

# Lean Poster Series #8

## Stakeholder Analysis



by Jonas Hulstaert

### What is a Stakeholder Analysis?

The purpose of the Stakeholder Analysis technique is to identify people who are affected by and have a stake in the process. This is needed to analyze how to manage them and communicate with them.

### When is a Stakeholder Analysis used?

The Stakeholder Analysis technique is used in the Define Phase of the DMAIC Cycle and the output is maintained throughout the project.



## STAKEHOLDER ANALYSIS

### The Big Idea

In addition to the characteristics of the project identified in the project charter, we also require a stakeholder analysis identifying people who are affected by the success of the project, are key to its success or who have a stake in the process.

As well as employees and managers, we need to know about other departments, customers, suppliers and other organizations, as well as owners and shareholders, if relevant. The stakeholder analysis will also discuss the amount of work needed to achieve a good commitment from the stakeholder, how to manage them, and how to keep in communication with them.

### Power vs. Interest Chart

1. In a brainstorming session list all stakeholder names in the project
2. Determine the power of each stakeholder (1 to 5 rating)
3. Determine the interest of each stakeholder (1 to 5 rating)



Depending on their value, the stakeholders can be plotted in one of the 4 quadrants:

**Manage Closely:** High Power - High Interest.

These are the key people in the project. Manage them closely and make sure their concerns are taken into account.

**Keep Satisfied:** High Power - Low Interest.

These are key people but are less interested in the project. Make sure their requirements are met.

**Keep Informed:** Low Power - High Interest. Involve this group by keeping them informed of changes and decisions.

**Monitor:** Low Power - Low Interest. This group is least important. Monitor their activities.

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1. In a brainstorming session list all stakeholder names in the project
2. Determine the current willingness to change of each stakeholder (1 to 5 rating)
3. Determine the required target willingness to change of each stakeholder (1 to 5 rating)

- 1 - Strong Resistance
- 2 - Resistance
- 3 - Neutral
- 4 - Willingness
- 5 - Strong willingness

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Stakeholder	Current Rating	Target Rating	Target Date
Broker	2	3	31 August 2015
Head of HR	2	3	31 August 2015
External Expert	1	3	31 August 2015

Key stakeholders must at least have a score of 3 in order to make required changes to a process. 4 or even 5 are recommended.