Continuous Improvement Toolkit

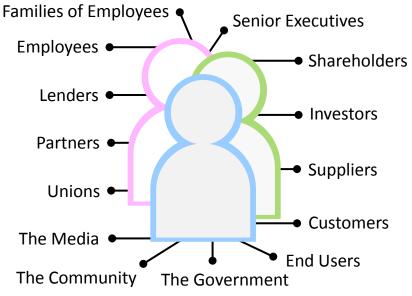
Stakeholder Analysis



The Continuous Improvement Map

Managing	Deciding & Selecting Planning & Project Management*
Risk PDPC	Decision Balance Sheet Importance-Urgency Mapping Daily Planning PERT/CPM
FMEA RAID Log*	Force Field Analysis Cost Benefit Analysis MOST RACI Matrix Activity Networks
Risk Assessment*	Break-even Analysis Voting TPN Analysis <u>SWOT Analysis</u> Stakeholder Analysis
Fault Tree Analysis D	ecision Tree Pick Chart Four Field Matrix Project Charter Improvement Roadmaps
Traffic Light Assessment	Critical-to Tree QFD Portfolio Matrix PDCA Policy Deployment Gantt Charts
Lean Measures Ka	no Analysis Matrix Diagram Paired Comparison DMAIC Kaizen Events Control Planning
Bottleneck Analysis** C	Cost of Quality* Pugh Matrix Prioritization Matrix A3 Thinking Standard work Document control
OE Process Yield	E KPIs Pareto Analysis C&E Matrix Understanding Cross Training Implementing
	scriptive Statistics ANOVA Chi-Square Cause & Effect Value Analysis Solutions**
P Gap Analysis*	robability Distributions Hypothesis Testing Design of Experiment Mistake Proofing Ergonomics
Reliability Analysis	ograms & Boxplots Multi vari Studies Confidence Intervals Simulation TPM Automation
Understanding	aphical Analysis Scatter Plots Correlation Regression Pull Flow Just in Time
Performance MS/	A Run Charts 5 Whys Root Cause Analysis Data Snooping Visual Management 5S
Benchmarking** C	ontrol Charts Fishbone Diagram Tree Diagram* SIPOC* Waste Analysis Quick Changeover
Data collection planner*	
Check Sheets Interview	ws Brainstorming SCAMPER** Attribute Analysis Spaghetti Diagram Value Stream Mapping
Questionnaires Focus	Groups Affinity Diagram Relationship Mapping* Flow Process Charts Service Blueprints
Data	Mind Mapping* Lateral Thinking Flowcharting IDEF0 Process Mapping vations
Collection Obser	Suggestion systems Creating Ideas Designing & Analyzing Processes

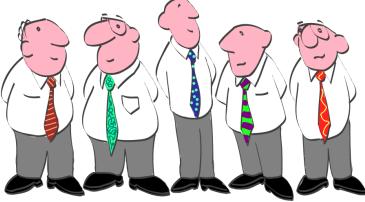
- A Stakeholder is any party who may have an interest in an organization action or will be affected by its outcomes.
- Stakeholders can be organizations, business units, departments, groups or individuals.



- Primary stakeholders are those who are part of the economic transactions of the business.
- Secondary stakeholders are those who are affected by or can affect the business in someway.



- Stakeholder analysis is the process of identifying and analyzing the stakeholders that are likely to affect or be affected by a proposed action (positively or negatively).
- □ This is useful to manage them appropriately and effectively.
- It can be done once or on a regular basis to track the attitudes of stakeholders overtime.
- Widely used in project management.



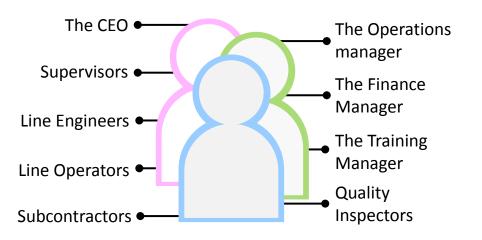
When it is Used?

- In project management to develop cooperation between the stakeholders and the project team. It helps to identify:
 - The people to be informed during implementation.
 - The key people to be involved and consulted.
 - The people who may have potential negative impact on the project.
- In conflict resolution.
- In organizational transformation.



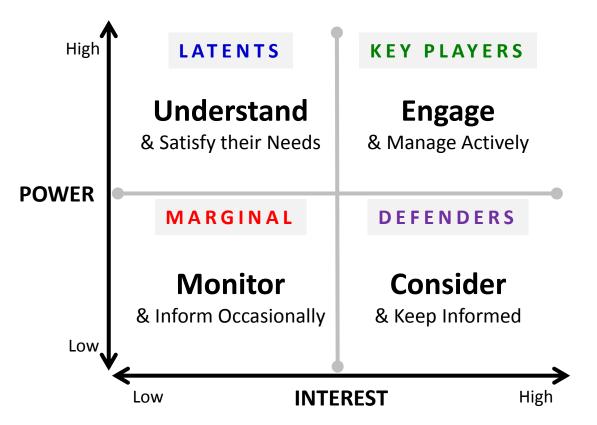
Examples of stakeholders for a particular project:

- The project leader.
- Project team members.
- Users of the project outputs.
- Quality inspectors.
- The training manager.
- The finance manager.
- HR personnel.
- Procurement personnel.
- Senior executives.



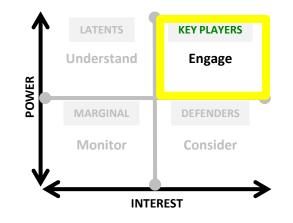
The Power/Interest Grid (Stakeholder Matrix):

Stakeholders are divided based on the degree of interest and influence



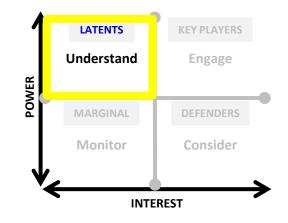
High Power and High Interest Stakeholders:

- They need to be closely involved in all project phases.
- Nothing should come as a surprise to them publicly.
- All recommendations and actions agreed should have been discussed with them.



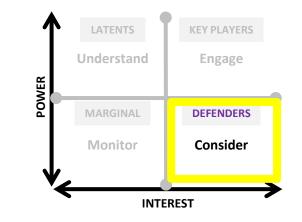
High Power and Low Interest Stakeholders:

- These are the senior stakeholders who need to be kept satisfied to gain their support.
- They need to be kept informed where necessary to maintain their interest.
- They are able to reach to more powerful groups such as the organization's owners and the media.



Low Power and High Interest Stakeholders:

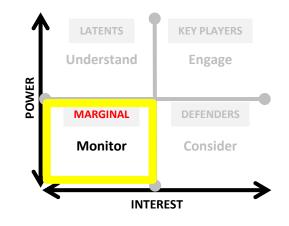
- They are highly interested in the project outcomes.
- They have little power as individuals to influence any decision.
- There should be regular communication with them so that they are kept as informed as is necessary.



Examples are the staff who will apply the improved processes.

Low Power and Low Interest Stakeholders:

- □ They do not have a great deal of influence.
- Nor they have any interest in the proposed action.
- The results are likely to have little impact on them.
- They don't require a great deal of consideration.
- Communicate occasionally with them so that they are kept informed about important issues and changes.



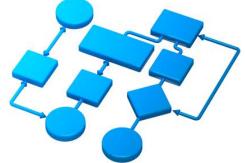
- □ Stakeholders often move around the grid.
- Some stakeholders will become more interested as the implementation progresses and they begin to see that the changes will affect them.
- Others may become more powerful through internal promotion or transfer.

The analysis needs to be carried out regularly throughout the project



Approach:

- Brainstorm the individuals or groups who may have a stake in the project or change effort.
- Sort them by the power they have and by their interest in the proposed action.



- □ Plot each individual or group on the power/interest matrix.
- Use the commitment review sheet to identify how each stakeholder is likely to respond to the proposed action.

Name	Oppose	No commitment	Help it Happens	Make it Happens	

Commitment Review Sheet

Approach:

- Discuss how to manage the opposition and lack of interest.
- Use the communication action sheet to plan how to engage and communicate with them. Consider:
 - Weekly informal chat.
 - Invite to team meetings.
 - Emails.



Name	Method	Frequency	Record feedback

Communication Action Sheet

Approach:

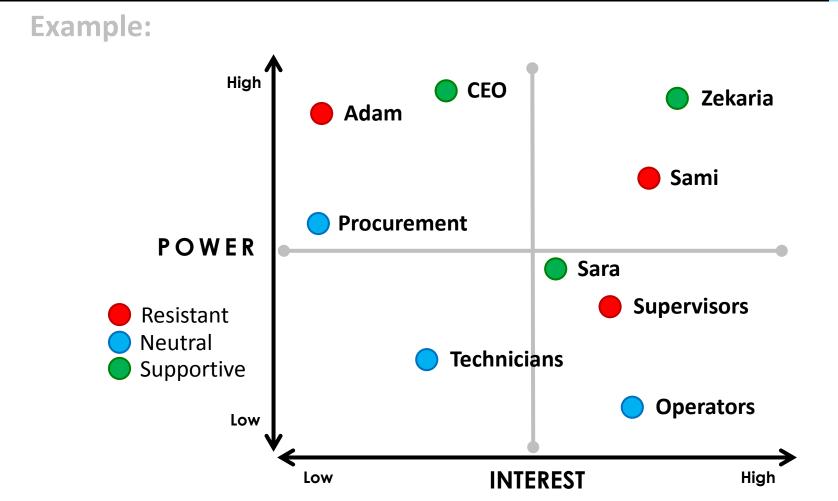
- Agree on who is going to communicate with each stakeholder.
- **Talk directly with them. You may ask them:**
 - What is their current opinion of the proposed action?
 - What information do they want from you?
 - How do they want to receive information?



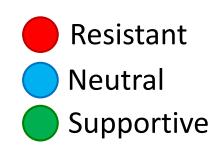
Example:

Consider the below power/interest table, then plot the stakeholders on an empty power/interest matrix.

Stakeholder	Role / Position	Role in the project	Aware?	Interested?	Power
Adam	Finance manager	Financial Adviser	Somehow	No	High
Sami	Operation manager	Process owner	Yes	Somehow	Medium
Line operators	Line operators	Users of improved process	Somehow	Somehow	Low
Zekaria	COO	Project sponsor	Yes	Yes	High
Procurement	Procurement	-	No	No	Medium
Sara	Training manager	Training facilitator	Yes	Yes	Medium



- The example also illustrates assessing whether the stakeholder is likely to be an advocate or blocker.
- □ A good way of doing this is by color coding.
- The commitment review sheet can be used here to identify the attitudes of each stakeholder.



Further Information:

- There are other complex versions of the grid, such as the one that uses a 3X3 matrix which divides the stakeholders into more categories.
- A variant of this technique is the **power/impact grid** that is used when planning the implementation of change.
- Although individuals working at the operational level can have little influence, they can achieve more power and influence by banding together.
- You will analyze the stakeholders throughout the whole project.