jTask

Guide to Stakeholder Analysis Terms & Rating Definitions

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Purpose

Optimizing your resources and your time is critical to your success with Stakeholder Analysis.

This document serves as a guide for general *Stakeholder Analysis Terms and Rating Definitions.* You can use it to quickly identify a term, understand what it means and how you might use it, and then apply your selected terms effortlessly in your project. This will enable your team to optimize their Stakeholder Analysis using standard terminology and minimize their effort researching Change Management terms,

Preparing a comprehensive Stakeholder Analysis is a critical step in developing your Change Management Strategy including a Stakeholder Engagement Strategy and Communication Strategy.

This document is written in two parts:

- Part 1 defines the standard Stakeholder Power/Interest Grid and then defines the terms *Power* and *Interest*.
- Part 2 lists and defines ratings that might be collected about any stakeholder group.

Standardizing your data collection process provides a major benefit: Your project and your organization will have a shared standard for terms and definitions that you can apply quickly and efficiently for all projects include change management.

Part 1

Power/Interest Grid

The *Power/Interest Grid*, which is also known as the Power/Interest Matrix, is a simple method to categorize project stakeholders' power and interest in the project. This methodology helps you perform analysis on the key stakeholders who can make or break your project.

Classification

– Manage Closely

– Keep Satisfied

– Keep Informed

– Monitor
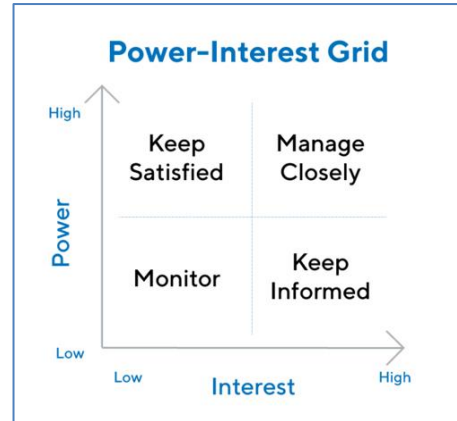
Learn More

This Power/Interest Grid, based on Mendelow's Matrix in 1991, analyzes stakeholders and their attitudes toward change.

The level of interest a stakeholder has in a project, a change Initiative, or an organization's chosen strategies determines how to manage them to have a high chance of success.

All stakeholders have power and interest, but some stakeholders will have more power or more interest related to your project. As your project progresses, events might cause stakeholders to move to another quadrant in the grid, so stakeholder analysis might be an ongoing task for your project.

Although the grid shown above uses Classification 1, there are many classification systems. For example, your organization might use the terms displayed below in Classification 2 or Classification 3.

Classification 1	Classification 2	Classification 3
Manage Closely	Players	Good Relation
Keep Satisfied	Subjects	Protect
Keep Informed	Context Setters	Monitor
Monitor	Crowd	Low Priority

This information comes from an *Oxford College of Marketing* article by Fiona Eriksen-Coats, titled *What Is Mendelow's Matrix and How Is It Useful?:* https://blog.oxfordcollegeofmarketing.com/2018/04/23/what-is-mendelows-matrix-and-how-is-it-useful/

Power Interest Chart - Project Emergency
https://www.pmi.org/learning/library/project-emergency-tools-delivering-news-6088

Power

Mendelow suggested we analyze our stakeholder groups based on *Power*, which is their ability to influence our organizational strategy or project resources. *Power* is also known as *Influence*.

Power is the influence that an individual or group of individuals within any particular organization wields, and that determines the amount of influence the group will have over a project, a change initiative, or an organization's chosen strategies.

Rating

0 – N/A

1 – Low

2 – Medium Low

3 – Medium

4 – Medium High

5 -- High

Learn More

Here's another viewpoint about the Power/Interest Grid by Rachel Thompson at **MindTools**: https://www.mindtools.com/pages/article/newPPM_07.htm

Interest

The level of interest a stakeholder has in a project, a change initiative, or an organization's chosen strategies determines how to manage them to have a high chance of success. *Interest* is sometimes referred to as *Impact*.

The level of interest depends on the quantity and type of resources and power a stakeholder can gather to promote its position on the project or initiative.

Interest measures how much a stakeholder can affect or be affected by a project or initiative.

Rating

0 – N/A

1 – Low

2 – Medium Low

3 – Medium

4 – Medium High

5 – High

Learn More

Wikipedia offers an overview of stakeholder analysis:
https://en.wikipedia.org/wiki/Stakeholder_analysis

Here's a viewpoint of the *Power/Interest Grid* by Rachel Thompson at **MindTools**:
https://www.mindtools.com/pages/article/newPPM_07.htm

This article from the World Bank Group© discusses *Stakeholder Analysis*:
http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/stakeholderanalysis.htm

Part 2

ADKAR®: Prosci®

Definition

ADKAR® is an acronym that represents the five tangible and concrete outcomes that people need to achieve for lasting change. The ADKAR® method was created by Prosci®.

Rating

0 – N/A

1 – *Awareness* for the need to change

2 – *Desire* to support the change

3 – *Knowledge* of how to change

4 – *Ability* to demonstrate skills and behaviors

5 – *Reinforcement* to make the change to stick

Learn More

Visit Prosci's web site to view details of the *ADKAR® Model*:
https://www.prosci.com/adkar/adkar-model

Capacity

Definition

According to the *ACMP® Standard for Change Management©*, *Capacity* measures the ability of the various stakeholders impacted by the change to adopt the change and move toward the future state.

Capacity is affected by the overall ability to make the change, such as workload or other change initiatives based on environmental or timing factors.

Using an analogy, *Capacity* is the size of an organization's bucket, and *Saturation* measures how full their bucket is.

Rating

0 – N/A

1 – Poor

2 – Bad

3 – Satisfactory

4 – Good

5 – Excellent

Learn More

In the *ACMP® Standard for Change Management©*, see section 5.1.11: *Assess Organizational Capacity for Change*: https://www.acmpglobal.org/page/ACMPStandard

Harrington, H. J. (2014). *Organizational Capacity for Change: Increasing Change Capacity and Avoiding Change Overload.* PMI White Paper: https://www.pmi.org/learning/library/organizational-capacity-change-11132

Change Saturation

Definition

According to the *ACMP® Standard for Change Management©*, *Change Saturation* is when the amount of change occurring in an organization is more than can be effectively handled by those affected by the change.

An organization is at, or past, the point of change saturation when there are so many changes going on that it can no longer effectively handle additional changes. In other words, when change disruption is greater than change capacity.

Symptoms of change saturation, or overload, with projects and project teams may include higher employee turnover, a decline in productivity, increased absenteeism, loss of focus on business basics, and negative morale.

Using an analogy, *Capacity* is the size of an organization's bucket, and *Saturation* measures how full their bucket is.

Rating

0 – N/A

1 – Poor

2 – Bad

3 – Satisfactory

4 – Good

5 – Excellent

Learn More

Harrington, H. J. (2014). *Organizational Capacity for Change: Increasing Change Capacity and Avoiding Change Overload.* PMI White Paper: https://www.pmi.org/learning/library/organizational-capacity-change-11132

View Prosci's explanation of *Change Saturation*: https://blog.prosci.com/managing-change-saturation

Here are Prosci's *Tips for Avoiding Change Saturation*: https://blog.prosci.com/tips-for-avoiding-change-saturation

Commitment (Connor)

Definition

Connor's *Eight Stages of Building Commitment* is a general process that describes how and when people become committed to major new organizational requirements.

Preparation Phase

- Contact: you will first need to expose people by getting information about your innovation into a place where they are likely to see and hear it.

- Awareness: then, you will need to ensure that people know that your innovation will change the way they usually do something.

Acceptance Phase

- Understanding: your following goal is to enable people to create an accurate picture of your innovation's impact on them.

- Positive perception: finally, you will have to provide an accurate picture of the costs, benefits, and alternatives that persuasively communicate the advantage of moving forward with your product.

Commitment Phase

- Experimentation: you should get people to try the new way of doing things with your product and see if it works.

- Adoption: then, your goal is to enable people to engage in a sustained effort to test the new way of doing things.

- Institutionalization: third, embed the new way of operating into people's live, daily routine, into socially accepted norms.

- Internalization: finally, create a true mindset shift, integral to culture.

Rating

0 - N/A

1 - Contact

2 - Awareness

3 - Understanding

4 - Positive Perception

5 - Experimentation

6 - Adoption

7 - Institutionalization

    10

8 – Internationalization

Learn More

This link explains each stage in Daryl Conner's model, *The Eight Stages of Building Commitment:* https://www.connerpartners.com/blog-posts-containing-downloadable-tools/the-eight-stages-of-building-commitment

This link explains each stage in *How To Create Commitment* https://www.metahelm.com/how-to-create-commitment/

Goal Alignment

Definition

Is the Change and Stakeholders Organizational Strategic Goals Objectives, and Performance Measures aligned.

According to the *ACMP® Standard for Change Management©*, *Goal Alignment* is the process of assessing where alignment and misalignment of objectives, targets, results, and performance measures occur between the future state and the current state.

This step is a precursor to establishing performance measurement criteria for your project.

Rating

0 – Unknown

1 – Goals are not aligned to Change

2 – Goals are being aligned to Change

3 – Goals are aligned to Change

Learn More

In the *ACMP® Standard for Change Management©*, see section 5.1.8: *Assess Alignment of the Change with Organizational Strategic Objectives and Performance Measurement*: https://www.acmpglobal.org/page/ACMPStandard

Partners In Leadership© provides this article by Craig Hickman: *How to Set Organizational Goals: Less Is More:* https://www.partnersinleadership.com/insights-publications/how-to-set-organizational-goals/

Go-Live Readiness

Definition

According to the *ACMP® Standard for Change Management©*, Change readiness is the preparedness of an organization or its parts to accept, effectively handle, and integrate impending change.

Rating:

0 – N/A

1 – Not Started

2 – Preparing

3 – Getting Ready

4 – Ready

5 – Confirmed Ready

Learn More

Combe, M. (2014). *Change Readiness: Focusing Change Management Where It Counts.* PMI White Paper: https://www.pmi.org/learning/library/change-readiness-11126

Kübler-Ross Change Curve

Definition

The Change Curve is a popular and powerful model used to understand the stages of personal transition and organizational change. It helps you predict how people will react to change, so that you can help them make their own personal transitions, and make sure that they have the help and support they need.

The Change Curve is based on a model originally developed in the 1960s by Elisabeth Kubler-Ross to explain the grieving process.

Rating

0 – Unknown

1 – Denial

2 – Anger

3 – Bargaining

4 – Depression

5 – Acceptance

Learn More

Wikipedia contains a description of the Kübler-Ross model:
https://en.wikipedia.org/wiki/K%C3%BCbler-Ross_model

The *Change Management Coach*© provides this article by Mark Connelly about the Kübler-Ross model: https://www.change-management-coach.com/kubler-ross.html

The Kübler-Ross model was published in 1969, and Kübler-Ross's preface stated that these are generalized reactions and the stages are not necessarily a linear progression. Limited research has been done to confirm or modify the original work. However, the model's use has persisted in popular news, change industry and entertainment media.

Resistance

Definition

The ACMP® Standard for Change Management© defines *Resistance* as a stakeholder's opposition to a change.

Resistance is a key topic in change management. Rick Maurer's model classifies resistance into three levels

1st level: I don't understand

2nd level: I don't like it

3rd level: I don't like or trust you

Level 1 – involves information: facts, figures, ideas. It is the world of thinking and rational action. It is the world of presentations, diagrams, and logical arguments. **Level 2** – I Don't Like is an emotional reaction to the change. **Level 3** – I Don't Like You. So maybe they like you, but they don't trust you – or don't have confidence in your leadership.

Rating

0 – N/A

1 – Active Resistance

2 – Passive Resistance

3 – Compliance

4 – Enthusiastic Support

Learn More

In 2011, Bauer And Erdogan classified resisters based on an individual's reaction to change.

Active resistance is the most negative reaction to a proposed change attempt. Those who engage in active resistance may sabotage the change effort and be outspoken objectors to the new procedures.

In contrast, passive resistance involves being disturbed by changes without necessarily voicing these opinions. Instead, passive resisters may dislike the change quietly, feel stressed and unhappy, and even look for a new job without necessarily bringing their concerns to the attention of decision makers.

Compliance, however, involves going along with proposed changes with little enthusiasm.

Finally, those who show enthusiastic support are defenders of the new way and actually encourage others around them to give support to the change effort as well.

Why People Resist Change by Lucy Brownsdon:
https://centreforfacilitation.wordpress.com/2016/11/10/why-people-resist-change/

ACMP® Standard for Change Management© , see sections 3.13 and 5.4.14:
https://www.acmpglobal.org/page/ACMPStandard

Review Prosci's *5 Tips for Managing Resistance to Change*:
https://www.prosci.com/resources/articles/tips-for-managing-resistance-to-change