



Who Are Your Stakeholders?

Presented By: Linda Westfall

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Logistics

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Identifying & Involving Relevant Stakeholders

Before you can effectively:

- Elicit, analyze & validate requirements
- Plan, track, control & execute your projects
- Define, implement & improve your processes

you must identify & involve your relevant stakeholders.

“Perhaps the most common single mistake in development efforts is to leave an essential person out of the process.” [Gause-89]

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Benefits

Benefits to identifying & involving stakeholders in decisions, include:

- Helping to prevent requirements from being overlooked
- Providing access to the stakeholder's experience base & domain knowledge
- Obtaining different perspectives & managing conflicting interests
- Creating more buy-in to the new software product, process and/or project
- Managing stakeholder expectations
- Increasing stakeholder satisfaction

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Step 1: Identify Your Stakeholders

A stakeholder is a person, group or organization who:

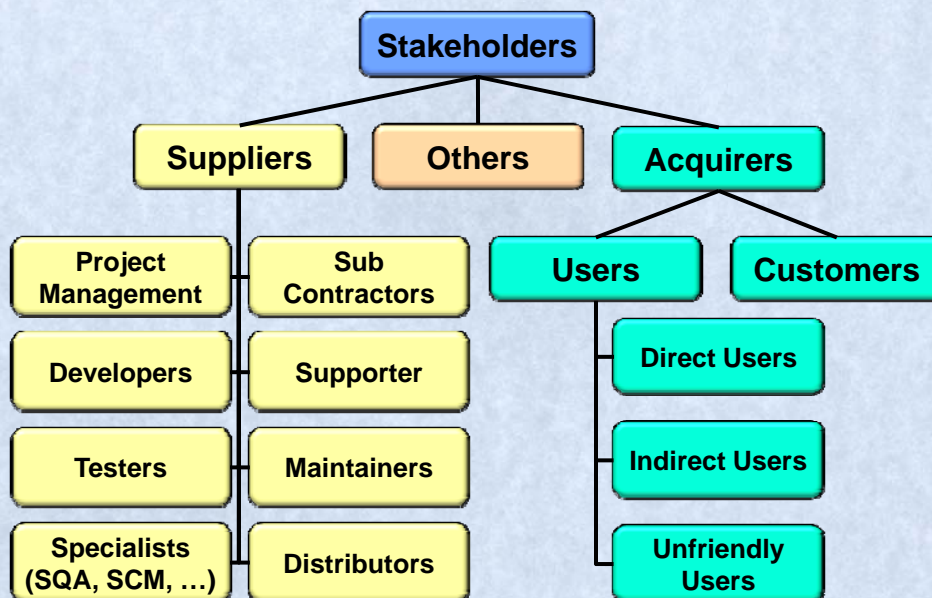
can influence

is influenced by

the decisions, activities or outcomes of a product, project or process

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Product Stakeholders

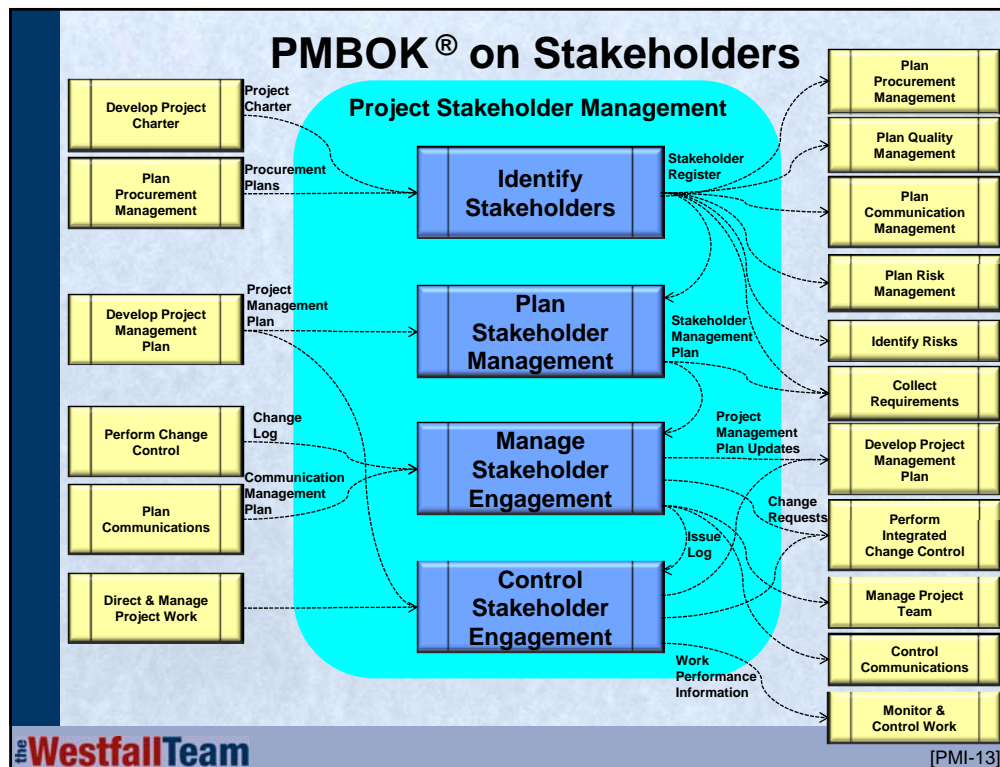


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Project Stakeholders

Project stakeholders include:

- Stakeholders of the products produced by that project
- People funding, initiating and/or championing the project
- Project manager & project team members
- People supporting the project
- People from other projects or programs that must interface or coordinate with the project
- Project management office



Process Stakeholders

Process stakeholders include:

- ◆ Stakeholders of the products produced by that process
- ◆ People directly involved in the planning, management, execution, tracking and/or control of the process activities
- ◆ People defining & documenting the process
- ◆ People championing the process
- ◆ People funding the process activities
- ◆ Stakeholders of other process that must interface or coordinate with the process

CMMI® for Development on Stakeholders

Generic Practice: Identify & Involve Relevant Stakeholders

Purpose: To establish & maintain the expected involvement of relevant stakeholders during the execution of the process.

Subpractices:

- ◆ Identify stakeholders relevant to each process & their appropriate involvement
- ◆ Share identifications with project & other planners
- ◆ Involve relevant stakeholders as planned

Techniques for Identifying Stakeholders

Techniques for identifying include:

- Collaborative workshops
- Brainstorming
- Interviewing other stakeholders
- Stakeholder checklists

Product Stakeholder – Checklist #1

Checklist for identifying potential stakeholders:

- What types of people will use the software product?
- What business activities are supported by the software product & who performs, is involved in, or manages those activities?
- Whose job will be impacted by the introduction of the new software product?
- Who will the reports, outputs or other information from the software product go to?
- Who will pay for the software product?
- Who will select the software product or its supplier?

Product Stakeholder – Checklist #1 (cont.)

- If the software product fails, who could be impacted?
- Who will be involved in developing, supporting & maintaining the software product?
- Who knows about the hardware, other software or databases that this software product has to interface with?
- Who established the laws, regulations or standards governing the business activities supported by the software product?
- Who should be kept from using the software product or from using certain functions/data in the software product?

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Product Stakeholder – Checklist #1 (cont.)

- Who does this software product solve problems for?
- Who does this software product create problems for?
- Who doesn't want the software product to be successful?

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Product Stakeholder – Checklist #2

When identifying user stakeholders, remember the software product may have different types of users:

- Novice users
 - New to the business domain
 - New to the software product
 - Users who are new to or don't normally use computers
- Power users



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Product Stakeholder – Checklist #2 (cont.)

- “Typical” users with different:
 - Roles or functions
 - Frequency of user
 - Education/skill levels
 - Security or access levels
- Operators/administrators
- Unfriendly stakeholders
 - Hackers
 - Thieves
 - Competitors

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Product Stakeholder – Checklist #2 (cont.)

- Users with special needs: [based on Robertson-99]
 - People with disabilities
 - People who need reading glasses or can't read small print or who are color blind
 - Non-readers
 - People who might be angry, frustrated or in a hurry
 - People with children
 - People carrying things
 - People busy with other activities

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Step 2: Prune the Stakeholder List

There is never time to include all the potential stakeholders so stakeholder priorities must be established & trade-offs made.

Stakeholder-inclusion strategies:

- **Must include** - this stakeholder must be included in the activities
 - **Like to include*** - this stakeholder will only be included in the activities if schedule & costs allow
 - **Ignore*** - this stakeholder will not be directly included in the activities
- * If a stakeholder is not included, that stakeholder's needs/motivations must still be considered

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Pruning Considerations

Criteria to use when pruning the stakeholder list include the stakeholders level of:

Criteria	Power (Authority)	Interest	Influence	Impact (ability to effect changes)	
Weight	(.25)	(.15)	(.20)	(.40)	Total
Stakeholder 1	1	3	2	4	2.7
Stakeholder 2	4	1	4	3	3.15
Stakeholder 3	2	2	2	1	1.6
Stakeholder 4	2	4	3	2	2.5
...					

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Step 3: Plan Stakeholder Participation

A stakeholder participation strategy has 4 dimensions:

1. Who: representative, sample or exhaustive
2. When: continuous or at specific times
3. How:
 - Participating on the team or only for specific activities
 - Providing expertise, experience or knowledge
 - Evaluating prototypes, mock-ups, simulations
 - And so on
4. Priority

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Stakeholder Participation Plan

Example of a stakeholder participation plan for requirement development.

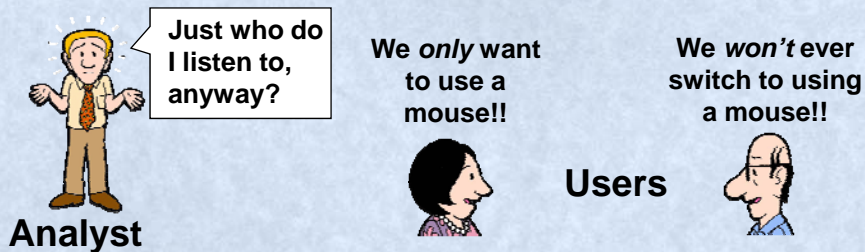
Stakeholder	Who	When	How	Priority
Owners	Owner Champion	On Requirements Team	Facilitated Requirements Workshops	High
	Sample	Elicitation	Focus Group	
18-Wheeler Driver	Union Rep	Elicitation	Interview	Low
Counterfeiter	Consultant (Subject Matter Expert)	Elicitation	Interviews	Medium
		Analysis	Define Security Requirements	
		Validation	Peer Review Security Req.	
Sales Tax Collector	Tax Codes	Elicitation	Document review	High
...				

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Stakeholder Conflict Management

Stakeholders may not always agree:

- The organization paying for the software product (customer) may disagree with its users
- Different user types may have conflicting needs



Key to Success: Having defined criteria or mechanisms in place to resolve requirements conflicts.

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Determine Conflict Resolution Criteria

Conflict Between	Decision Criteria
Individuals in a stakeholder type	<ul style="list-style-type: none">• Stakeholder representative decides• Prioritize stakeholders within the type based on business objectives or pruning criteria• Customer decides
Various customer or user types	<ul style="list-style-type: none">• Establish a decision making team• Prioritize stakeholder types based on business objectives or pruning criteria• Customer decides
Between requirements analysts or other developers & customers or users	<ul style="list-style-type: none">• Establish a decision making team• Customer decides

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Questions?



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More than 40 years in software:

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- Author: *The Certified Software Quality Engineer Handbook*



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- [Robertson-99] – Suzanne Robertson & James Robertson, *Mastering the Requirements Process*, Addison-Wesley, Harlow, England, 1999.

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