

# How to Get the RIGHT Stakeholder Involvement




Session Objectives		What to Expect
		
Making a Case for Business Modeling	Identifying Potential Stakeholders	Getting the Right People Involved

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# How to Get the RIGHT Stakeholder Involvement

**Making a Case for Business Modeling** #1



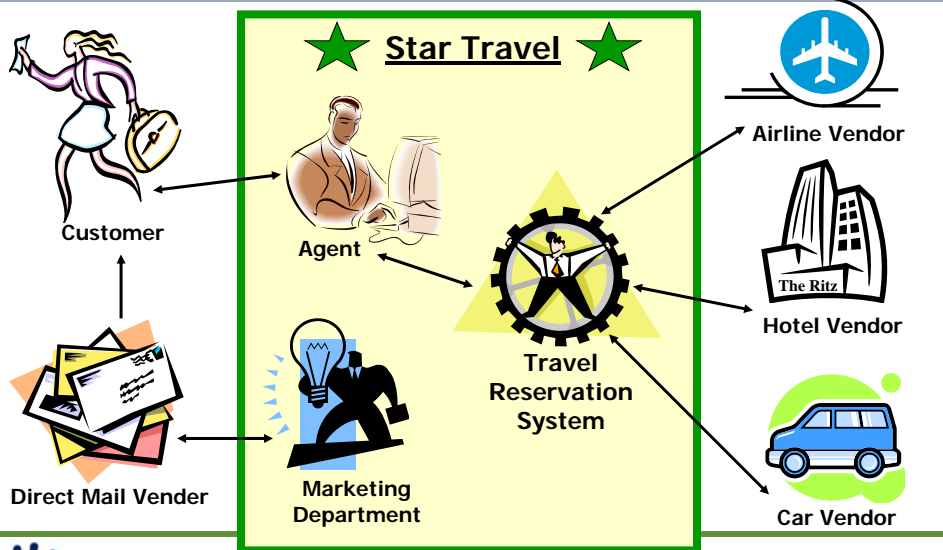
**Objective #1**

**What business processes are affected by your project?  
Who is impacted?**

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**Pictures Are Worth...** Visuals Help



**Star Travel**

Customer

Agent

Marketing Department

Travel Reservation System

Direct Mail Vendor

Airline Vendor

The Ritz Hotel Vendor

Car Vendor

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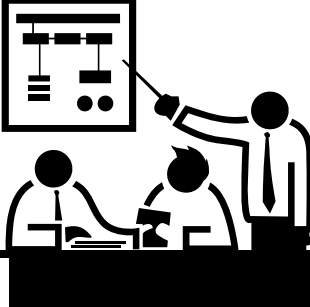
# How to Get the RIGHT Stakeholder Involvement

## What is Business Process Modeling?

BPM

- Graphical decomposition of an organization's **activities**.
- Graphical decomposition of an organization's **workflow**.
- Representation of business **guidelines** and **standards** for how to conduct business.

Foundation for and key input into the project requirements.

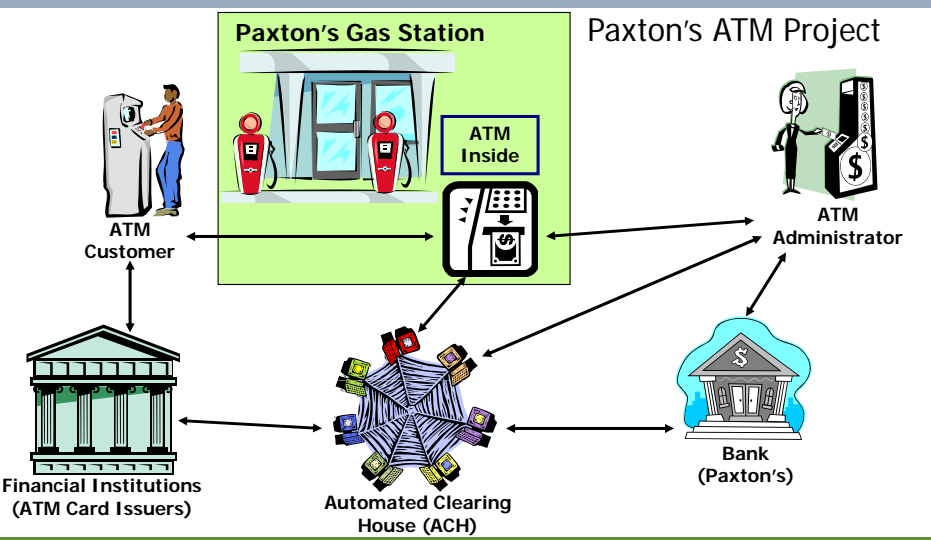


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## Relationship Maps Show Roles

Roles



Paxton's Gas Station

Paxton's ATM Project

ATM Customer

ATM Inside

ATM Administrator

Financial Institutions (ATM Card Issuers)

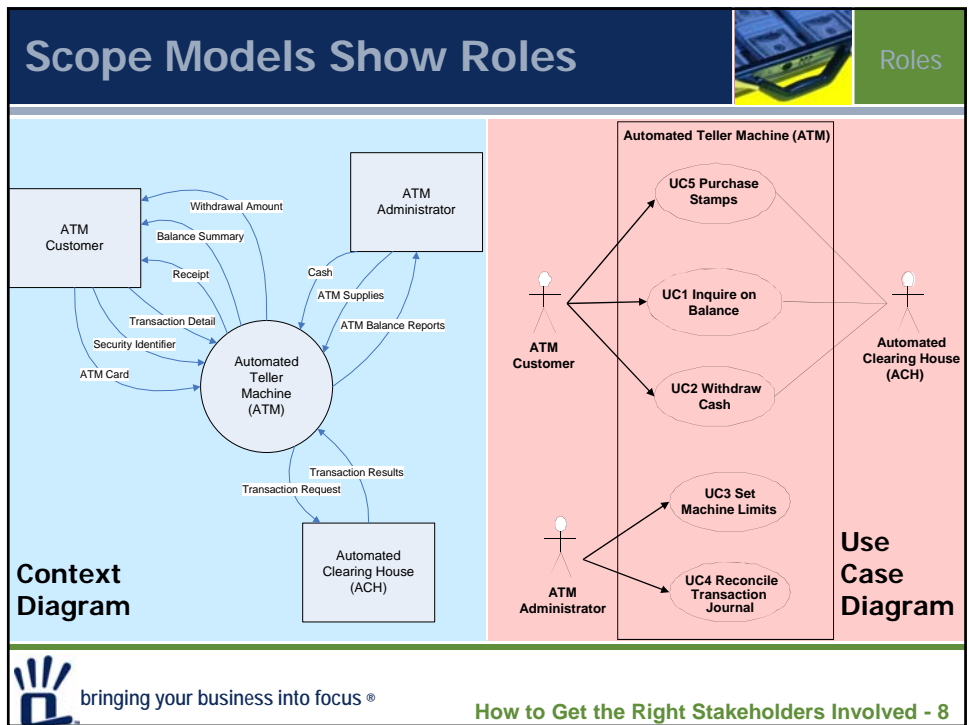
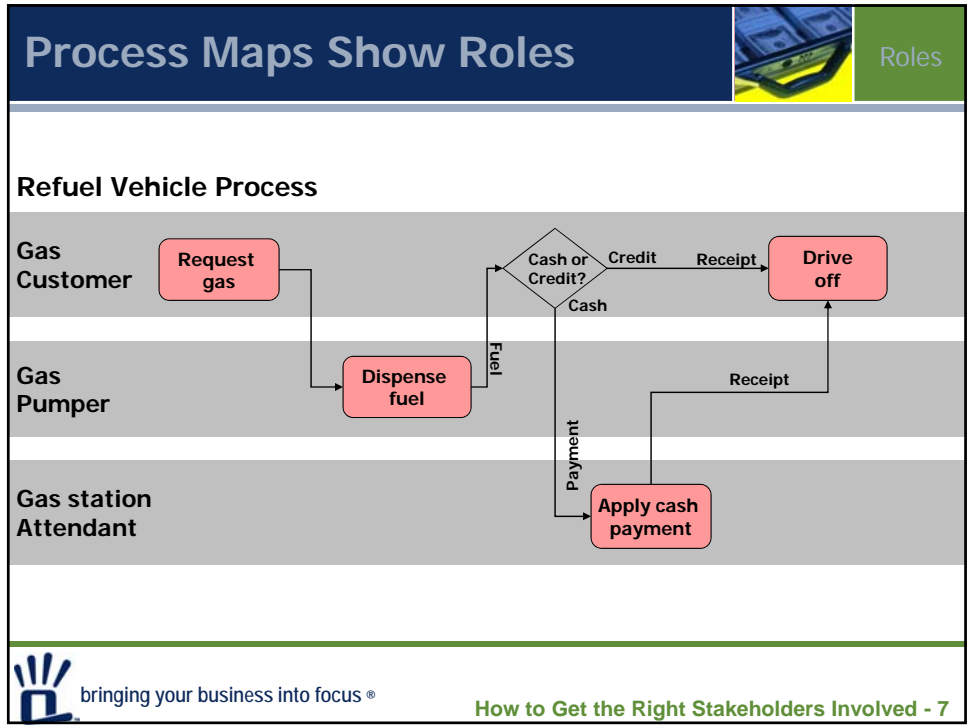
Automated Clearing House (ACH)

Bank (Paxton's)

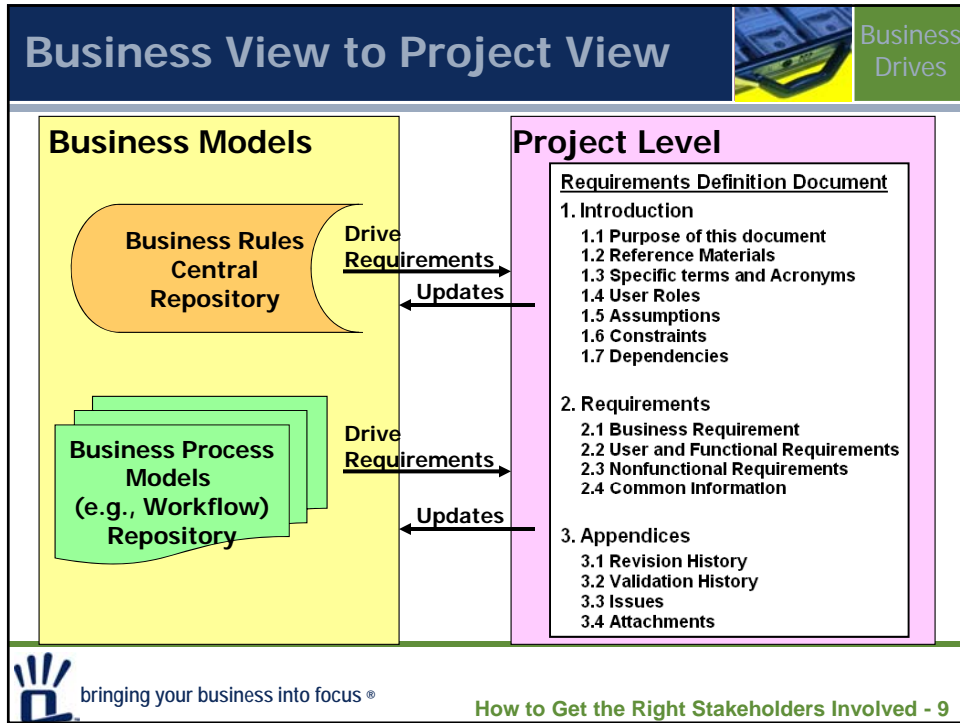
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# How to Get the RIGHT Stakeholder Involvement



# How to Get the RIGHT Stakeholder Involvement

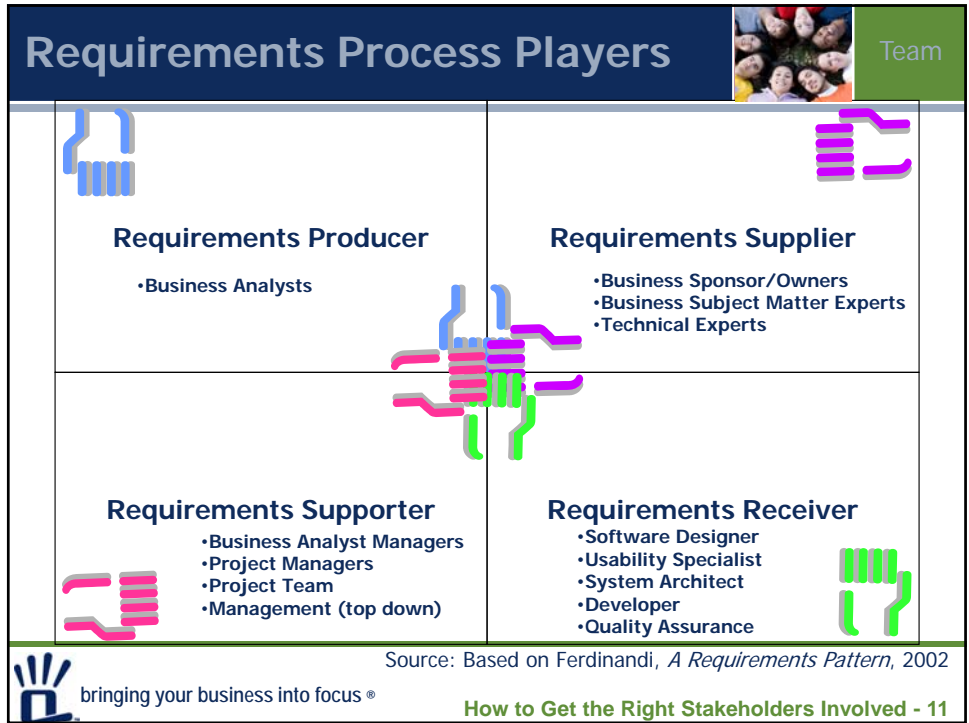



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# How to Get the RIGHT Stakeholder Involvement



# How to Get the RIGHT Stakeholder Involvement

## Define 'Supplier' Roles



Define Roles

- Sponsor / Champion
- Customer / Client
- Process Owner
- Program Manager
- Product Manager
- Business Subject Matter Expert
- Business Process Area Experts
- Technical Subject Matter Expert
- System / Product End-Users
- System / Product Buyers
- System / Product Disposers
- Industry Standards Authority
- Market Analysts
- Anthropologist
- Usability and efficiency experts
- Test Market Representatives
- Inspectors and Auditors
- Government Authority
- Regulatory / Compliance Authority
- Industry Standards Authority
- Special Interest Groups
- Cultural Interest Groups
- Public Opinion Representatives
- Professional Organizations
- Business Architect
- Business Strategist
- Business Support Departments:
  - Audit
  - Sales
  - Marketing
  - Accounting
  - Legal
  - Human Resources
  - Mail Room



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## Define 'Receiver' Roles



Define Roles

- User Acceptance Test Group
- Production Support Personnel
- End-user Trainer
- Training Department
- Network Planner
- Usability Engineer
- Business Operations Support Personnel
- Technical Operations Support Personnel
- Implementation Architect
- Configuration Management
- System / Product Disposers
- System / Product Maintenance
- Communications Specialist
- Inspectors and Auditors
- Development Team Members:
  - System Architect
  - Quality Assurance
  - System Analyst
  - Designer
  - Developer (Programmer)
  - Database Administrator (DBA)
  - Data Warehouse Specialist
  - Tester
  - Release Coordinator
  - Technical Writer
- Change Control Manager
- Change Control Board



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# How to Get the RIGHT Stakeholder Involvement

## Stakeholder Profile Technique



Right People


- Purpose: Identify potential stakeholders to provide and validate requirements.

Stakeholder:	Area/Topic:	Stakeholder Role:
Susan	Human Resources	Sponsor
Kevin	HR - Total Rewards	Process Owner
Carolyn	HR – Systems	Program Manager
Michelle	HR – Benefits	Business Analyst
Andy	IS – HR Systems	Technical Support
David	IT Security	Subject Matter Expert
Laura	Audit	Auditor


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## Brainstorm for Areas/Topics



Impact

- Review the business process models and scope diagrams for impacted areas.
- What business processes are impacted?
- What expertise is needed?
- What do the stakeholders know?




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# How to Get the RIGHT Stakeholder Involvement

## Finding Potential Stakeholders



Find People

1. Start with the **project team**.
2. Next within the sponsor's **business area**.
3. Next within the sponsor's "partner" **support areas**.
4. Next **internal** to the company.
5. Finally, **external** to the company.

Note: a given area/topic can have more than one stakeholder.



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## Getting the Right People Involved

#3

Objective #3


How do I get better project results?



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# How to Get the RIGHT Stakeholder Involvement


Survey Each Potential Stakeholder

Right People

**📌 Purpose:** Identify the level of expertise of each stakeholder.

**Profile for Michelle Stakeholder:**

Area/Topic of Expertise:	Little	Some	Proficient	Expert
Human Resources	✗			
HR-Total Rewards	✗			
HR- Systems		✗		
HR- Benefits				✗
IS – HR Systems			✗	
IT Security	✗			
Audit	✗			


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Stakeholder Survey Interview

Survey


**📌 Explain the four degrees of experience:**

- ☞ Little = Very limited or no experience.
- ☞ Some = Apprentice level (enough to be dangerous).
- ☞ Proficient = Very familiar with the topic.
- ☞ Expert = Person everyone goes to for help. (Doesn't need to know it all.)

**📌 Reviewing the Survey together, ask the Stakeholder the following:**

- 📌 In the areas you know some or little, who would you go to with questions?
- 📌 What areas/topics should be added?
- 📌 In the event you're out of the office, who is your backup (other experts)?





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# How to Get the RIGHT Stakeholder Involvement


**Assess Stakeholder Surveys**

Assess

- **Ensure adequate stakeholder representation for each area/topic of expertise in scope for the project.**
  - May also be used for identifying staff or user training needs.
- **Approach:**
  1. Compile the results from the completed Surveys.
  2. Look for areas that are lacking expertise.



Who is the "walking encyclopedia?"



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**Stakeholder Assessment**

Analyze

■ Purpose: Identify **at least two** stakeholders (proficient/expert) for each area and topic.

Area/Topic of Expertise:	Michelle	Andy	David	Laura
Human Resources	L	L	S	P
HR-Total Rewards	L	L	L	L
HR- Systems	S	E	P	S
HR- Benefits	E	P	L	P
IS – HR Systems	P	E	E	S
IT Security	L	S	E	L
Audit	L	S	S	E



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# How to Get the RIGHT Stakeholder Involvement

## Secure Resources



Confirm


- **Communicate needed resources to Project Manager (and Sponsor).**
  - Unavailable resources may pose a significant project risk.
- **Confirm availability of resources for the project timeline.**
- **Optimize resource availability.**
  - For example, invite “proficient” resource during elicitation, but invite critical “expert” to validation.




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## Stakeholder Discussion Topics



Discuss

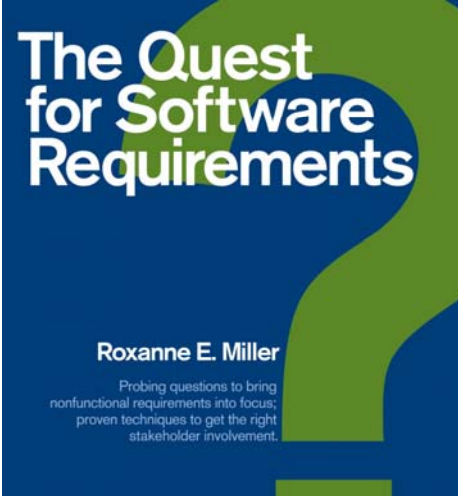



1. How does the stakeholder profile differ from the list of project team resources?
2. What if the experts I identify are not available resources for my project?

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# How to Get the RIGHT Stakeholder Involvement

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<b>Apply What You've Learned</b>		Do It
	<p align="center"><b>Apply the stakeholder profile technique to your project.</b></p>	
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Tuesday – October 5<sup>th</sup>

WHERE

Alliant Energy Center  
Madison, Wisconsin

WHO

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## Questions



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