

Project Business Analysis

PMG 461 – MGM461

Lecture 3

Eliciting Requirements from Stakeholders

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What we will cover

1. Who are stakeholders, and the role of the business Analyst in Stakeholders Management
2. Analyzing Stakeholders needs, expectations, and level of interest/influence
3. Developing Stakeholders Engagement Approach

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Who are stakeholders, and the role of the business Analyst in Stakeholders Management



What is Stakeholder Management?

- Stakeholders Management (Engagement) is one of the key knowledge areas within Project Management.
- Stakeholder management(engagement) is forming and maintain relationships with stakeholders and influencing them in order to achieve an objective.”
- Stakeholder management (engagement) requires two-way communication and incorporation of feedback to:
 - Build and sustain appropriate levels of commitment to the objective.
 - Identify and mitigate resistance.

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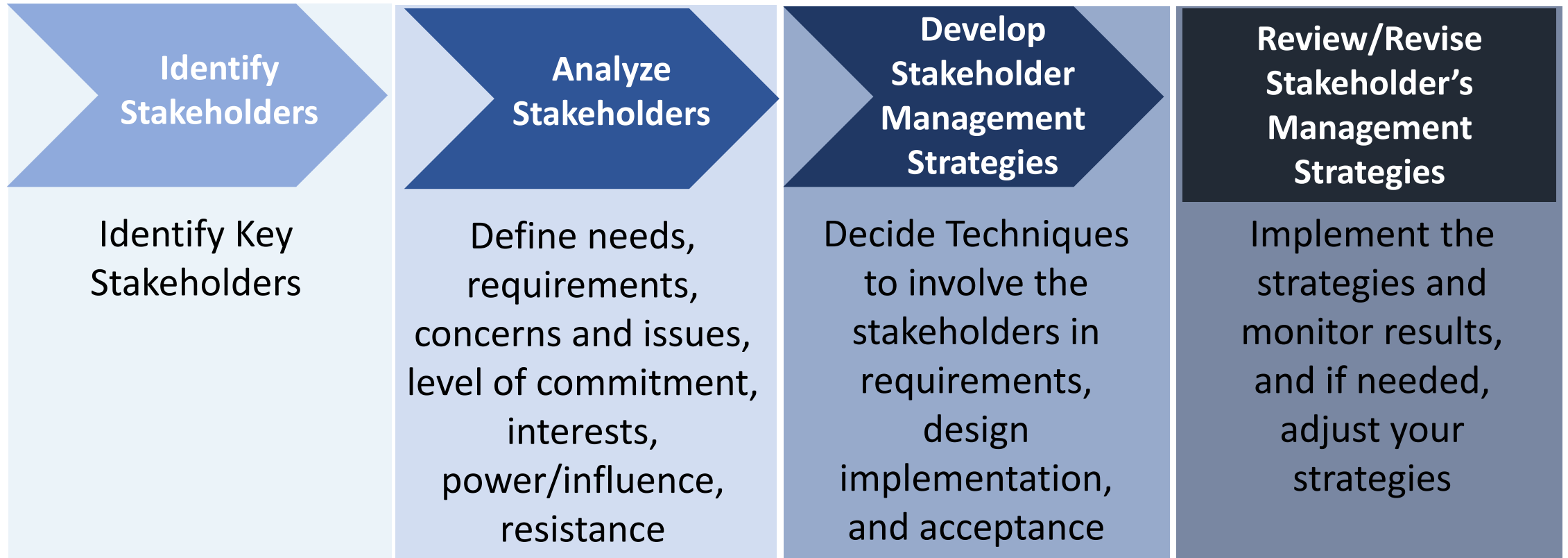
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Role of the Business Analyst in Stakeholder Management

- The Project Manager has the ultimate responsibility for stakeholder management in the project.
- The Business Analyst plays a critical role in stakeholder managers as she/he are the ones who spend most of the time with stakeholders.
- The Business Analyst contributes to:
 - Identifying Stakeholders and their needs
 - Analyzing Stakeholders
 - Recommending engagement approaches
 - Executing some activities in the engagement approach
 - Monitoring Stakeholders Engagement throughout the project

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Stakeholder Management Process

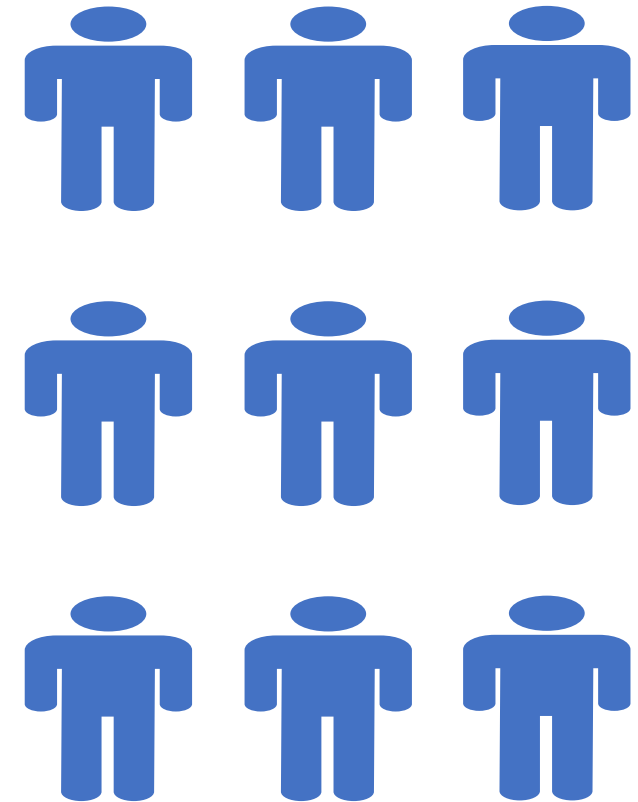


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When is Stakeholders Management done?

- Stakeholder Management starts as soon as the objective is agreed and continues until the objective has been achieved.
- A stakeholder engagement approach is developed during planning and should include:
 - Identification, Analysis & how to Monitoring, what we will do to support the project and deal with any issues
 - Key Messages to stakeholders around business rationale and benefits
 - Roles and Responsibilities



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Key Artifacts in Stakeholder Management



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Why is Stakeholders Management Important?

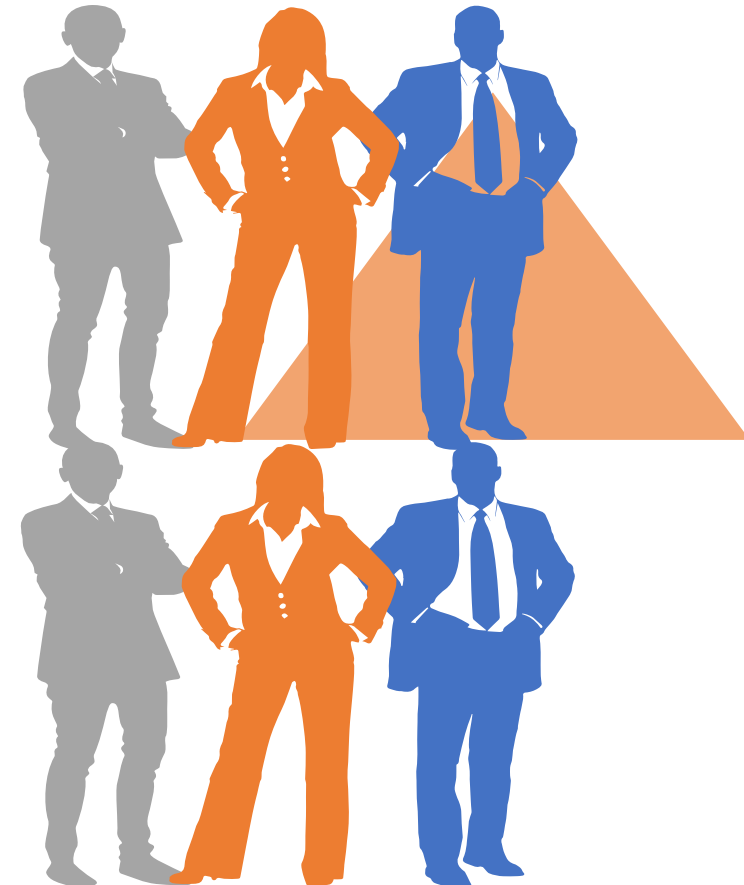
“ Stakeholders are crucial to achieving your objective(s).

Neglect them and they will actively work against you.

Manage them well and they will actively promote you and your objective(s).”



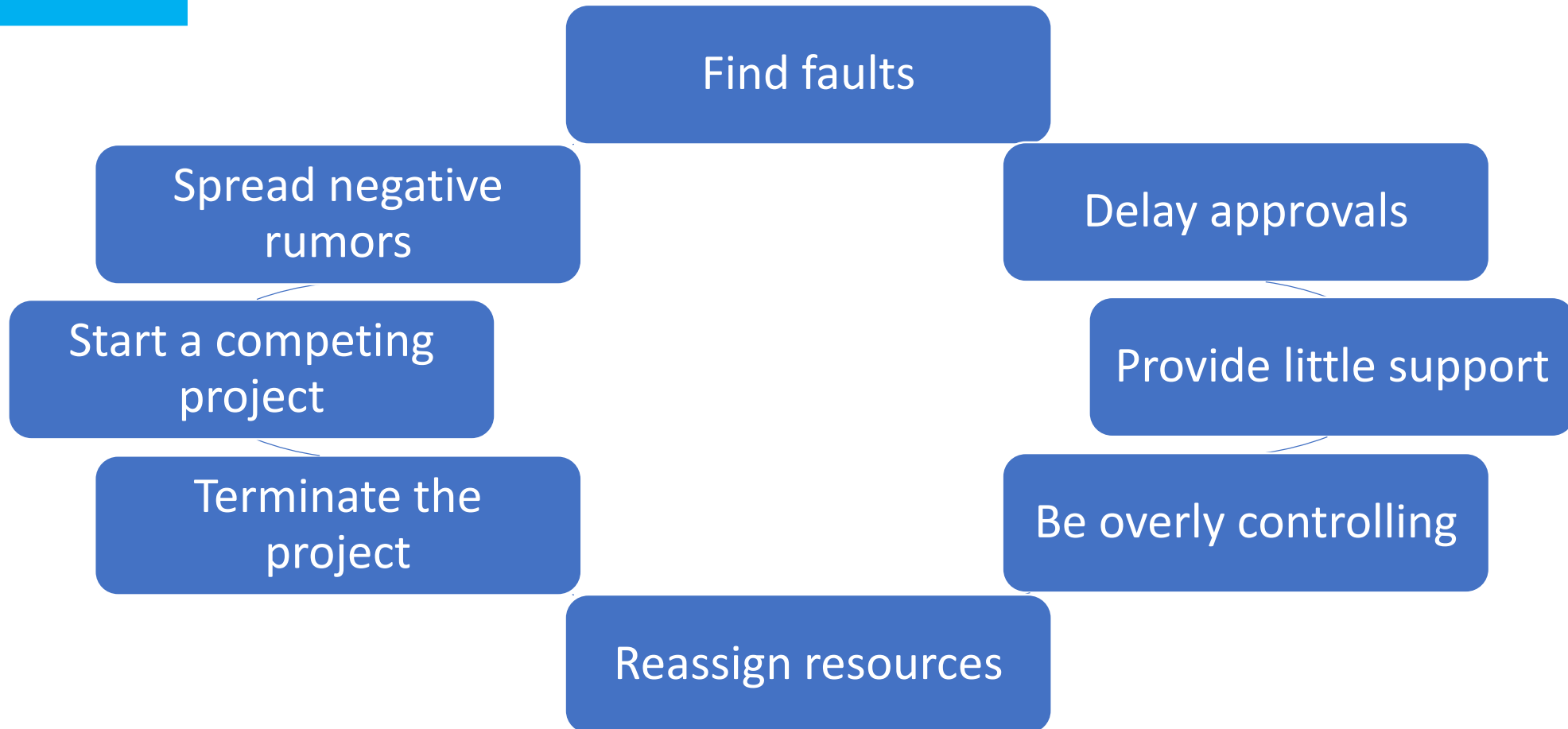
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Poorly Managed Stakeholders can have a Negative Impact on the project



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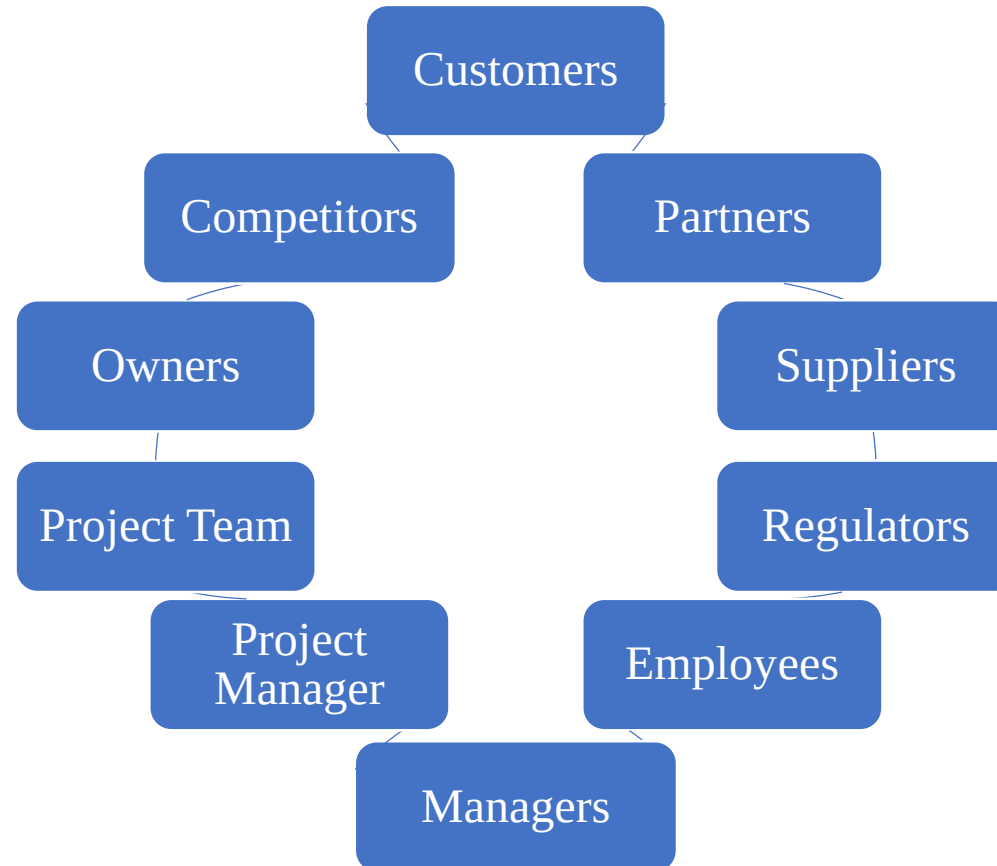
Who is a Stakeholder?

- A Stakeholder is anyone who has an interest in, or may be affected by, the issue under consideration’.
- Or anyone affected by the project or who may be in a position to influence it.
- A Stakeholder can be a person, group, or an organization



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Stakeholders Classification



Stakeholders will have a variety of understandings, expectations and levels of commitment

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What do Stakeholders provide?

Requirements

Solutions

Risk Identification

Champion the
change

Review and accept
outputs and
deliverables

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Identifying Stakeholders

Start by Asking:

- Who are the stakeholders?
- What does each stakeholder expect from the objective/project?
- What do we expect from each stakeholder for the project?
- What are their interests and position for the project?
- Who can support us? Who will resist the project?

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Tools to Identify Stakeholders

- Brainstorming
- Review Charters/Documents
- Review Organization Structure
- Sponsor and other experts
- Similar Past projects



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Stakeholder Register

- *“A document including the identification, assessment, and classification of stakeholders.”*
- Contains:
 - **Identification Information:** name, organizational position, location, role in project, contact information, ...etc.
 - **Assessment information:** major requirements, main expectations, potential influence in project or phase with most interest; and
 - **Stakeholder classification:** Internal/External, supporter/neutral/resistor, etc.

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Stakeholder Register

#	Stakeholder Name	Title (or Role)	Contact details	Category (Internal/ External)	Expectations	Requirements	Level of Influence	Level of Interest
1								
2								
3								
4								
5								
6								
7								

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Analyzing Stakeholders



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Understanding your Stakeholders

- Needs, Requirements, Expectations
- Interest? Positive or Negative?
- What level of Power or influence do they have on my objective/project?
- Motivation?
- What do they want?
- Who can they influence?
- Who influences them?
- How to win them?
- How will you manage/engage them throughout the project

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Analyzing Stakeholders

Determine roles, needs, expectations, interests, knowledge, expectations, and influence for all potential stakeholders &

Identify potential impact or support each stakeholder could generate (power-interest)

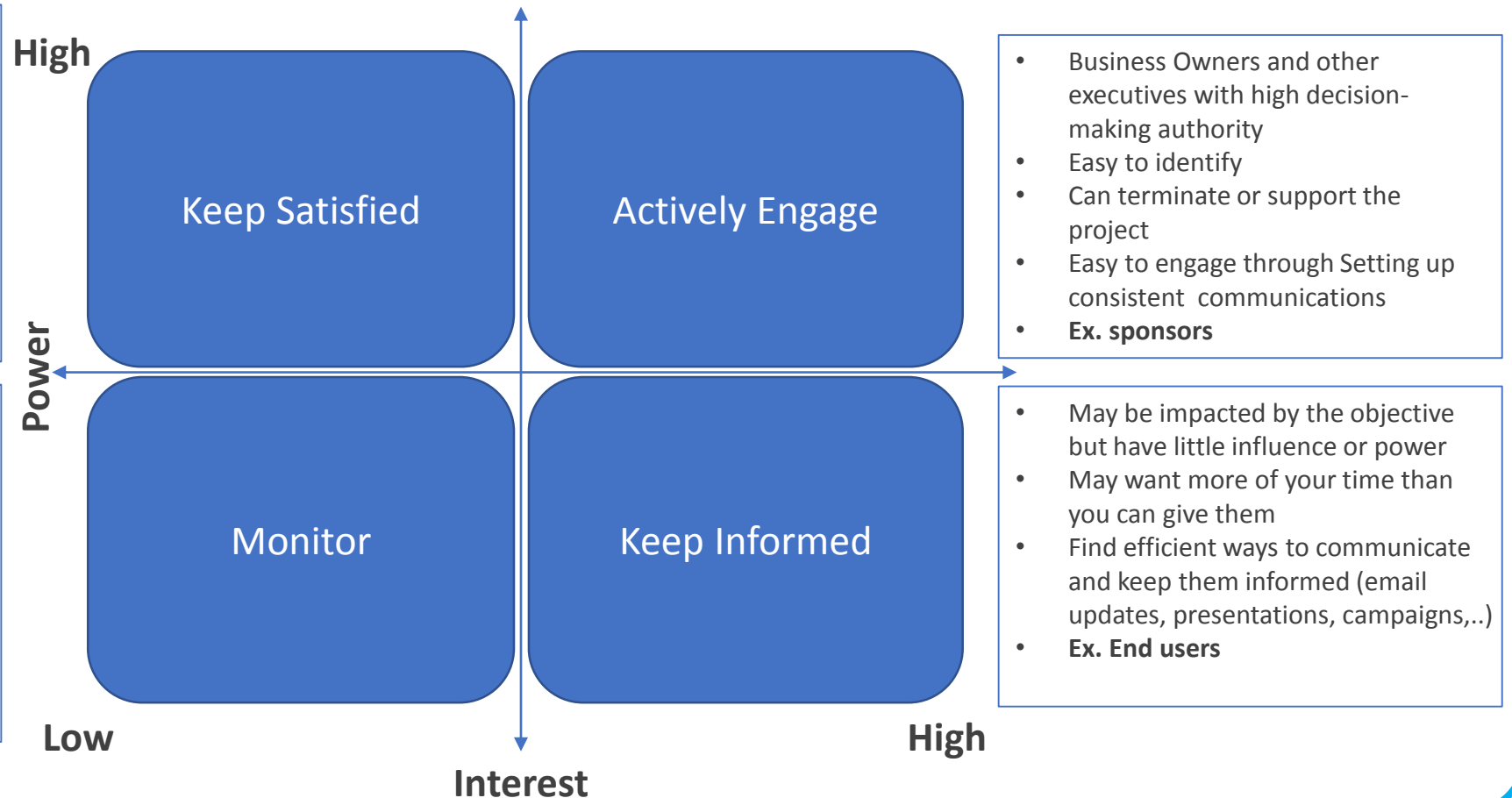
Assess how key stakeholders are likely to react or respond to various situations.

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Stakeholder Power (Influence) vs. Interest Map

- Those with high decision-making authority
- Lacks availability or interest to be actively engaged
- Usually difficult to have consistent touch points
- Do whatever is needed to keep them satisfied
- **Ex. Regulators, government authorities,...**

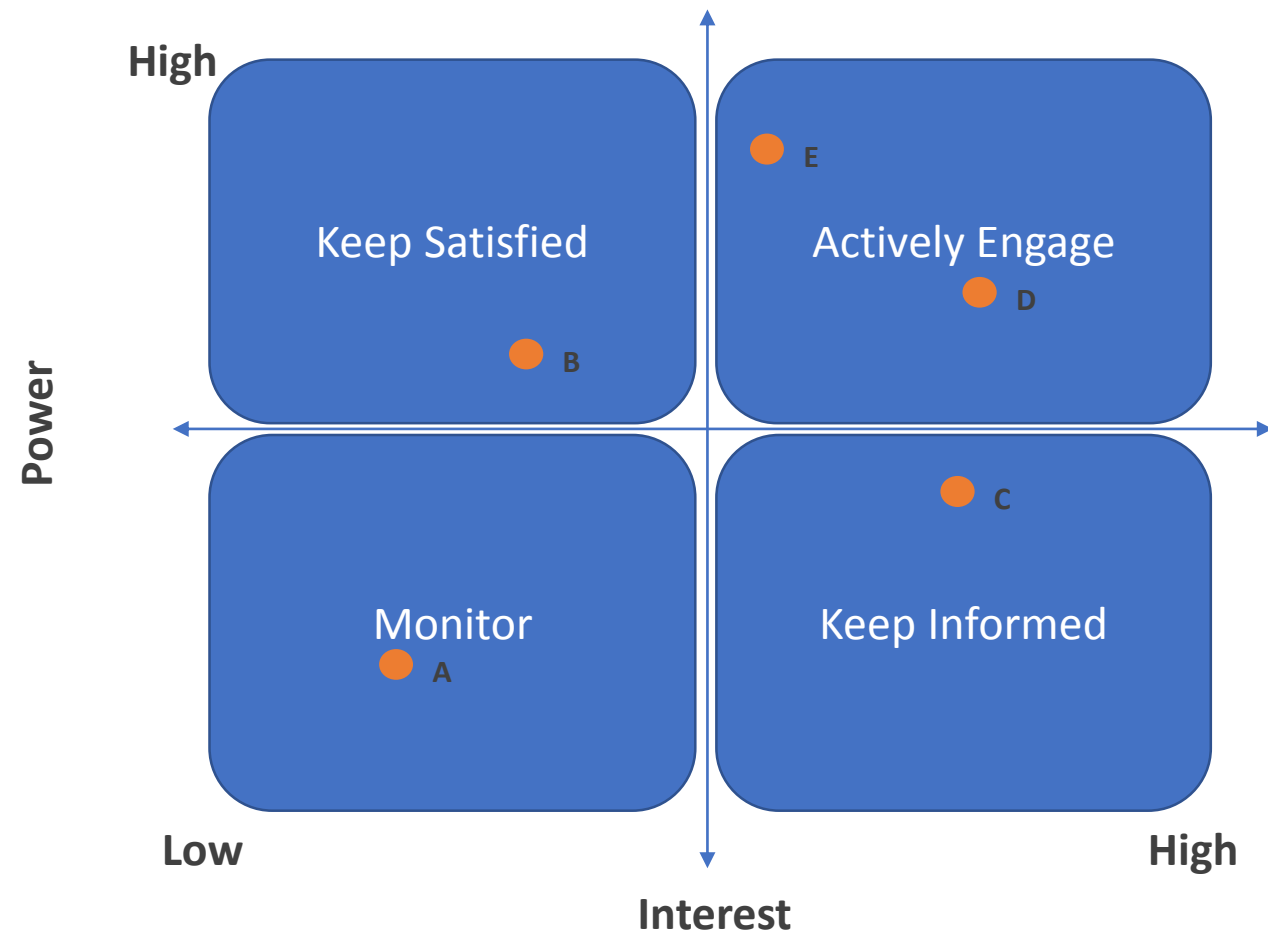
- They aren't (and don't expect to be) significantly involved
- They may not be even aware of your project/objective, and are not interested
- Know who they are
- Monitor them and be aware if they move into other quadrants
- **ex. Departments not involved in your objective**



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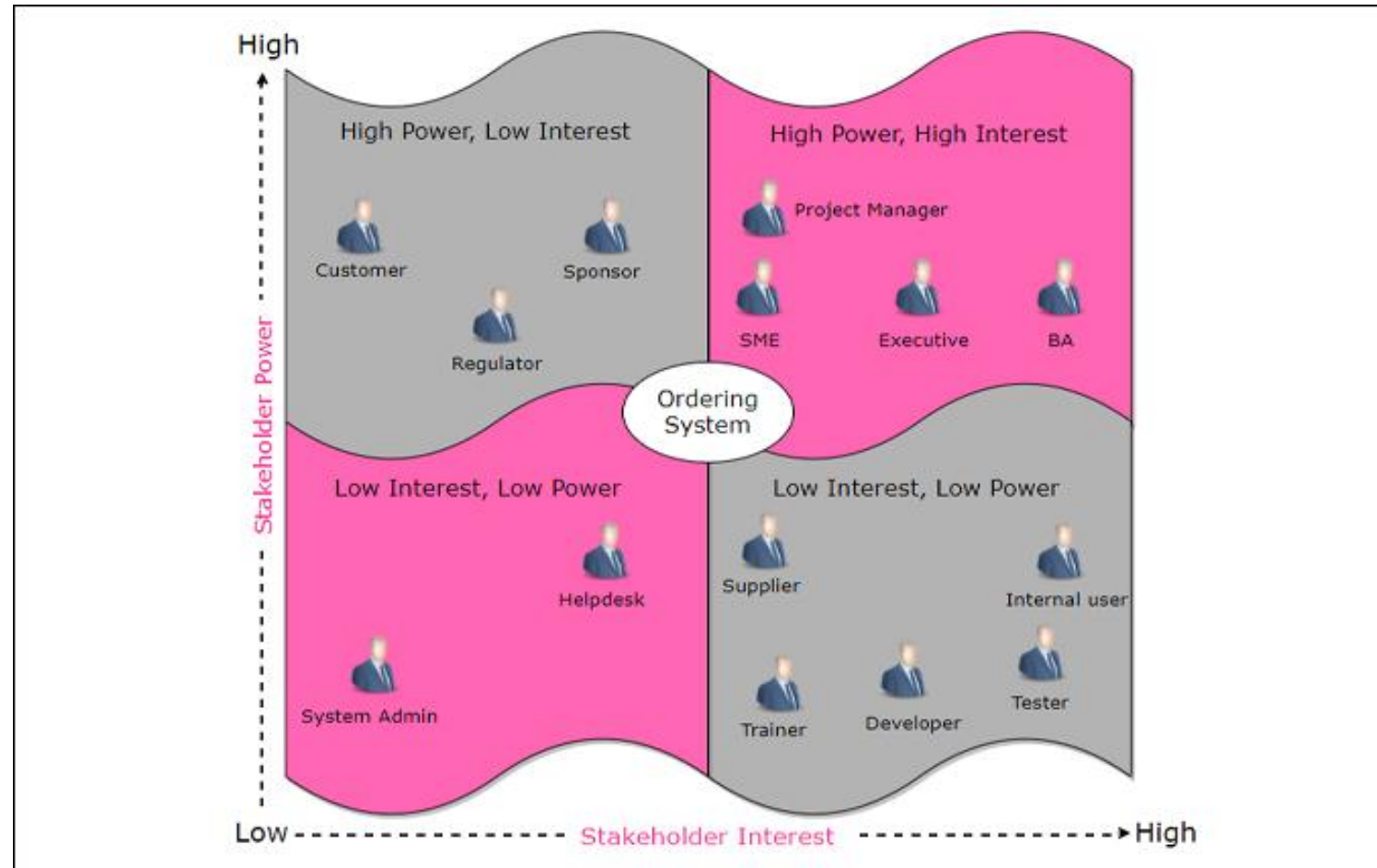
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You place stakeholders in the appropriate quadrant based on their current realistic situation, and not where you want them to be.



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Stakeholder Analysis Example



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Developing Stakeholders Management Approach



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Planning Stakeholders Management

Develop appropriate management strategies for effectively engaging stakeholders during different phases of the objective/project.



Source: The PMI Guide to Business Analysis. Project Management Institute, Project Management Institute Inc., 2017

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10 principles for engaging stakeholders (1 / 2)

Communicate

Consult, early and often

Empathize with them

Plan how you will engage them

Relationships are key

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10 principles for engaging stakeholders (2 / 2)

Make it simple for them to understand

Consider it part of managing risks

Be willing to compromise

Understand what are your objectives clearly

Take Responsibility for engaging stakeholders

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Stakeholder Engagement Strategies

What is the right Strategic Posture with the stakeholder?

Focus on Project Objectives
(Asserting our preferences)

Neutral (passive)

Focus on Stakeholders
(Accommodating theirs)

Promotional

Defensive

Assertive

Accommodate

Collaborate

Consult

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Stakeholder Engagement Strategies

Ask and Decide:

To what extent do you want to engage with each stakeholder?

Inform

Explain

Consult

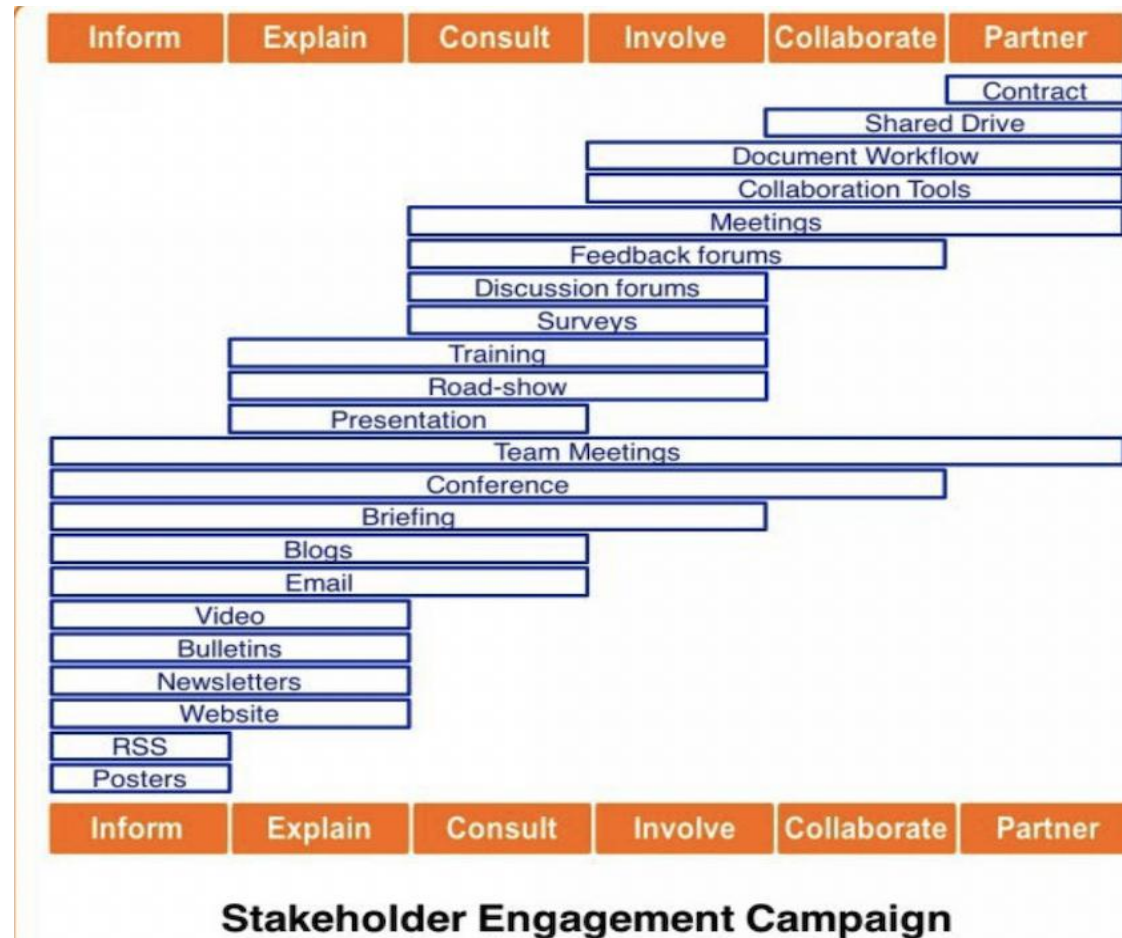
Involve

Collaborate

Partner

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Sample Stakeholders Engagement Channels



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Stakeholders Engagement Matrix

- Defines current and desired engagement level for all stakeholders for successful project completion.
- Engagement levels:
 - Unaware
 - Resistant
 - Neutral
 - Supportive
 - Leading

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

Figure 13-7. Stakeholders Engagement Assessment Matrix

C = Current engagement level

D = Desired engagement level

Source: The PMI Guide to Business Analysis. Project Management Institute, Project Management Institute Inc., 2017

Stakeholder Management Plan

- *“A plan that defines the strategies required to effectively engage stakeholders in decisions and execution based on the analysis of their needs, interests, and potential impact.”*
- Provides:
 - Desired and Current engagement levels of key stakeholders
 - Actions and activities to be performed to move the stakeholders from the current engagement levels to the desired engagement levels (as meetings, emails, workshops, campaigns, etc...)

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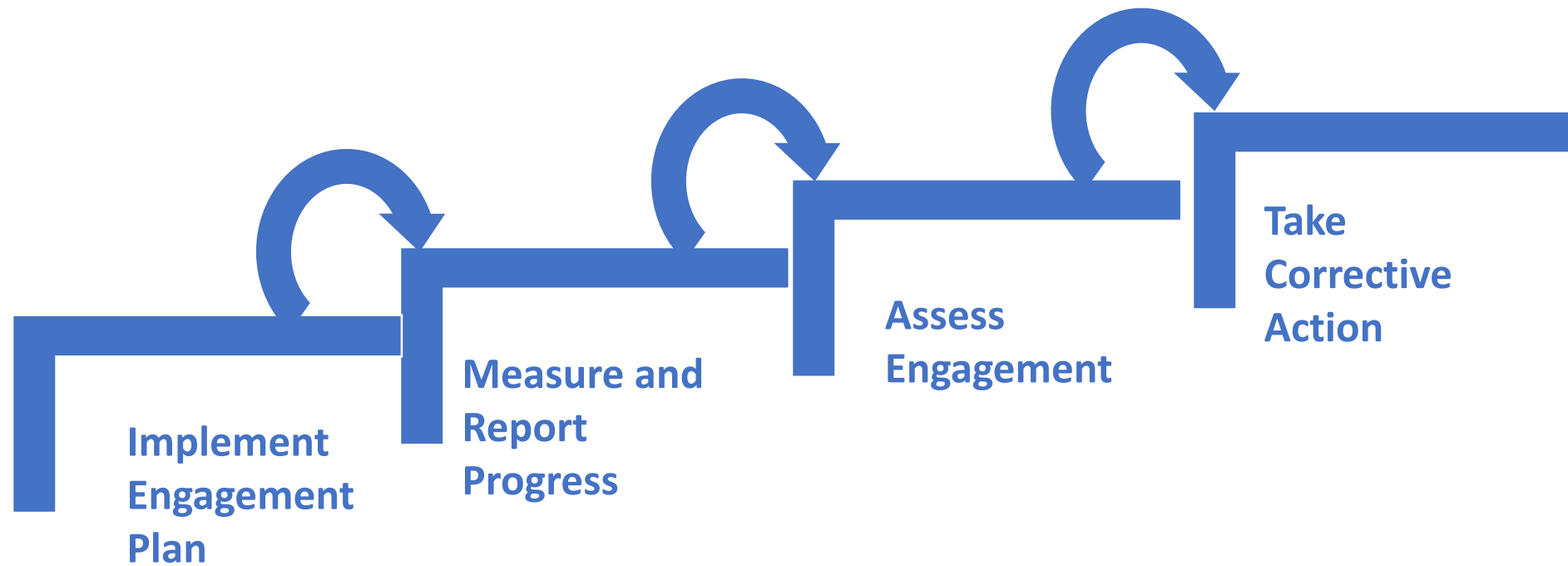
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Stakeholder Management Plan (can be part of the Stakeholder Register)

#	Stakeholder Name	Influence	Interest	Current Engagement	Desired Engagement	Actions
1				Unaware	Supportive	Meeting, training, campaign, workshop,....
2				Neutral	Leading	
3				Resisting	Neutral	
4						
5						
6						
7						

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Monitoring Engagement



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Documents used for Assessment



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Look for...

Level of attendance

- meetings, training sessions, workshops

Level of participation

- in meetings and workshops

Level Absenteeism

- for team members

On time delivery

- for inputs, feedback, tasks from stakeholders

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Stakeholder Engagement Matrix

- The Engagement Matrix is a spreadsheet to track engagement and understanding of the project stakeholders.
- Paints a picture of the level of commitment, involvement and understanding within the stakeholder group.
- It allows us to target activities for individuals if they are not “where we want them to be”

Stakeholder	Objectives / Interests	Desired Engagement	Current Engagement	Differentiaial	Action Steps	Responsible
John Doe (Client)	Provides money and resources. Wishes a professional project management.	3	1	-2		
Roger Waters (Project Manager)	Provides his technical Know-How.	2	4	+2		
Jane Brown (Resident)	Will boycott the project and stop if possible.	4	4	0		

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Key Points

- Business Analyst contributes to all activities in stakeholder management

A Stakeholder is anyone who has an interest in, or may be affected by, the project

Stakeholders could be internal/external, individuals, groups, or organizations

We analyze stakeholders based on level of power/influence and level of interest on the project

We develop a stakeholders management plan to engage stakeholders during different project phases

Stakeholders engagement is done through communication channels that help build buy-in and commitment.

For Discussion Panel and Next Lecture:

- Reading, Chapter 6. from textbook “Business Analysis” by James Cadle, Malcolm Eva, Keith Hindle, Debra Paul, 2nd edition
- Think of the following scenario:
 - You are working on a project to open a new branch for a bank
 - Who are the stakeholders?
 - What is their level of influence and interest (stakeholder matrix)
 - How will you engage them

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For Discussion Panel and Next Lecture



Thank You