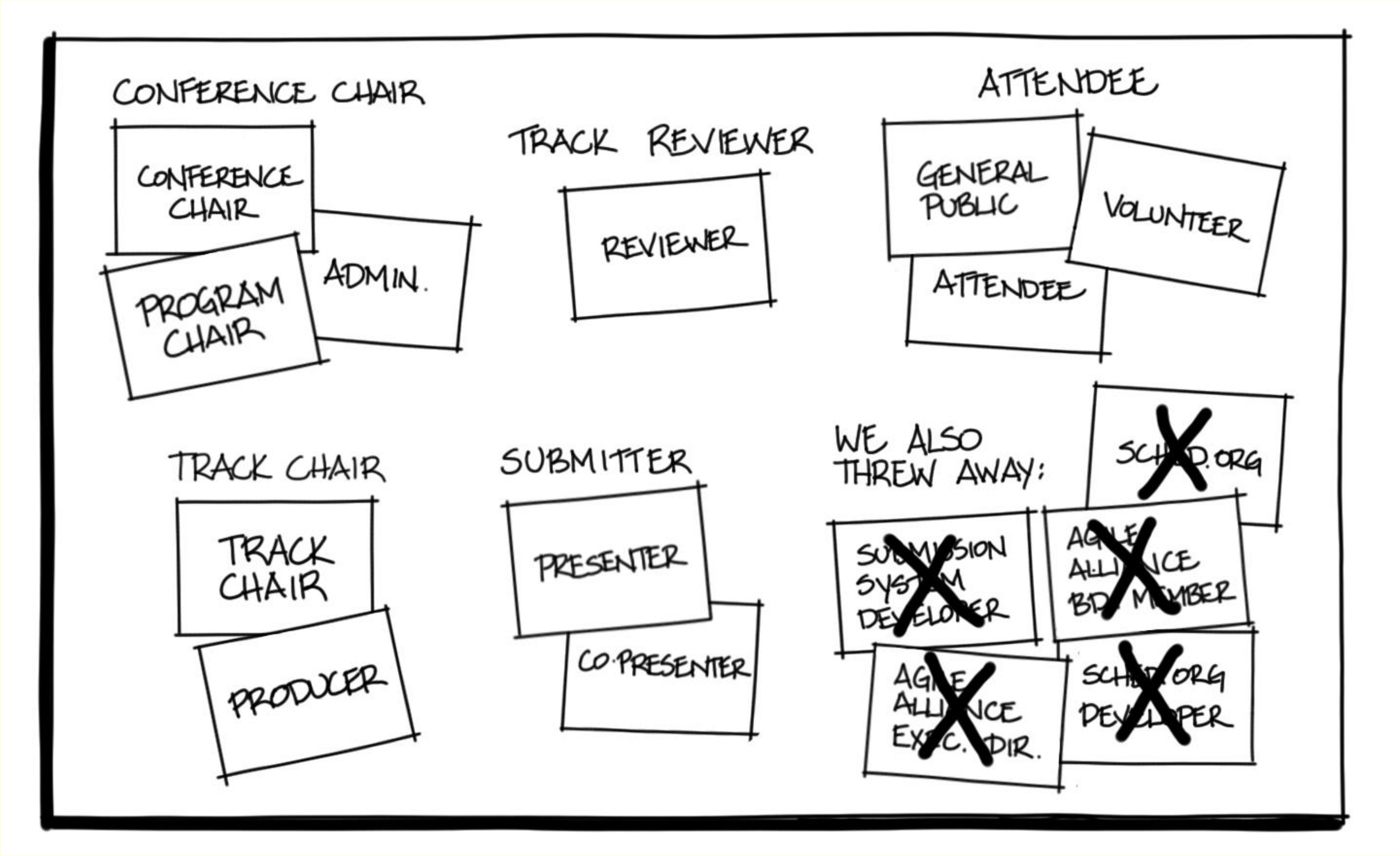
Referencing the “cards” on the previous slide…

Some may be “thrown away”

In this example, the people building the solution should not be included…

Include only those who are expecting an outcome from the solution … those that have a user “role”

Conference submission system with consolidated user roles



EXAMPLE
Table 11.1 User Roles and Descriptions
Conference Submission System *Case Study* (Ch. 7)

User	Role
Chair	Responsibility for conference program and administers the *Conference Submission System*
Track chair	Selects the sessions for each track in the program & recommends those to be included in the program… coordinates the review committee for each track
Track reviewer	Reviews & advises on submissions for each track & provides coaching for presenters
Submitter	Submits sessions and if selected who will be the main presenter
Attendee	General reviewer of submission information who may or may not attend the conference. Can review some session proposal information

Personas

These are used to defines typical users of a solution

Helps identifying actual user roles needed to guide design decisions

Personas help in the identification and design of user interaction

… the context in which “users” work inform the design of the interactions

How to use Personas

Identifying the user’s roles and the user characteristics relevant to the design solution.

Example of roles:

- Name
- A role or job title
- Quotes in the persona’s language
- Relevant demographics
- Description that reveals goals, motivations and pain points
- Description of primary activities this user type will engage in

One collaborative way to create Personas

Everyone on the team can provide input

Divide the team into small groups of 3 or 4 each

Place flip chart paper around the room… each representing one persona

Give each group 20 minutes to create a draft persona

Have the groups rotate clockwise with one person staying behind to describe what their group camp up with

Repeat rotations until the groups come back to their original persona

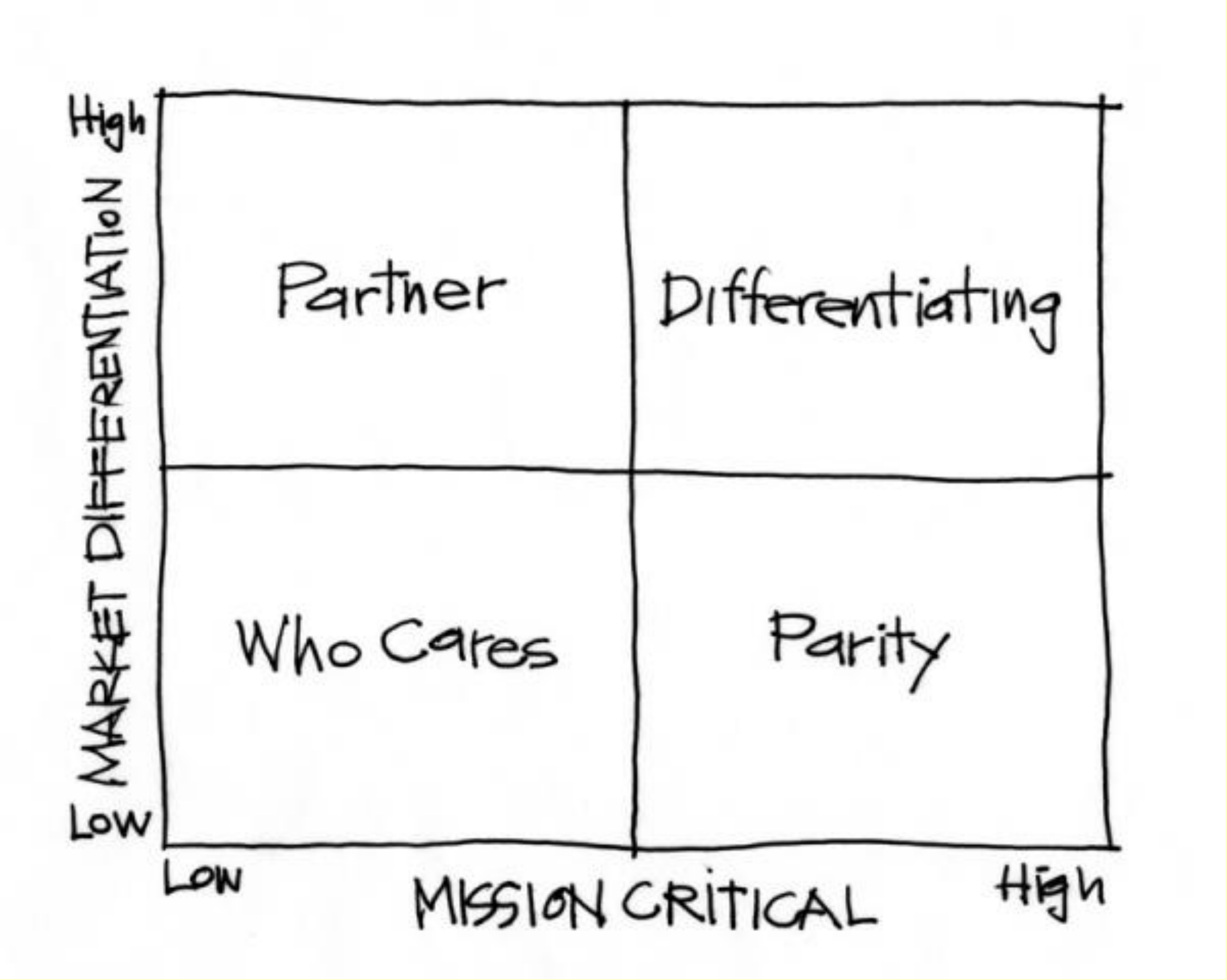
REED THE REVIEWER

"REVIEWING SESSIONS IS A GREAT WAY FOR ME TO SEE WHAT PEOPLE ARE TALKING ABOUT & WHAT I MIGHT WANT TO HEAR MORE ABOUT."

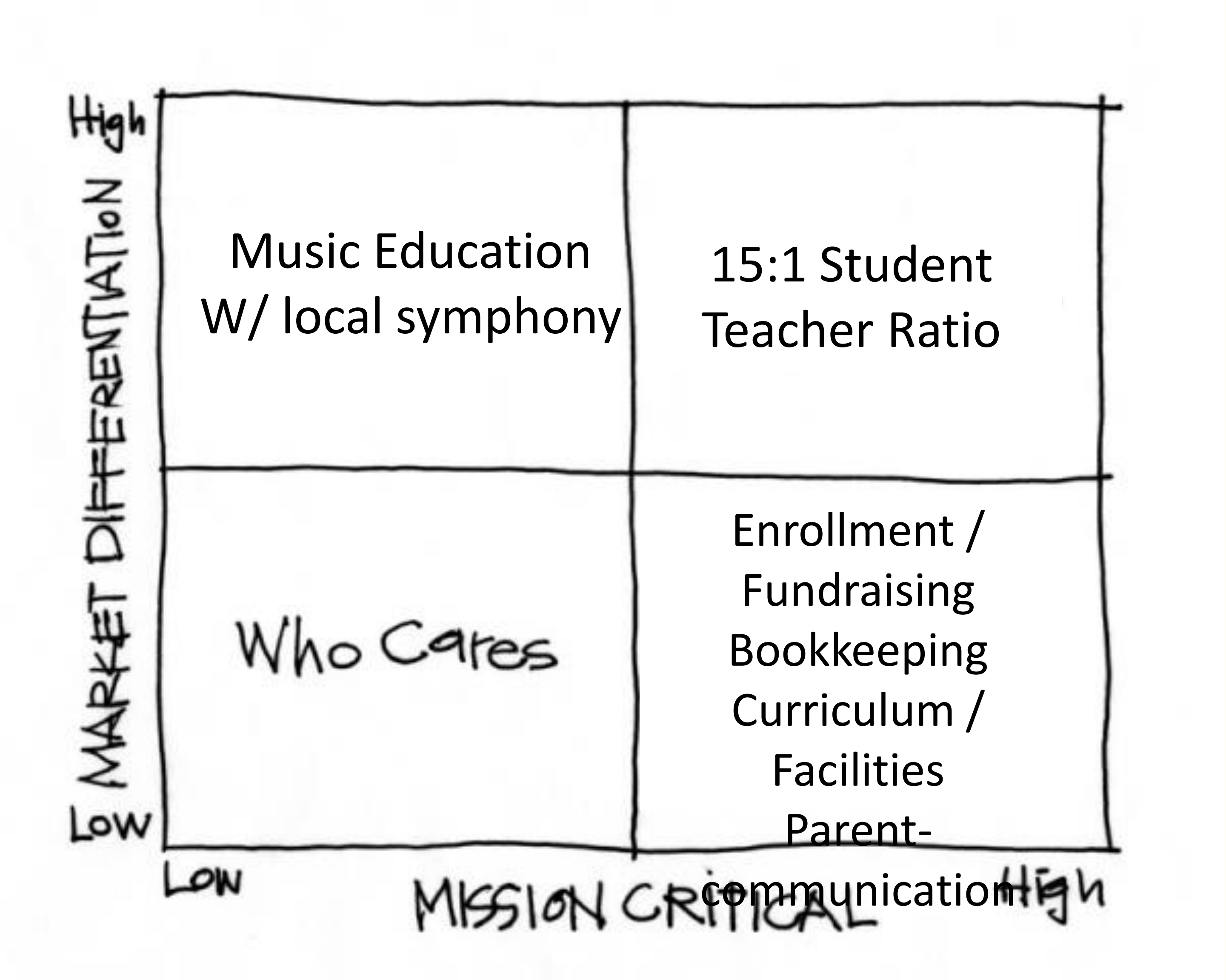
- ❑ Agile Practitioner
- ❑ Reviews on a solely volunteer basis in his spare time
- ❑ Likes to review as many sessions as possible, so doesn't waste time with partially filled out proposals, or looking at sessions he has already reviewed that have not changed
- ❑ Likes to know when new sessions are posted
- ❑ Finds value in Back & Forth discussions with submitters

Chapter 12: Understanding Context

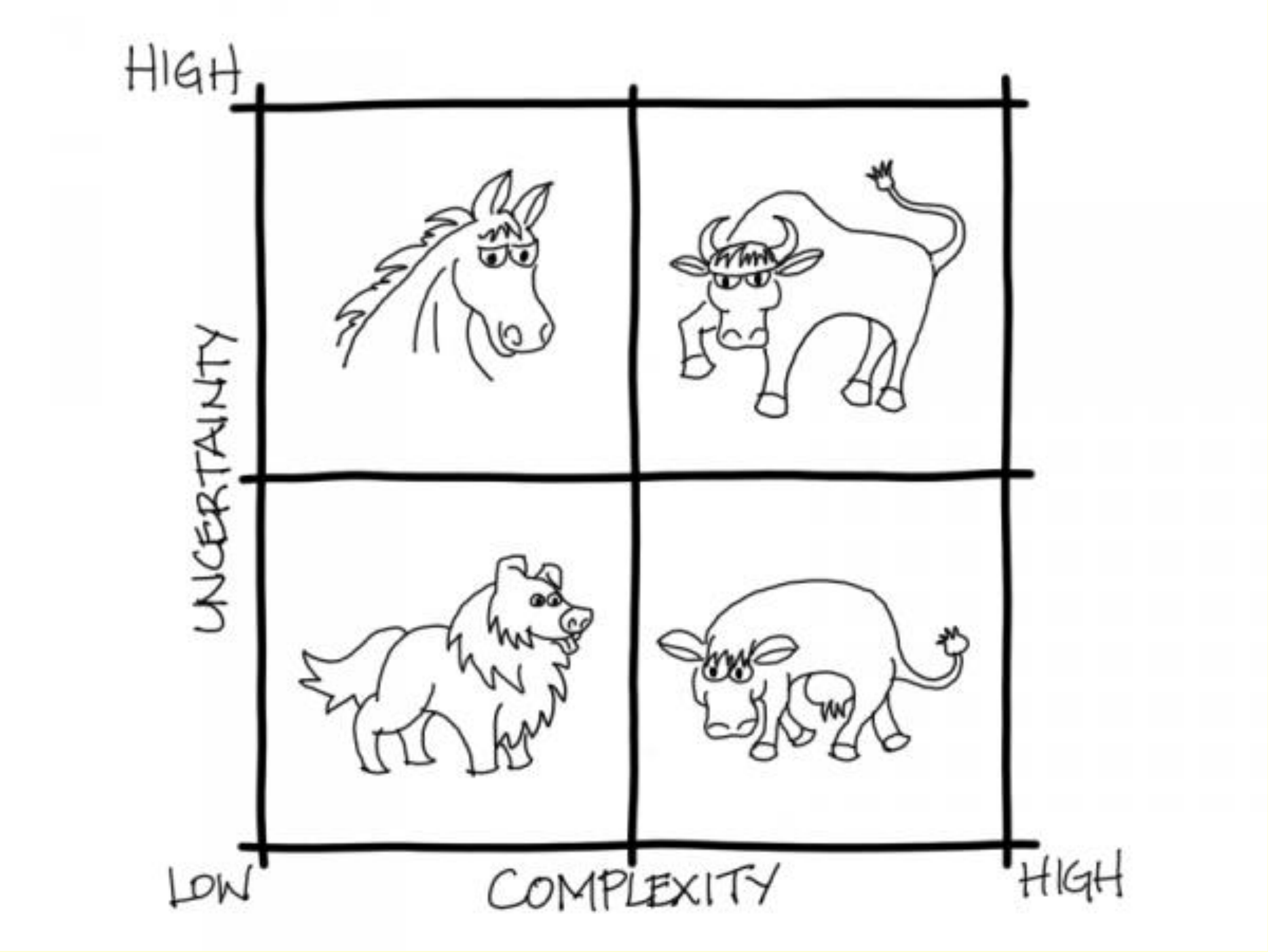
Understanding Context



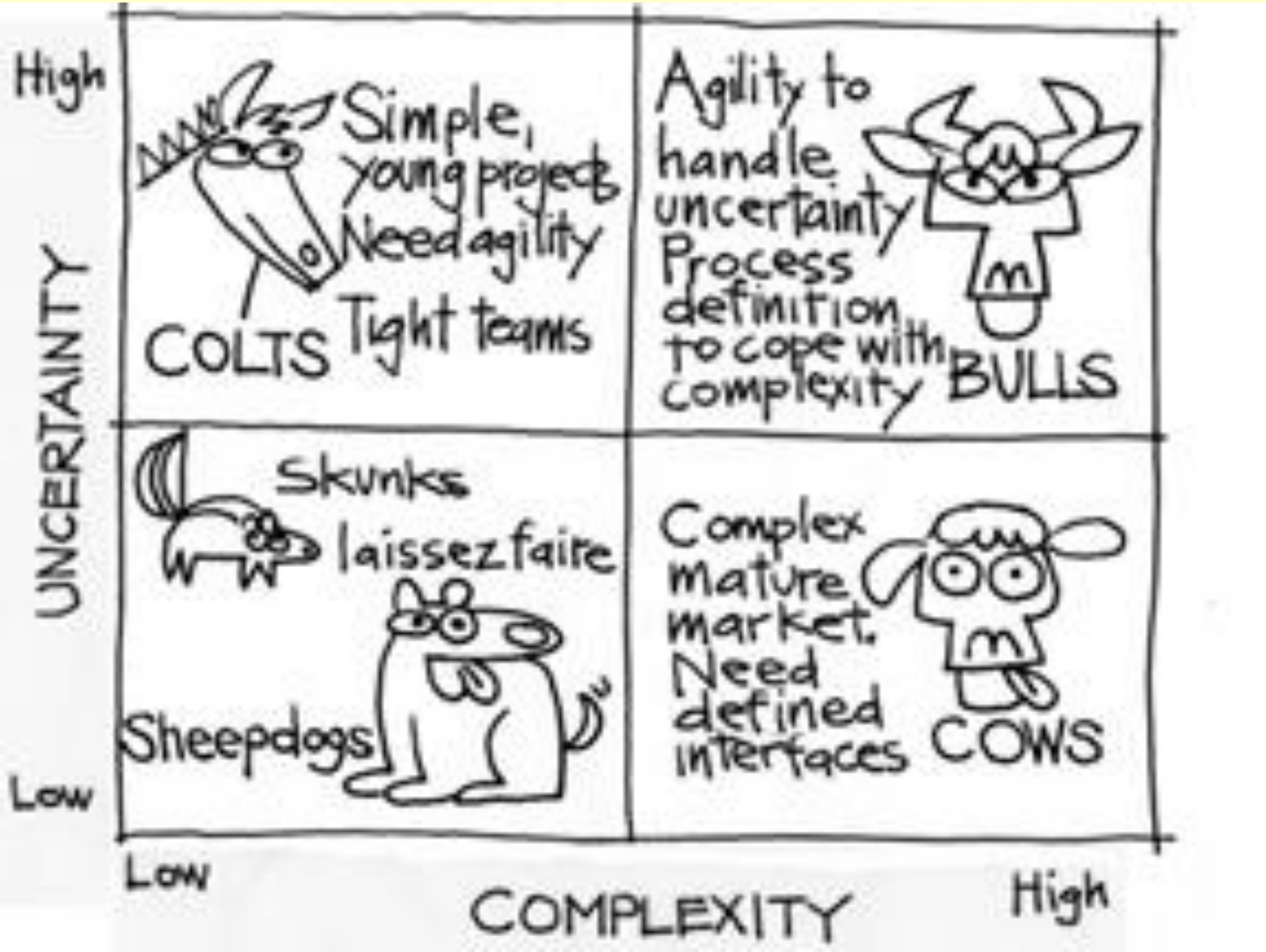
Deep Thought Academy Purpose-Based Alignment Model



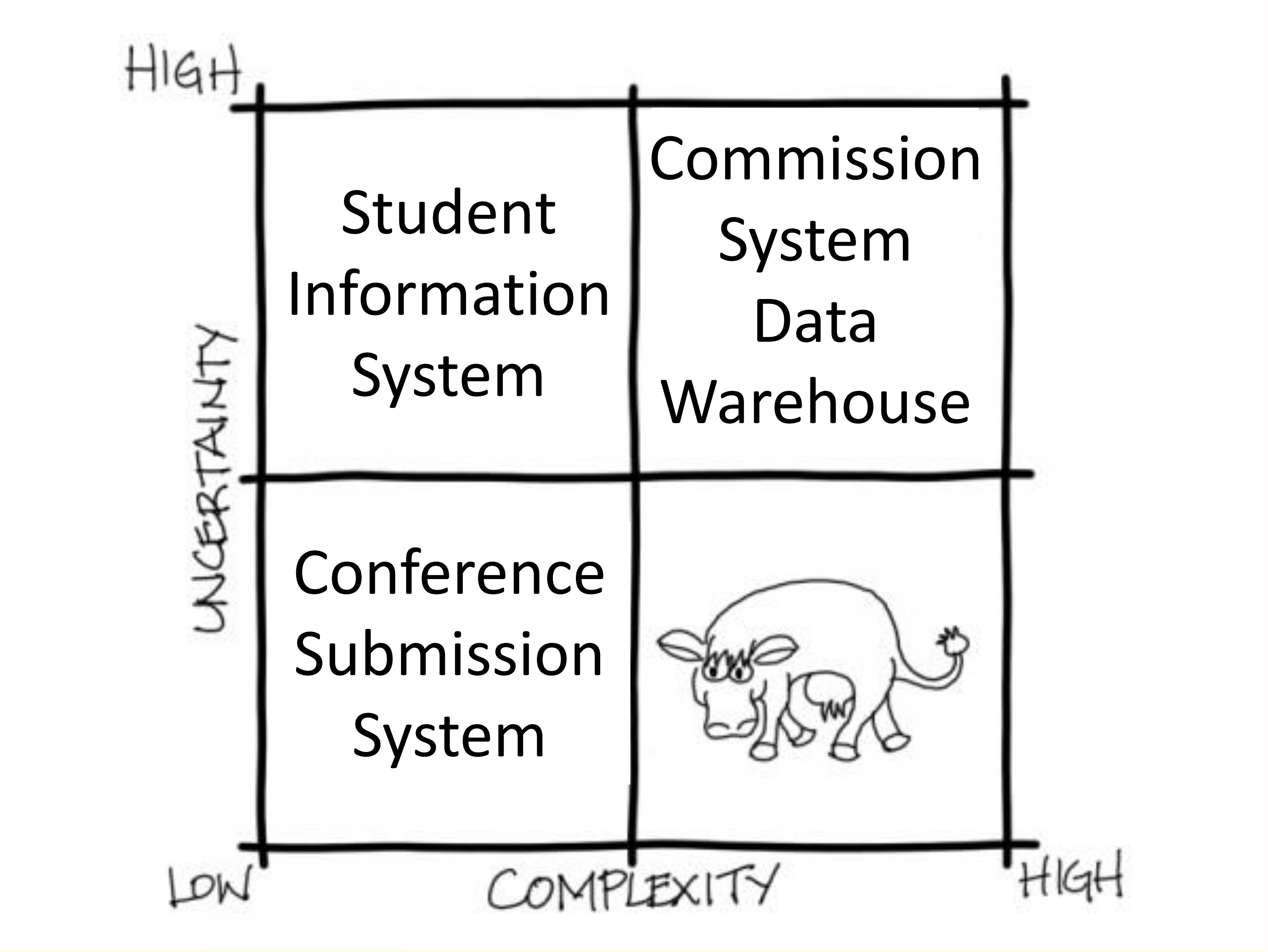
Context Leadership Model



Context Leadership Model



Complexity


HIGH
UNCERTAINTY
Student Information System
Commission System Data Warehouse
Conference Submission System
LOW
COMPLEXITY
HIGH