**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:***

|  |
| --- |
| **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 |
| **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? |
| **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? |
| **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. |
| **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. |
| **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. |