We have to put up with our customers. Ways to ease the pain.

October 23, 2014

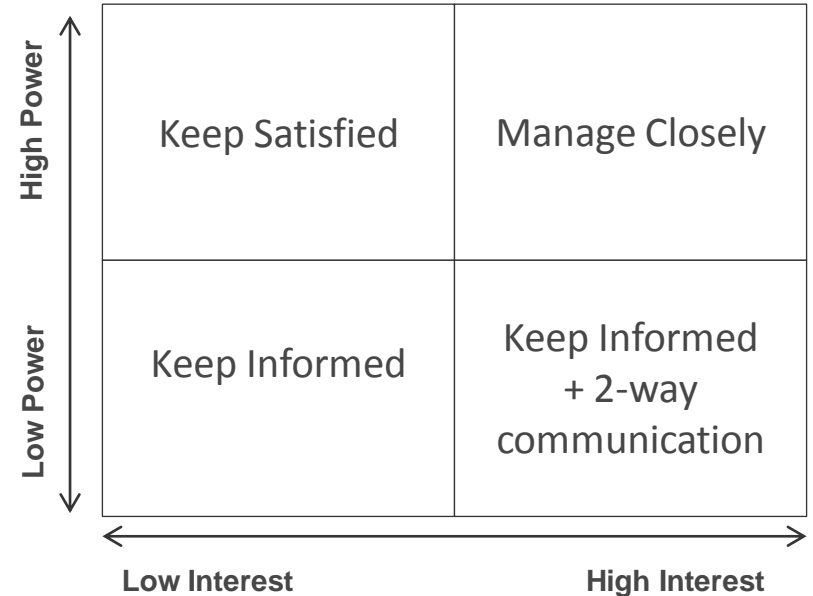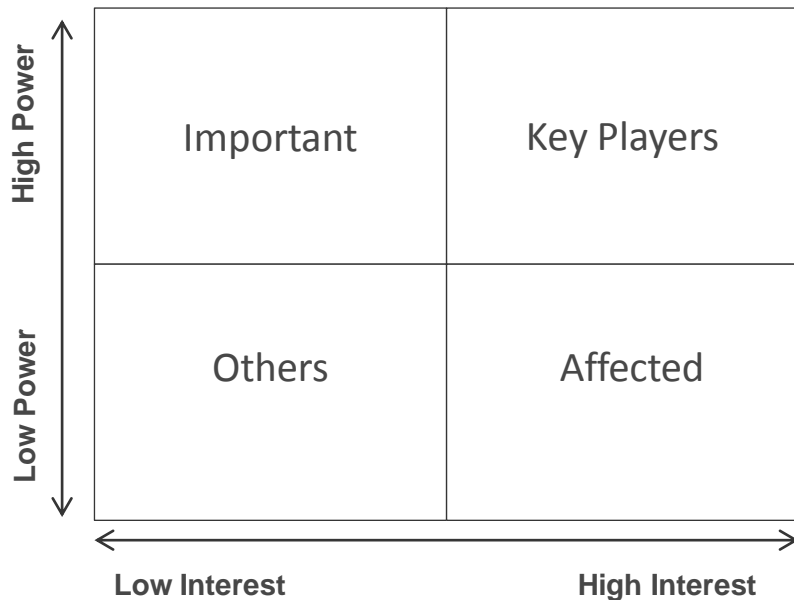# DIFFICULT PROJECT = DIFFICULT CUSTOMER

Stakeholder Management: Power/Dynamism Matrix

This technique can be used to assess where the 'political efforts' should be channeled during the development of new strategies. It classifies stakeholders based on two attributes: power and dynamism (predictability).

	Weak	Strong
Support	Weak Supporters	Strong Supporters
Opposition	Weak Opponents	Strong Opponents

	Low Dynamism	High Dynamism
Low Power	Fewer Problems	Unpredictable but manageable
High Power	Powerful but Predictable	Greatest Danger or Opportunities
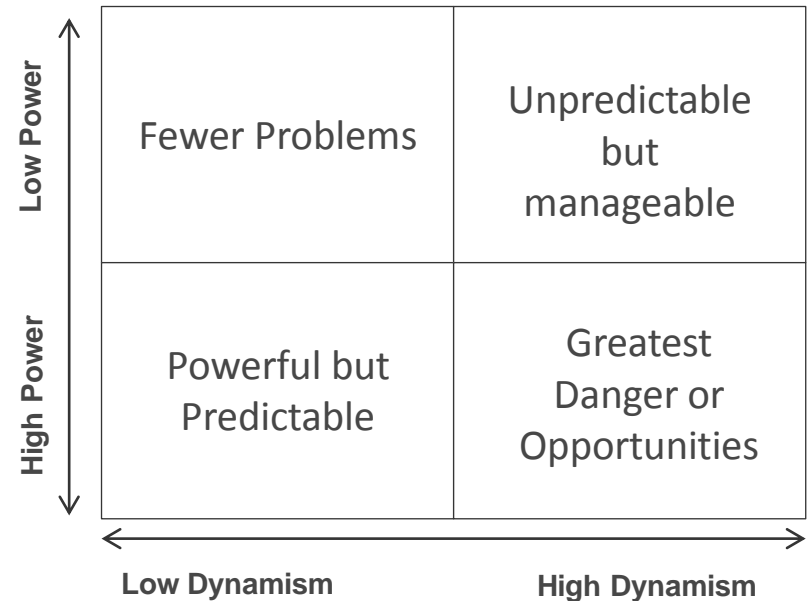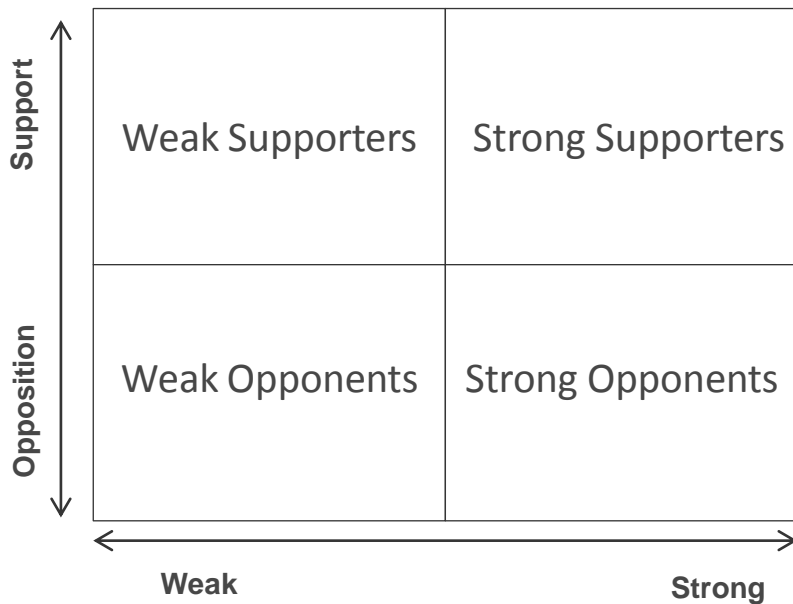
Stakeholder Management: Power/ Interest matrix

If a business analyst wants to determine impact that stakeholders have on his project, the stakeholder power/interest analysis can help in this. It can also help selecting the proper communication approach for each stakeholder group.

	Low Interest	High Interest
High Power	Important	Key Players
Low Power	Others	Affected

	Low Interest	High Interest
High Power	Keep Satisfied	Manage Closely
Low Power	Keep Informed	Keep Informed + 2-way communication

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Stakeholder Management: What Causes Issues?

STAKEHOLDER GROUPS ARE CHANGING

# Problems: Key Players are not Interested

Key stakeholders are not interested, they often miss important meetings, they ignore questions and approval sessions.
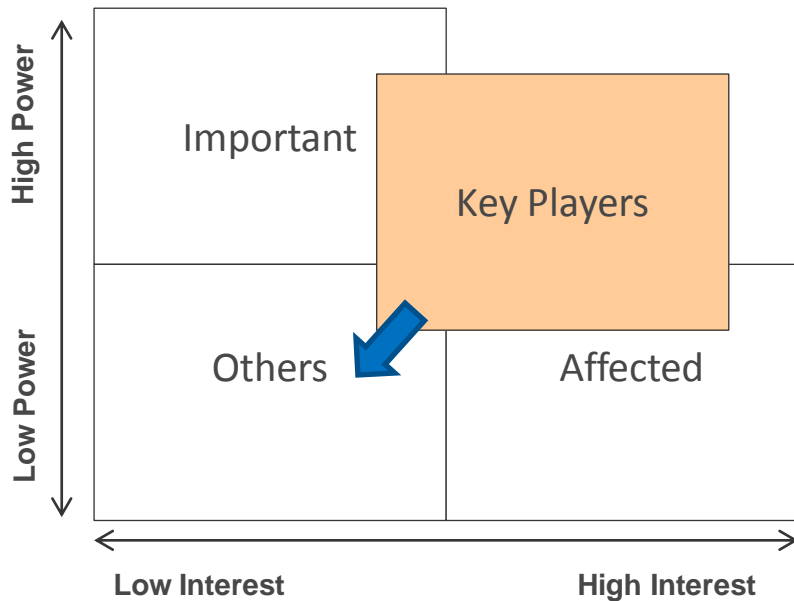
- Escalation to 'Important'
- Log all discussion results
- Create and share meeting schedule
- Highlight risks
- Highlight due dates

Problems: Multiple Stakeholder Groups

All stakeholder groups are suddenly activated and start staying for their interests. Initial Key Players cannot manage and approve requirements any longer. 'Chinese whisper' effect.
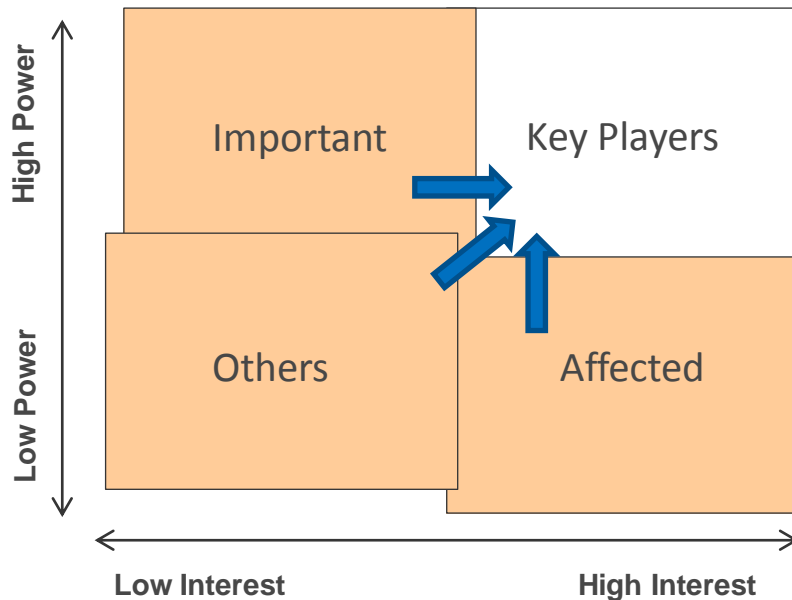
- Joint sessions
- Create approval process
- Remove odd go-betweens

Problems: Internal 'Liaison' Stakeholders

Third-party consultants that are supposed to boost communication with customers cause additional communication barriers.
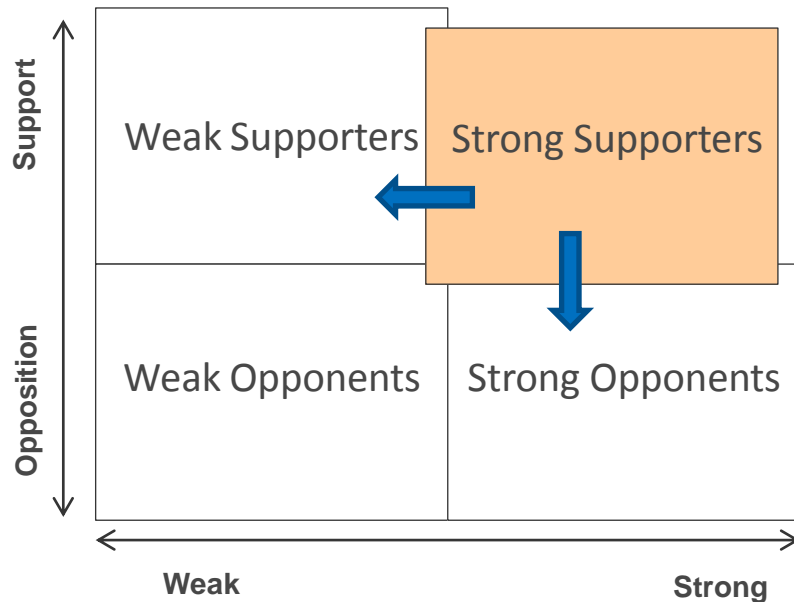
- Schedule synchronization sessions with 3rd party
- Treat 3rd party as a customer – refine to-be-provided data
- Avoid providing implementation details to business consultant (even if he/she insists)
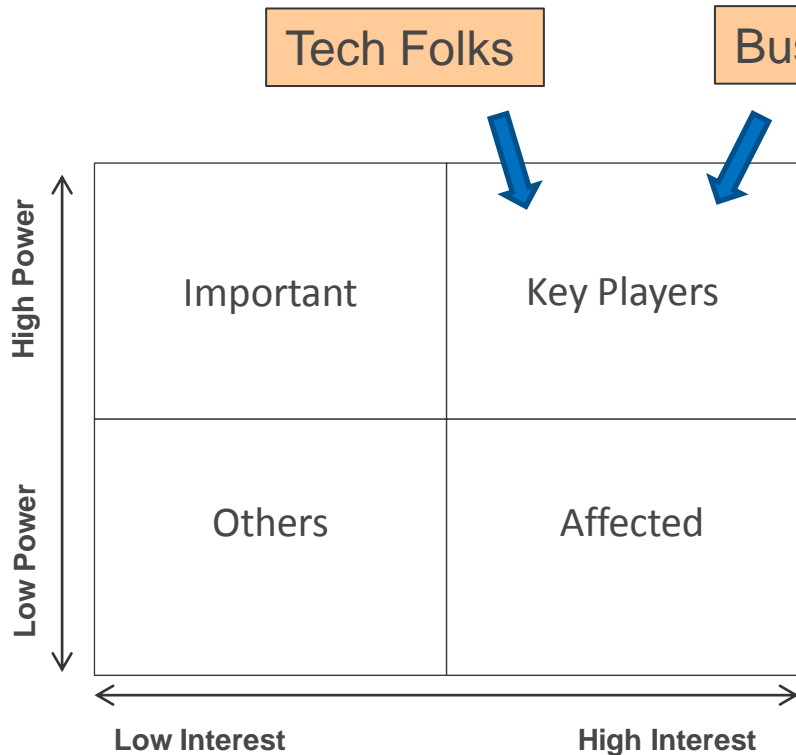
Problems: Negative Stakeholders

Stakeholders who are not interested in project start/success due to their own disadvantage in this case.
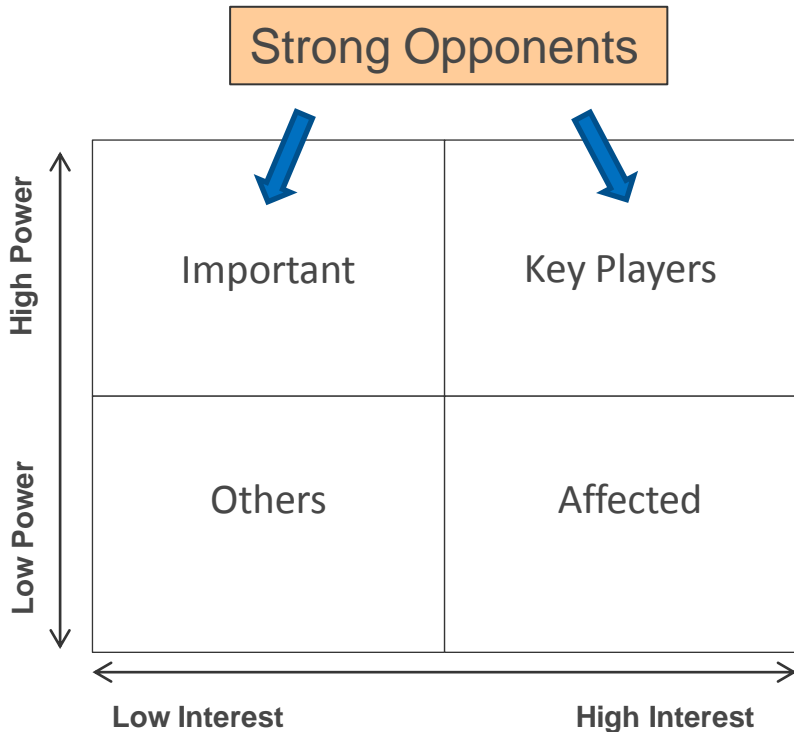
- Technical documentation prepared and signed off in advance
- Agreements are documented and signed off
- Single and approved source of business knowledge
- Engage witnesses

Problems: IT vs Business Contradictions

Stakeholders that are not interested in project start/success due to their own disadvantage in this case.

- Divide technical and business stakeholders
- Schedule separate meetings and approval sessions
- Modify agenda and use different facilitators

Problems: Key Players Want 'All at Once' and Cannot Decide on a Scope

Stakeholders have internal issues. They cannot decide on a scope and approve priorities.
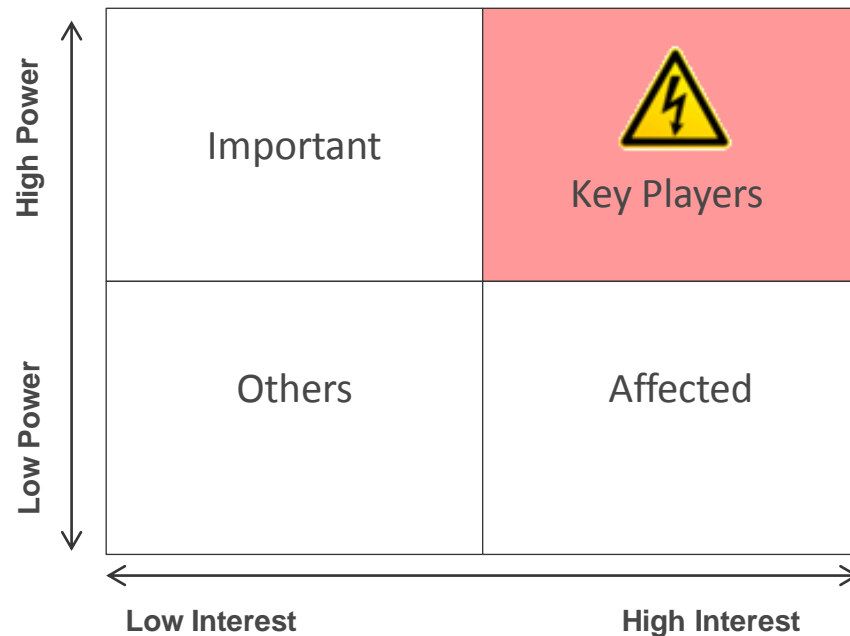
- De-compose stories
- Prioritize tasks
- Show dependencies
- Apply Kanban approach
- Unofficial Product Owner within DEV team

Thank You!

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