**Conducting Powerful Needs & Stakeholder Analysis**

Why Are There So Many Unused Software Features?

* Come in with a solution and force it to fit
* Business has determined solution based on limited research and understanding of the problem
* Project budget and an inability to prioritize features
* Inability to clear your own personal beliefs, biases, expectations and assumptions
* Inability to identify the reader and put yourself in their position
* Don’t know what the business is looking for
* Inability to translate what the reader is looking for into the written document
* Inability to align the solution back to the business needs, objectives, goals and drivers

***Notes:***

**Needs vs. Wants and Expectations:**

“I don’t get paid for my ego. I get paid for results, and my ego improves as a result of doing good work and creating great results.” – Barbara Davis

“Anytime there is a struggle between doing what is actually right and doing what seems right, then your ego is interfering with your decision.” – Darren L. Johnson

***5 Steps to Conducting a Powerful Needs & Stakeholder Analysis:***

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| **Overview** |
| * Identify the stakeholders
* Identify their needs
* Build a trust bond with each stakeholder
* Build trust bridges between stakeholders and stakeholder groups
* Document the business needs of all stakeholders in a single document
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| **Step 1: Identify the stakeholders** |
| * What are the areas and business units impacted by this project?
* What does each of these impacted areas do (what functions are they responsible for)?
* What are the main concerns for this area?
* How does each area fit into the organization?
* How is each area going to be impacted?
* How much is each area going to be impacted?
* What will be impacted in each area?
* How many people are in this impacted area?
* Who are they?
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| **Step 2: Identify the needs of each stakeholder** |
| * What types of language does each stakeholder use?
* What types of body language does each stakeholder use?
* What does the problem to be solved look like for each stakeholder/group?
* What kinds of things does each group say about the problem?
* What frustrates them the most about it?
* What are their fears and concerns about a solution?
* What should that solution look like?
* Can you classify each stakeholder as one of: “Active”, “Non-Participant”, “Heckler” or “Hijacker”?
* What are the personal needs of each stakeholder in relation to their work environment?
* What are their expectations of you/the project team?
* Can those expectations be accommodated?
* What are your expectations of each stakeholder?
* What are the project expectations for the stakeholders?
* Are there any differences?
* Can differences be negotiated?
* How can you manage/leverage these needs to support the project?
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| **Step 3: Build a trust bond with each stakeholder** |
| * Meet with each stakeholder individually when possible.
* Ask each stakeholder to talk about the project from their perspective.
* What are their success and fail criteria?
* What are their personal concerns?
* What does each stakeholder need to see for results?
* Set up an informal communication plan to assure each stakeholder as the project progresses.
* Follow through.
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| **Step 4: Build trust bridges between stakeholders and stakeholder groups** |
| * Are there any stakeholders and groups that are in conflict with each other about what is needed?
* What is each group saying?
* What are the similarities between each groups needs, or what they are saying?
* Talk to the groups in a combined meeting and point out similarities at every opportunity.
* What are groups not in conflict saying?
* Point out similarities in concern, needs, interests between all groups.
* Identify & Talk about how each group will benefit from the new solution and how that aligns to overall business needs.
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| **Step 5: Document the needs in a single document** |
| * Combine all identified business needs into a single document.
* Create a mission and vision statement for the project (if not already done) from the results-based needs.
* Write the vision and mission statements at the front of this document.
* Post these statements in your workspace.
* Distribute this document.
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