# Stakeholder Analyses

Internship Webseminar
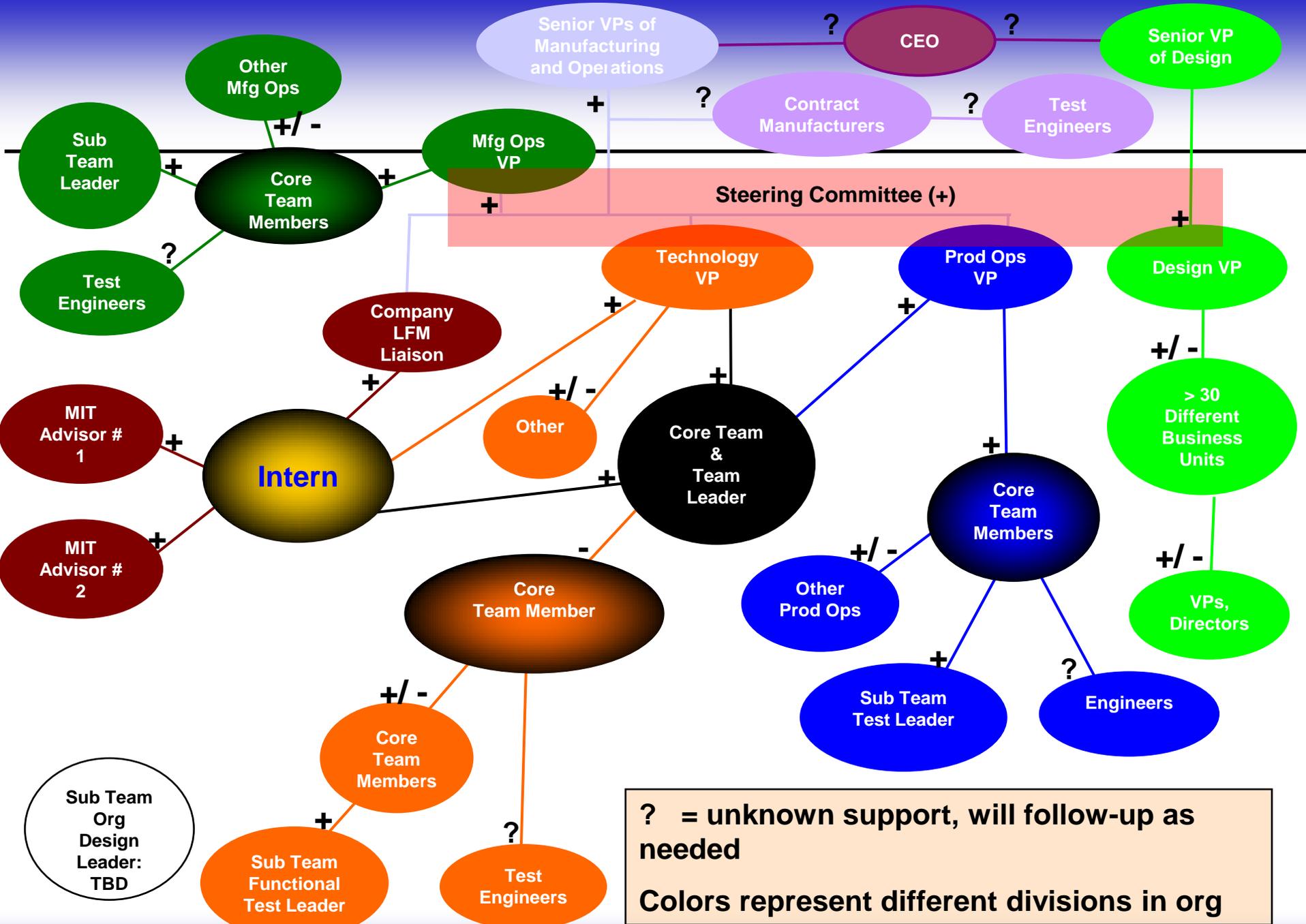
Jan Klein

July, Year 2

Stakeholder Analyses

- Who are the stakeholders involved in and affected by the project and what are their interests?
  - What is the relationship between each of these stakeholders?
  - What does each stand to gain or lose from the project?
  - What role should each stakeholder play in the implementation of your project?
  - How willing and/or able are they to support your project?
- Extend analyses beyond immediate team to include external stakeholders who affect the outcome of your project
  - Include other departments, functions, organizations, MIT, etc.

Stakeholder Mapping -- *Simplified*
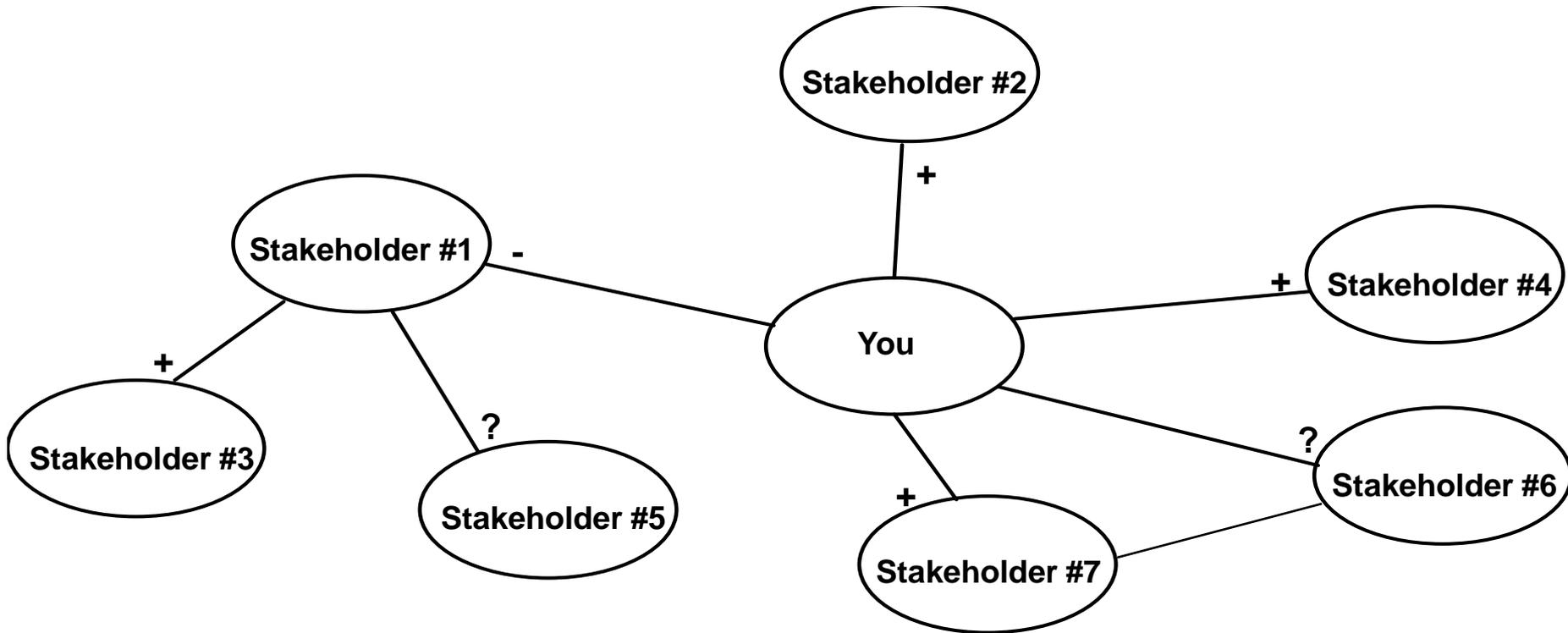
- **Lines indicate key relationships between stakeholders**

- **Plusses and minuses indicate whether individual stakeholders are for or against your project**

Senior VPs of Manufacturing and Operations

CEO ? ?

Senior VP of Design

+

? **Contract Manufacturers** ? **Test Engineers**

Other Mfg Ops

+/ -

Sub Team Leader **+**

Core Team Members

+

Mfg Ops VP

+

Steering Committee (+)

+

? **Test Engineers**

Technology VP

Prod Ops VP

Design VP

+

Company LFM Liaison

+

+/ -

Other

+

Core Team & Team Leader

+

Core Team Members

+/ -

> 30 Different Business Units

MIT Advisor # 1 **+**

Intern

+

MIT Advisor # 2 **+**

+/ -

Other Prod Ops

+/ -

VPs, Directors

-

Core Team Member

+

Sub Team Test Leader

? **Engineers**

+/ -

Core Team Members

+

Sub Team Functional Test Leader

? **Test Engineers**

Sub Team Org Design Leader: TBD

? = unknown support, will follow-up as needed

Colors represent different divisions in org

* Adaption by LFM08 intern

Project Commitment Chart

Key Stakeholders	Block It	No Commitment	Let It Happen	Help It Happen	Make It Happen
1.	X		→ 0		
2.			X →	0	
3.			0 ←	X	
4.				(X0)	
5.			X → 0		
6.			X →		0
7.			(X0)		
8.			X →	0	
9.			0 ←		X
10.	X →			0	

Adapted from *Organizational Transitions: Managing Complex Change,* R. Beckhard & R. Harris

Capability Analysis

Key Players	Willingness	Ability	Influence	Time/Availability
1.	L	M	H	L
2.	H	H	M	M
3.	M	M	L	H
4.	H	H	H	M
5.	H	H	M	M
6.	M	M	H	L
7.	H	H	L	M
8.	M	M	M	M
9.	H	L	L	H
10.	L	M	M	L

L = low	M = medium	H = high

Adapted from *Organizational Transitions: Managing Complex Change*, R. Beckhard & R. Harris

Project Commitment Chart

Key Stakeholders	Block It	No Commitment	Let It Happen	Help It Happen	Make It Happen
1.	X	→	0		
2.			X →	0	
3.			0 ←	X	
4.				(X0)	
5.		X →	0		
6.		X	→		0
7.			(X0)		
8.		X →	0		
9.			0 ←		X
10.	X	→		0	

Under Control	Manageable	Worrisome

Adapted from *Organizational Transitions: Managing Complex Change,* R. Beckhard & R. Harris

Stakeholder Analysis*

Stakeholder	Relationship & Needs	Perceived Challenges	Language Challenge	07/04 Buy In	Actions to Overcome
1	Primary site interface; Good professional and personal	Seems to have many projects	1	1	Have close contact. Continue
2	Good professional relationship; wants bottom line results	Seems less concerned with organizational aspects of change	1	1	Status once/month.
3	Good professional relationship; wants documented collaboration between LFM interns	Not on site; wants to meet specific milestones; details of projects still need fleshing out	1	1	Continue to status on weekly basis
4	Exchanged emails introducing myself	Factories are decentralized and relationships seems strained	1	?	Telecon
5	No real relationship due to language issues	Retiring this year; uninvolved, seems indifferent to changes	4	?	Use Supervisor as champion.

Language Challenge

1   = Language Comprehension > 95 %
2   = 75% < Language Comprehension <95 % (Occasional Translation Needed)
3   = 25% < Language Comprehension < 75 % (Translation Needed Most of Time)
4   = Language Comprehension < 25 % (Translation Always Needed)

Buy In Ranking

1   = fully supportive
2   = moderately supportive
3   = Indifferent
4   = Against project
?   = Unsure, haven't pushed change yet

* Adaption by LFM05 intern

Stakeholder Analysis Deliverable

- Due July

  1. Stakeholder map
  2. Analysis (tailor the analysis to your internship)
     1. Commitment/capability analysis
     2. Barriers/enablers and action plan

- Format: your choice (ppt, doc, xls)

Surveys and Interviews

- Review COUHES slides from internship prep session during the internship prep session.

- Interviews

  - Modify template on next slide for introduction

  - If you use any direct quotes in your thesis, you must get permission from interviewee to use the quote. This can be done either by email (attaching the paragraph from your thesis using the quote) or an interview waiver sheet that you ask the interviewee to sign.

  - No quotes can be used without being cleared by interviewee, even those used anonymously

- Surveys

  - Modify template on slide 13 for introduction

Sample – Introduction to Interviews

- Purpose of the study and general categories of people you plan to interview.

- Participation is voluntary and there is no obligation to answer all questions. Subject has the right to discontinue the interview at any time.

- Reassure of confidentiality even if they don't ask about it: Confidentiality may or may not be a concern for you, but I wanted to let you know that anything you tell me will be kept confidential. All the comments will be anonymous. We will also be extremely careful to assure that comments are generic and not attributable back to any particular individual unless prior approval is granted. The company will have an opportunity to review thesis for proprietary information. We will encourage the company sharing the thesis with all people interviewed.

- The material gathered through these interviews will be supplemented by academic research as well as interviews with members of other global program teams across other companies

- Do they have any questions regarding the study before we begin?

Sample -- Survey Template

The purpose of this survey is to research _____ .

This survey is strictly voluntary and there is no obligation to answer every question; omit any questions you are unable or uncomfortable in answering. INDIVIDUAL RESPONSES WILL BE CONFIDENTIAL. The aggregated data will be used by the research team to identify areas of concern to members _____and for feedback to sponsoring companies for action planning to better support their _____ .

 If you have any questions concerning this survey, please contact :

Other Burning Issues?

- What are the key challenges you are currently facing?

- What could we have done better to help you prepare for your first month or two?
  - Suggestions for LGO12's

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