

STAKEHOLDER TOOL

This chart describes the stakeholders placement in the life cycle of the in the enterprise technology rollout of a company

	Content	Infrastructure	Operations
Creation			
People who provide inputs to collateral or implementation resources	Functional Users	Program Managers	Business Managers
	Management	Security	Technology / Security
	Corporate Staff	Legal	Vendors
	Legal	Technology	Business Operations
	Training / Documentation	Training	Management
	Vendors	Vendors	Training / Documentation
	User Acceptance Testing	Finance	Business Users
Implementation			
People who require return on investment or reports on program progress, revenue or cost	Finance	Management	Marketing / Sales
	Management	Program Managers	Customers
	Customers	Training	Management
	Stockholders	Marketing / Sales	Technology
	Development	Technology	Program Managers
	Research	Security	Programs
	Marketing	Support	Supply Chain / Users
The Ultimate Stakeholder	Management	Company	Customer
People who need to know that they spend their resources wisely	Can they understand?	Can they provide inputs?	Will they use it?
	Can they plan?	Can they obtain outputs?	Are they secure?
	Can they justify?	Is it worthwhile?	Does it enable their work?
	Is change incremental and predictable?	Do they get all they need – in one place?	Can they evolve their business strategy?
	Can they afford now?	Do their managers value it?	Is their revenue performance higher?
	Can they implement?	Can they show ROI?	Will they consider you first for purchase?

“Never stop learning”
Bill Hanson

“If you don’t push the edges, you never know the boundaries”
Sara Little Turnbull

“Everyone is an encyclopedia”
Abraham Samuelsohn

“Do the Right Thing”
Ken Olsen

“You can tame wild ducks but you can never make them wild again”
TJ Watson Jr.

Culture change, business process evolution, and team synergy happen around how the technology enables employees and how well they receive it.

Training is a stakeholder on the team
Practice compassion
Gossip and judging of people is not useful
People act out when scared: Quit Taking It Personally

Stakeholder Training Model

- Know WHO is actually responsible for the business at what stage of the lifecycle
- Create working partnerships around the business need with players
- Include infrastructure and content; line and staff; support
- Value Diversity
- Create experts and leaders
- Document the issues not the people
- Chaos demands flexibility
- Work the process
- Training is also a stakeholder
- Be the Model
- Create an Environment for Experimentation
- Metrics