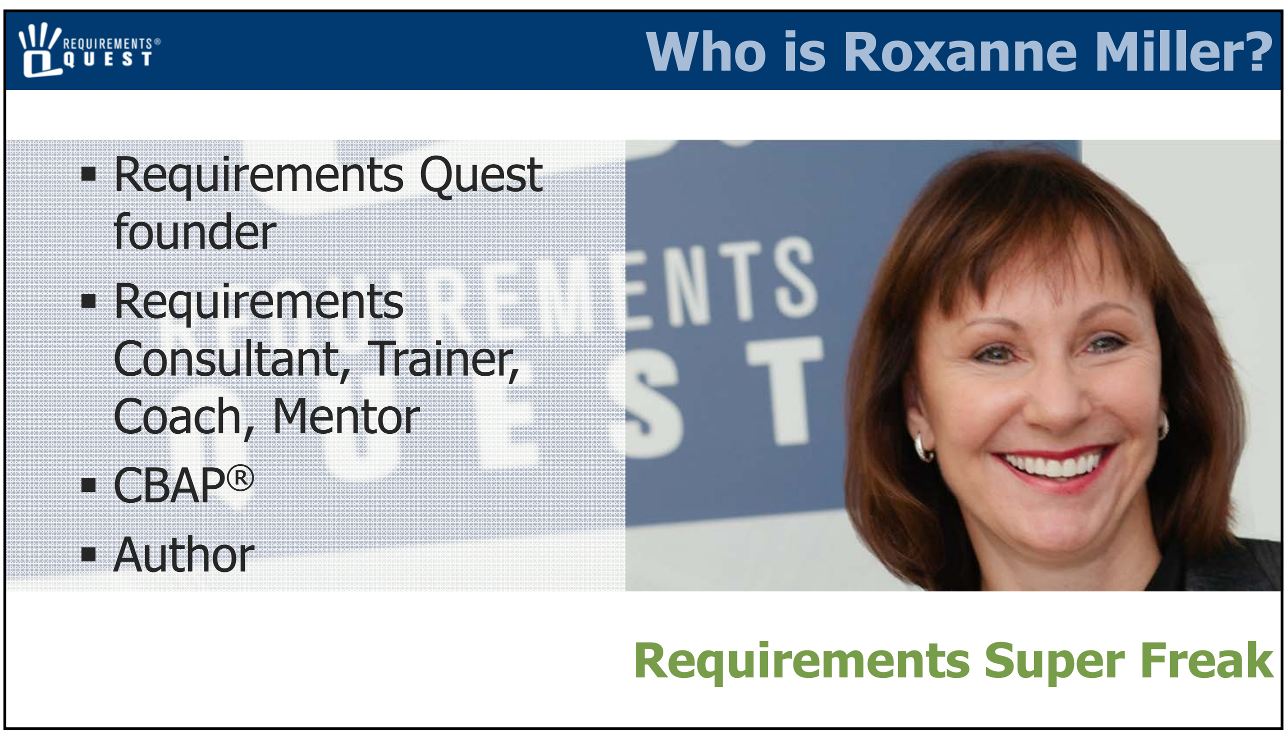

SME
WHAT THE WHO KNOWS:
Six Steps to Mastering Stakeholder Profiling


REQUIREMENTS® QUEST
Who is Roxanne Miller?
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Requirements Super Freak

What to Expect

- Establish Terminology
- Identify 6 steps to successful stakeholder profiling
- Explore frequently asked questions

Definition of a Stakeholder

"A stakeholder is a group or individual with a relationship to the change, the need, or the solution."

- Business Analysis Core Concept Model™ (BACCM™); *BABOK® Guide v3*

An individual or group that a *Requirements Producer* (for example, business analyst) is likely to engage with directly or indirectly during the requirements development and management processes.

What is Stakeholder Profiling?

A *Business Analysis Planning and Monitoring* activity that includes:

- ✓ the identification of stakeholders who may be affected by a proposed initiative
- ✓ identifying appropriate stakeholders for the project or project phase
- ✓ determining the best collaboration and communication approach
- ✓ Planning for stakeholder risks

Based on *BABOK® Guide v3*

STAKEHOLDER PROFILING

SME

☑ IDENTIFY ☑ PLAN ☑ SECURE

PART ONE — IDENTIFY POTENTIAL STAKEHOLDERS

1. Review existing business models
2. Brainstorm 'Topics of Expertise'
3. List names of potential stakeholders

PART TWO — SECURE THE STAKEHOLDERS

4. Survey each potential stakeholder
5. Analyze the stakeholder surveys
6. Secure the stakeholder resources

Identify Potential Stakeholders; Step 1

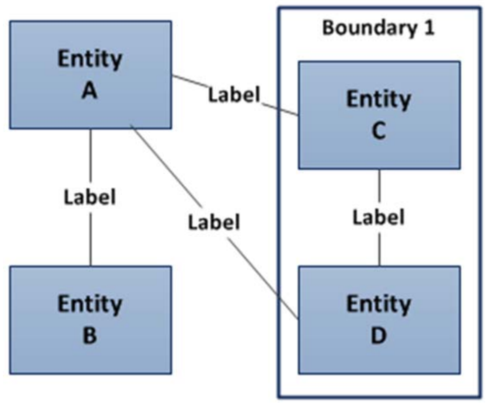
1

Review Existing Business Models

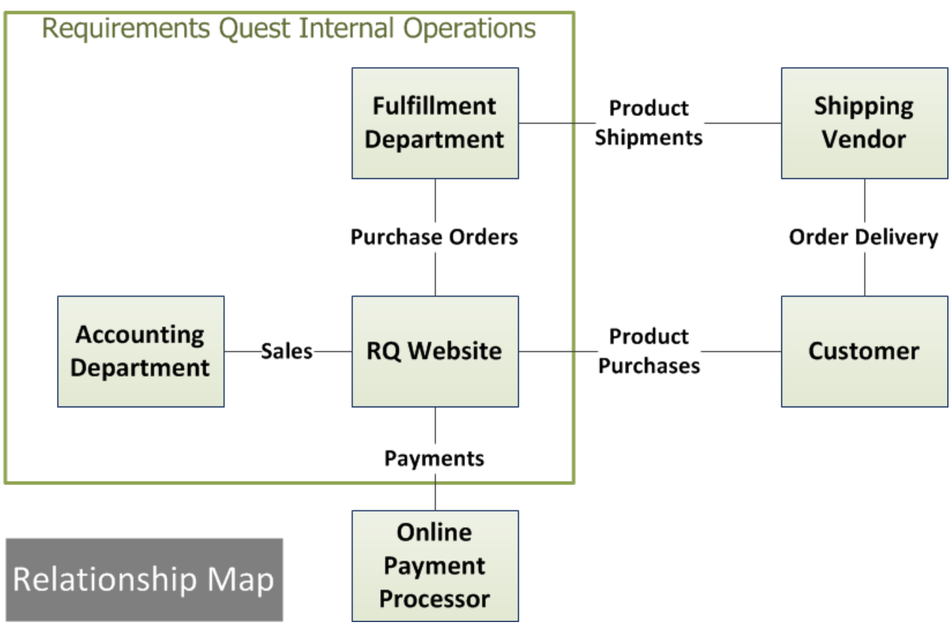
What entities are in the project scope?

- Relationship Map
- Project Charter
- Vision & Scope
- Business Rules
- Process Maps
- And more…

Relationship Map



RQ Shopping Cart Project

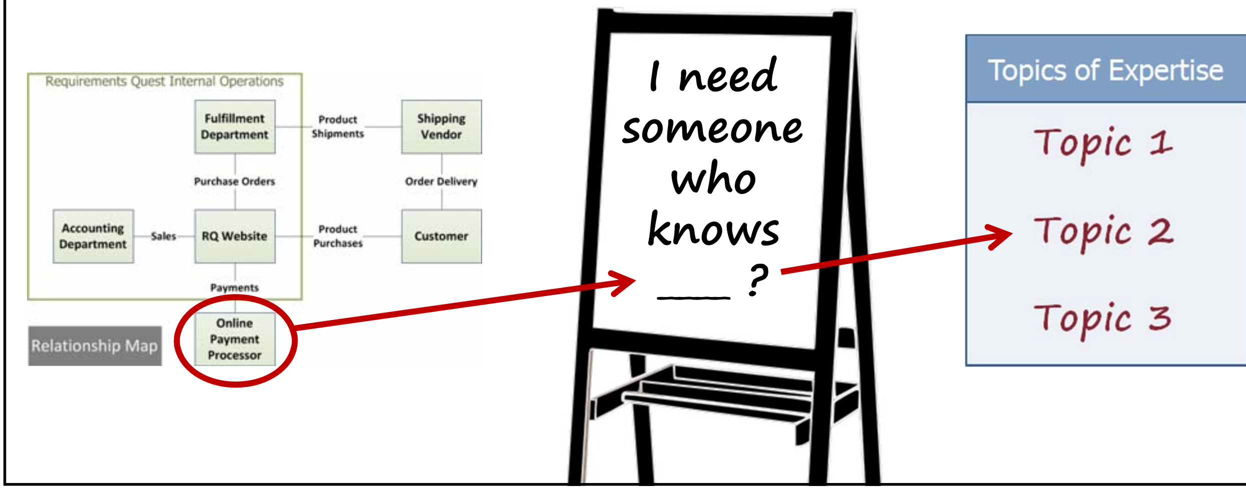


Relationship Map

Identify Potential Stakeholders; Step 2

2 Brainstorm Topics of Expertise

What expertise is needed?



Identify Potential Stakeholders; Step 3

3 Name Potential Stakeholders

Who might have the expertise?

Step 3 →

Potential Stakeholders	Topics of Expertise
Joe, Sarah	Topic 1
Tom, Alice	Topic 2
Sue, Eric	Topic 3

← Topics of Expertise (result of Step 2)

SME Secure the Stakeholders; Step 4

4 Survey Potential Stakeholders

Who are the experts?

Conduct an interview with each 'potential' stakeholder named in Step 3.

Name: Tom

Topics of Expertise	Little	Some	Proficient	Expert
Topic 1		X		
Topic 2				X
Topic 3		X		

SME Secure the Stakeholders; Step 5

5 Analyze Stakeholder Surveys

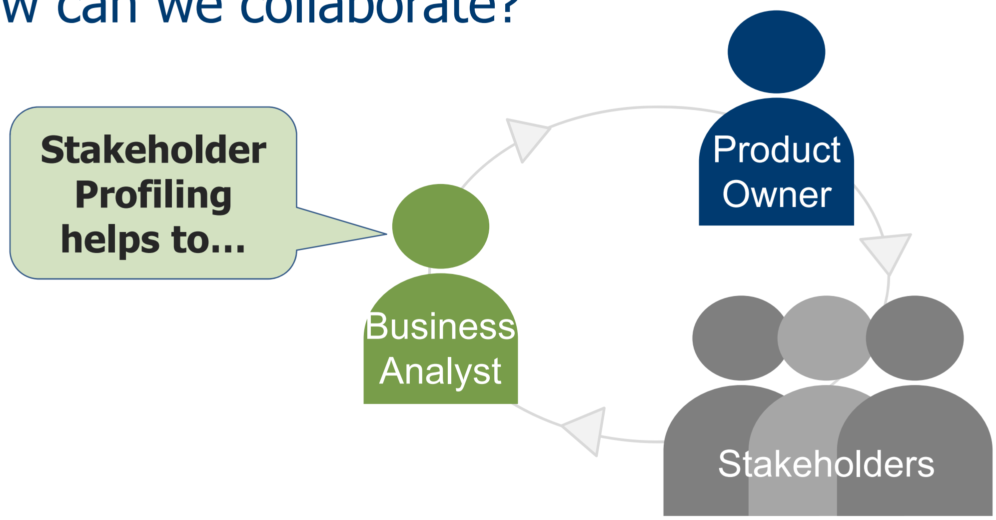
Are there at least 2 experts per topic?

Topics of Expertise	Joe	Sarah	Tom	Alice	Sue	Eric	
Topic 1	P	P	S	L	S	P	✓
Topic 2	L	L	E	P	L	S	✓
Topic 3	S	S	S	L	P	S	✗

Secure the Stakeholders; Step 6

6 **Secure Stakeholder Resources**

How can we collaborate?



When do I use stakeholder profiling?

Throughout the life of the project.

When you join the project (at the project start or on-going).

What if a stakeholder over/underrates?

Whether the stakeholder overrates or underrates their level of expertise, it is okay.

2 to 4 persons per topic will balance the contribution.

What if a stakeholder declines?

Determine the **root cause**.

Collaborate with sponsor or product owner to work through personality conflicts and resource workload issues.

What if a stakeholder is too busy?

Look for expertise in other stakeholders.

Invite to review requirements that are drafted with less experienced stakeholders.

How do I use it for planning?

Prioritize the topics of expertise.

Estimate timing of involvement (when to expect engagement).

Estimate level of involvement (how much).

Why should I do stakeholder profiling?

Reduce the risk of missed requirements.

Decrease time wasted in meetings.

Plan your requirements approach.

Demonstrate your value!

What if I want to learn more?

Chapter 2, *The Quest for Software Requirements*

Send an email to inquire@RequirementsQuest.com to receive a free PDF!

How do I ask for more resources?

Educate the sponsor, product owner, and stakeholders on the technique.

Share your **plan** for resource utilization.

Stakeholder Profiling can help you to…

- Identify and gain access to the stakeholders you need
- Avoid missed requirements due to overlooked stakeholders or lack of expertise
- Eliminate wasted time in 'all-team' meetings
- Increase buy-in and commitment to the requirements
- Plan requirements development activities to align with resource availability
- **Demonstrate your Business Analysis value!**

Thank You

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