**Imperial College London**

Project Name:
Author:
Date:

PROJECT STAKEHOLDER ANALYSIS

PURPOSE

The purpose of stakeholder analysis is to inform the Project Board and Project Manager who should contribute to the project, where barriers might be and the actions that need to be taken before detailed project planning.

The identification of stakeholders will also assist in determining who would form part of the Advisory Board and Business Community in the Project Organisation. Sometimes, it will be obvious who the key stakeholders are, but for more complex projects, a formal analysis is likely to be helpful.
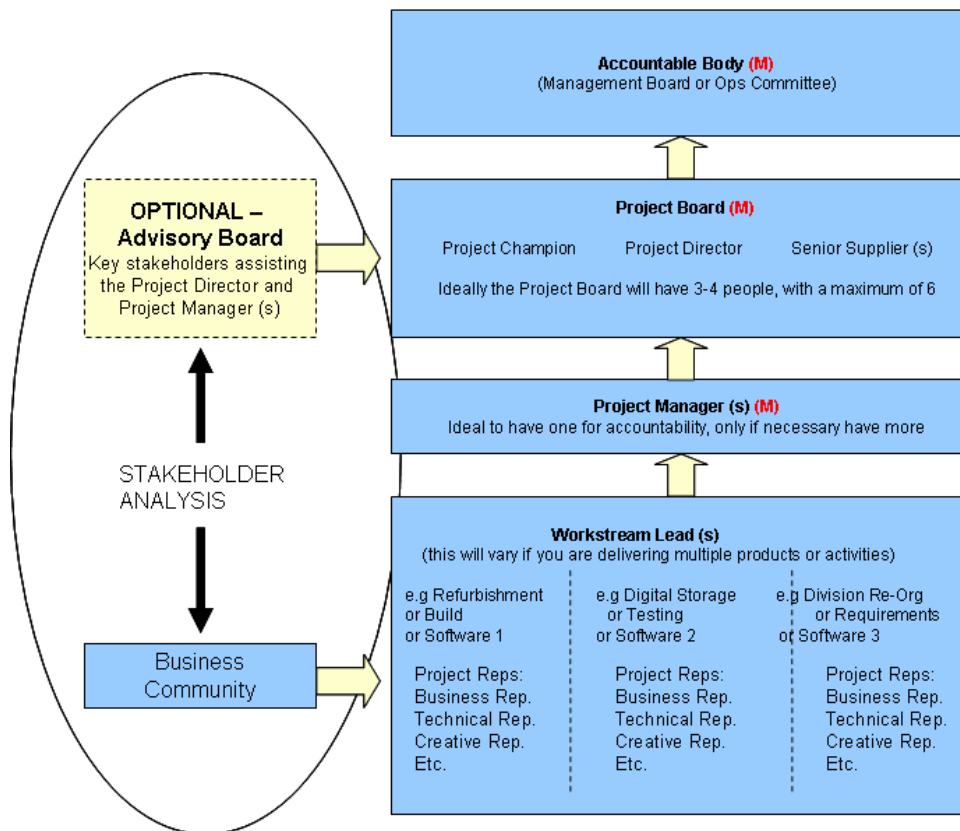
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STAKEHOLDER ANALYSIS

Identify the <u>key</u> stakeholders (both internal and external) in your project and determine their interests or requirements from the project; what the project needs from them, any perceived attitudes and/or risks the stakeholders may have and the actions to be taken to achieve this.

This may require a series of meetings or workshops in order to complete the Interview Sheet below.
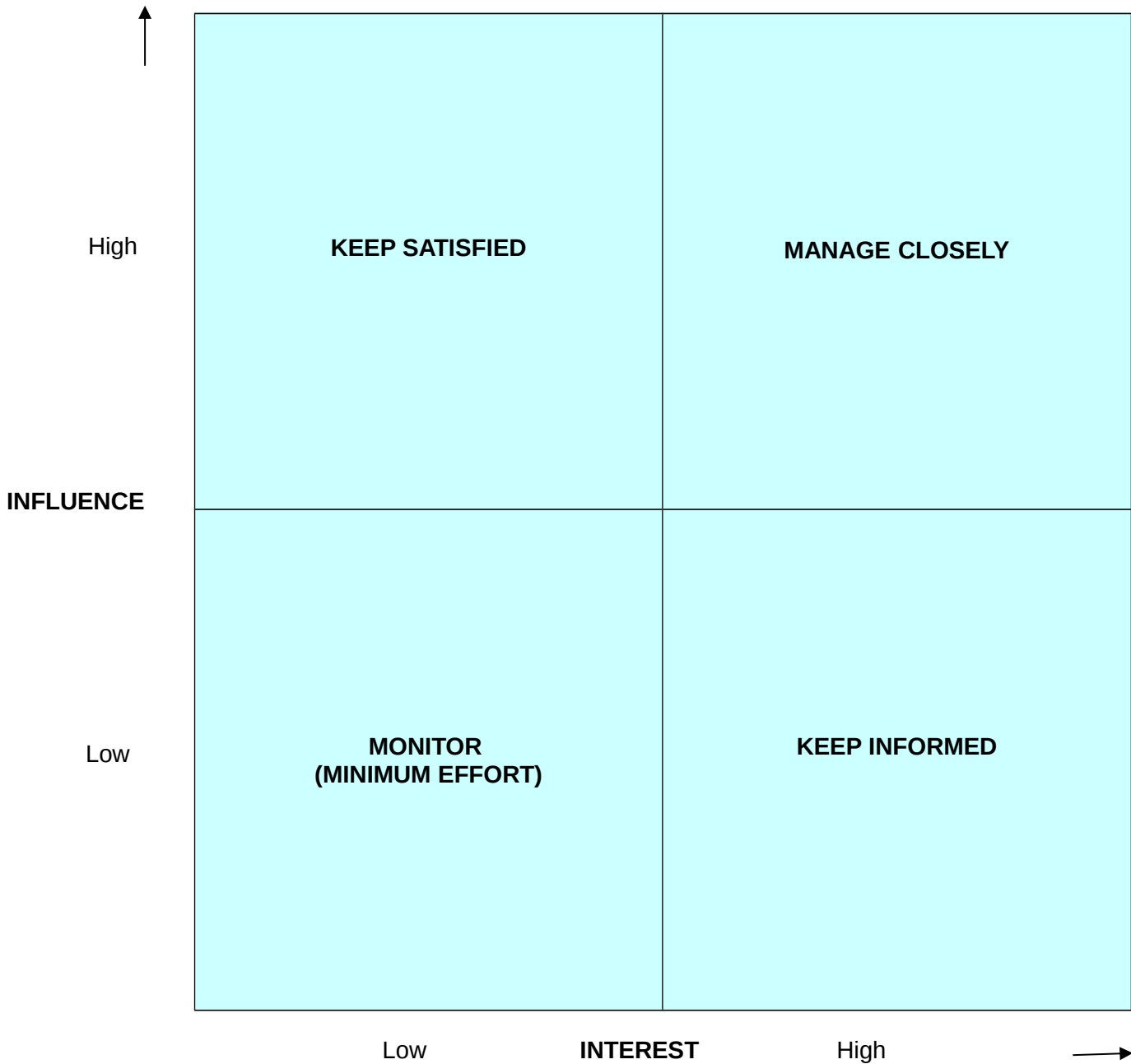
From your list of stakeholders you may determine more easily how they fit into your Project Organisation. The majority of whom will fit into the Advisory Board or Business Community.

Stakeholder Interview

Category	Name	Objectives/Questions Topics to Cover (adjust as necessary): Special Interests Influence Dependencies Critical Timelines / Risks Actions required
Staff by Faculty		
Students by Faculty		
Staff by Admin Dept		
Security		
Technology		
Support		
Industry Representatives (i.e. associations)		
External to College (i.e. other business or residents)		
Finance		

INFLUENCE / INTEREST GRID

Once the <u>key</u> stakeholders are identified, plot their position on the grid below. Please refer to the 'Guidance Notes' below for reference.

KEEP SATISFIED	**MANAGE CLOSELY**
MONITOR (MINIMUM EFFORT)	**KEEP INFORMED**

INFLUENCE — High / Low

Low   **INTEREST**   High

GUIDANCE NOTES

Brainstorm to identify stakeholders, the intention is to use the most powerful stakeholders to shape your project in the early stages. Not only does this make it more likely that they will support you in the future but their input can aid the quality of your project. Using these powerful stakeholders can assist with gaining the correct level of resources for your project. Using your influence/interest grid to drive your communications strategy ensures that stakeholders receive the correct level of information at the right time, the earlier you start communicating with your stakeholders the better their understanding of the project and its benefits.

Plot stakeholder's position on the grid above using the following guidelines:

> **High influence, interested people:** these are the people you must fully engage and make the greatest efforts with e.g. A head of department, who represents the users/customers

> **High influence, less interested people:** provide sufficient information to these people to ensure that they are up to date but not overwhelmed with data e.g. the Accountable Body (Management Board or Operations Committee)
> **Low influence, interested people:** keep these people adequately informed, talk to them to ensure that no major issues arise. These people can help with the detail of the project e.g. End Users, other Project Managers, Business Community
> **Low influence, less interested people:** provide these people with minimal communication to prevent boredom e.g. other departmental members, teams unaffected by the change.

When plotting stakeholders position on your grid it is worthwhile establishing who will be advocates/supporters of your project and who will be blockers/critics of your project. Use colour coding to identify which of these two groups the stakeholder belongs – e.g. green for advocates/supporters and red for dis-interested/unsupportive. The following questions help you to understand their needs/drivers and grouping and assist in establishing the best way to engage them in your project:

> What financial or emotional interest do they have in the outcome of your work – is it positive or negative?
> What motivates them most of all?
> What support do you want from them?
> What information do they want from you?
> How do they want to receive information from you – what is the best way of communicating your message to them? (This will input into your communications plan)
> What is their current opinion of your work and is it based on good information?
> Who influences their opinions generally and who influences their opinion of you?
> Do some of these influencers therefore become important stakeholders in their own right?
> If they are not likely to be positive what will win them round to give their support?
> If you are unlikely to win around, then how will you manage their opposition?
> Who else might be influenced by their opinions and decide if they need to become stakeholders in their own right?

Remember that projects become more important the nearer they get to implementation and will therefore affect more people. Keep abreast of your stakeholder analysis and change your communications techniques as necessary to ensure that your stakeholders are kept informed to the right level.