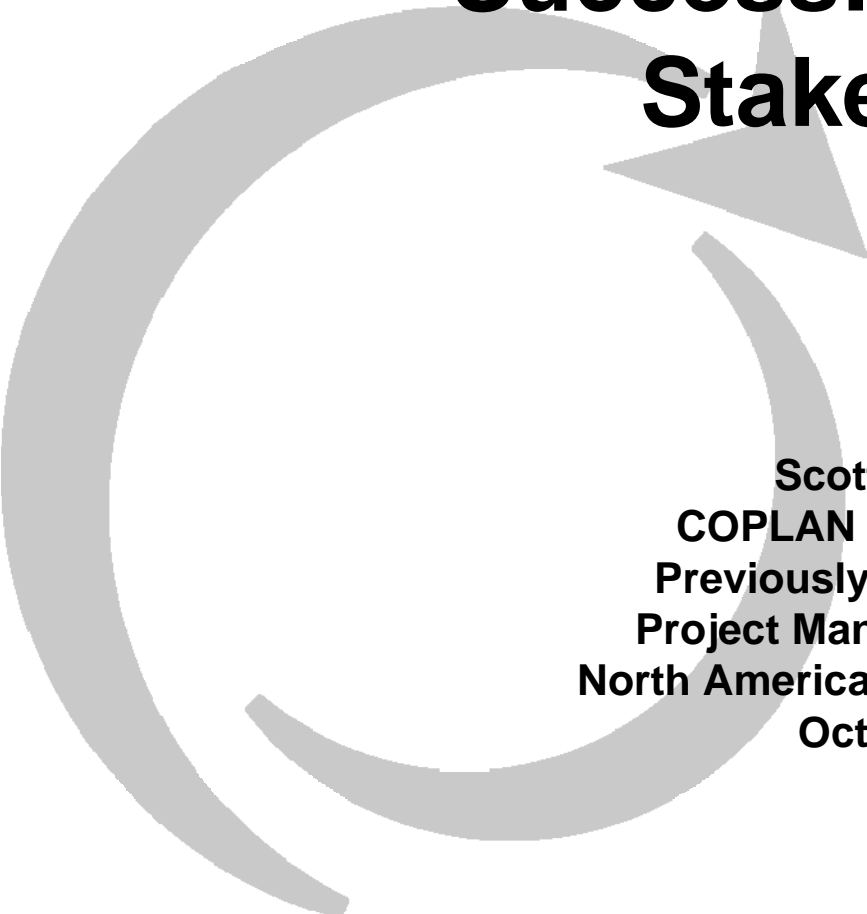




# **How to Win the Prize of Project Success: Know Your Stakeholders**

A large, light grey graphic of a circular arrow, starting from the bottom left and curving around to point towards the top right, positioned behind the text.

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## A Tale of Two Projects

- **Payor System Project** – Started without a clear method for handling stakeholder changes
- **Electronic Medical Record (EMR) System Project** – Initiated based on an upfront stakeholders' analysis

## **Lessons Learned**

- Stakeholder involvement is essential
- Identification of primary stakeholder involvement at project initiation is a key determinant of project readiness and success
- Stakeholder analysis provides information on how to manage stakeholders and proceed successfully
- Information from a stakeholders' analysis helps address implications if stakeholders change

## Definitions

- **Stakeholders** – Persons or groups whose problems, needs or interests are affected by the project
  - **Primary Stakeholders** – Persons of immediate interest to the project
  - **Secondary Stakeholders** – An intermediary in the project
- **Stakeholders' Analysis** – An assessment of a project's key participants and the extent to which their problems, needs and interests are affected by the project

## Why Analyze Stakeholders?

- A stakeholders' analysis is the first step in building relationships by identifying:
  - Capabilities of an organization to attain project success, i.e., project readiness
  - Characteristics and interests of stakeholders
  - Conflicts of interests among stakeholders
  - Roles of stakeholders, e.g., issue resolution, periodic committee participation, full-time committee assignment, etc.
  - Capacity of stakeholders to participate in the project
  - Participation by different project phase, i.e., system planning, definition, acquisition, and implementation

# Stakeholder Requirements

- **Importance** – Measures the priority given to the project by its stakeholders
- **Influence** – Measures the degree to which stakeholders have the ability to affect the outcome of the project
- **Commitment** – Measures the degree to which stakeholders will be available to participate in the project
- **Engagement** – Measures stakeholders' willingness to stay informed and be current on project issues and their resolution

## Step 1: What's the Impact?

- Identify business areas affected by the project:
  - Clinical
  - Legal
  - Financial
  - Information Technology
  - Corporate
  - Other

## Step 2: Who's Affected?

- Identify primary individuals representing affected business areas:
  - Chief Executive Officer
  - Chief Operating Officer
  - Chief Financial Officer
  - Chief Information Officer
  - Chief Medical Officer
  - Chief Nursing Officer

## Step 3: How Do You Get Input?

- Identify a stakeholders' analysis tool
  - Collect data via survey and/or interviews
  - Use an on-line survey
  - Focus questions on stakeholder requirements and project readiness

## Step 4: What Do You Ask?

- Prepare questions by category:
  - **Consequences** – Positive or negative project outcomes
  - **Budget** – Project financial resources
  - **Schedule** – Project time frame
  - **Scope** – Breadth of the project
  - **Resources** – Number, type, and availability of project personnel

## Step 5: What Does It Mean?

- Defines inter-relationships between stakeholder:
  - Importance
  - Influence
  - Commitment
  - Engagement
- Profiles:
  - Individual stakeholder views of the project
  - Project support by stakeholder business areas
- Identifies:
  - Potential project strengths and weaknesses
  - Ways to use strengths and address weaknesses



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