EXHIBIT 4.10
Stakeholder Analysis Process

1. Draw a template on a whiteboard similar to the one shown below.
2. Gather the team around the whiteboard with one person (who is a good listener) serving as the facilitator.
3. Identify the key stakeholders or stakeholder groups and record them in the left-hand column.
4. How do you think each stakeholder or stakeholder group feels about the project? Mark on their row using the letter "C" to denote "current perception."
5. Identify the level of support the project needs from each individual or group to ensure that the project will run smoothly. Mark this position on the chart with a "D" to denote "desired perception."
6. As a team, discuss what issues or concerns you think the individual or group might express about the proposed project. Record in the "Issues" column.
7. Discuss the kinds of communications and actions the team could undertake to gain support from stakeholder groups with gaps between current and desired attitudes. Record in the "Ideas" column.
8. Keep these in mind as you develop the communication plan (discussed next) and work breakdown structure (discussed in Chapter 5) for the project.

Stakeholder Matrix

	Range of Support						
Stakeholder	**Strongly Against**	**Mildly Against**	**Neutral**	**Mildly Supportive**	**Strongly Supportive**	**Issues**	**Ideas**
Experienced project managers who are responsible for large, relatively autonomous projects	C				D	They have their own processes and don't want to reinvent something that is working well for them.	Seek their input and attempt to incorporate their best practices into standard procedures.
Managers of small projects		C	D			May find standard procedures too cumbersome and overkill for small projects.	Build in flexibility by creating decision rules for when scaled down procedures may be a better fit.
Project team members			C		D	May feel exposed when their performance is measured using standardized accountability methods.	Find ways to make sure the measurement system is used as a team problem-solving tool and not as a basis for evaluating individual performance.

C = current perception
D = desired perception