

www.cvr-it.com
info@cvr-it.com

Overview

Support Analysis

A Stakeholder Management Tool



CVR/IT Consulting LLC

Introduction

Support Analysis is a technique that is used to develop a better understanding of a project's stakeholders. It can be used in any kind and size of project including technical, process change, marketing and others. Support Analysis helps to determine which stakeholders are essential to project success, and also which ones may present a threat to the project.

Support Analysis is typically done by a project manager responsible for a project, or by a lead business analyst responsible for a requirements engagement or process analysis. For purposes of this presentation, the person doing the analysis will be referred to as the project leader.



Features

Each of the templates included in the **Support Analysis** workbook examines a unique attribute of project stakeholders. The project leader can use this information to better understand how to work with key stakeholders as well as to gain insight on how to better manage their expectations. Features of the workbook include:

- Extensive instructions
- Three preformatted templates for variations on the analysis
- Easy to use
- Preformatted for easy printing

As an example of the Support Analysis technique, we will consider the interaction of two factors as used on one of the templates in the workbook:

- Degree of Support for the project
- Influence in the Organization (i.e. the degree to which a stakeholder is a mover and shaker or decision maker)



The Technique

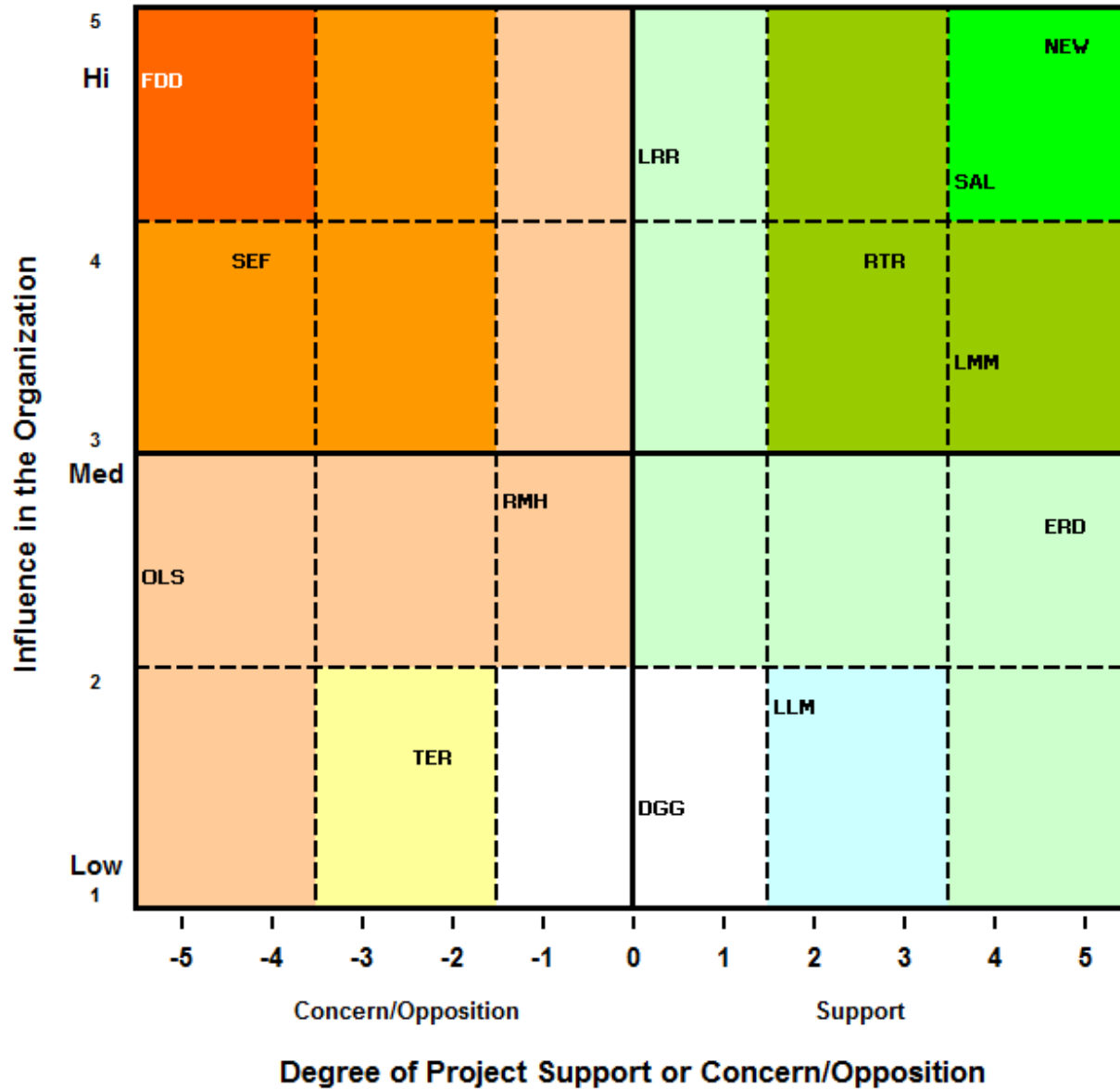
To perform the Support Analysis, do the following:

1. Develop a complete list of major project stakeholders
2. Evaluate each stakeholder for:
 - a. Degree of support for the project, with a range of +1 = low to +5 = Very High OR degree of concern or antagonism toward the project (-1 = low to -5 = Very High). OR 0 = they don't care.
 - b. Degree of influence in the organization (e.g. ability to make decisions; influence as a mover and shaker) from 1 = Low (average file clerk) to 5 = High (CEO; VP; Resident Expert)
3. Put the stakeholders' names or initials at the x , y coordinate on the Support Analysis graph, as shown in the next slide



Support Analysis #1

Analysis of Stakeholders with Power in the Organization



Interpreting the Results (1)

It may be seen in the graph provided that some stakeholders fall within each of the four quadrants of the chart, upper left and right, and lower left and right. We can interpret this as follows:

- Upper right: These stakeholders are very supportive of the project AND they have the power to make the project successful. The project Sponsor will typically be in this quadrant. These are people who would make great allies of the project leader.
- Upper left: These stakeholders are very concerned about or even antagonistic toward the project AND they have the power to cause it trouble. They cannot be ignored. If at all possible, action should be taken to get these people at least to neutral about the project so that they are not motivated to hurt it. If necessary, discuss this situation with the Sponsor as they may be the only person who can remedy the situation.



Interpreting the Results (2)

- Lower right: These stakeholders support the project and may be counted on to help it out. The project team and many end users may fall in this category. The project leader should ensure that they have what they need to complete work needed by the project.
- Although stakeholders in the lower left quadrant are somewhat concerned about or antagonistic toward the project, they may not have the power to cause it trouble. End users who have not bought into the changes that the project will bring about are often found here. To the extent that these stakeholders can cause problems, the project leader should work with this group to move them at least to neutrality .
- Stakeholders just to the right of the middle support the project somewhat. They may not be the best allies for the project leader, but at least they will not cause the project trouble.



Other Uses of Support Analysis

The Support Analysis workbook provides three templates. Each examines a different stakeholder attribute:

- Influence in the Organization (used in the example)
- Impact on Project Success (i.e. how important is their participation to success of the project?)
- Importance for Risk Management (i.e. how important is their participation to successful management of project risk?)

Other stakeholder attributes could be examined in a similar manner.



Summary

The **Support Analysis** workbook can be an important part of your stakeholder management process. Use it to identify those who can effectively support the project, as well as those who could present a real threat to project success.

The **Support Analysis** workbook is part of a powerful Business Analysis template set available at very low cost from this source:

http://www.cvr-it.com/PM_Templates/

Other templates in this set include:

- **Project Requirements Document (a.k.a. BRD)**
- **Business Process Toolkit**
- **Requirements Management Plan**
- **Use Case Template**
- **Much more...**



About CVR/IT Consulting LLC

CVR/IT Consulting, established in 2002, provides guidance and support in the effective use of Project, Program, Portfolio Management and Business Analysis Technologies. The company provides professional consultation, training and tools in all matters related to Project Management and Business Analysis, such as:

- Implementation of governance structures and processes essential to effective Portfolio Management
- Establishment of a Project Management Office that finds its own success solely in the success of its customers
- Delivery of flexible, customized PM and BA Methodologies and tools
- Assessment of organizational project, program, portfolio management and business analysis practice
- Training (or re-training) of the project workforce
- Implementation of Organizational Change to make it all work



www.cvr-it.com
info@cvr-it.com

Overview

Support Analysis

A Stakeholder Management Tool



CVR/IT Consulting LLC