

## Reading: Conducting a Stakeholder Analysis

### Importance of Clarifying Stakeholder Expectations

If you do not clarify stakeholder expectations and requirements, your change effort can be in vain.

*Example:* One HHS agency pushed for faster ways to deliver its product to the customer, only to discover that the customer wasn't really concerned about speed. Rather, the customer simply wanted to be kept informed on expected completion and delivery dates.

### Identifying Your Stakeholders?

Stakeholders are individuals and groups who have a vested interest in the success of the organization. In the Federal sector, these might include:

- Customers/beneficiaries
- Grantees
- Taxpayers and citizens
- State/local/tribal governments
- Congress
- Political appointees
- Unions
- Interest groups
- Industry
- Suppliers
- Other Federal agencies
- Key managers outside your organization

Stakeholders are those who:

- Are affected by the change.
- Have an interest in or expectation of the change.
- Can influence how a change is implemented.

### Creating a Dialogue With Stakeholders

Consider these discussion questions to begin a dialogue with your stakeholders:

- What services or products do we provide you?
- What are your requirements and expectations of our organization? How well are we meeting them?
- How will your requirements and expectations change in the future? What will happen if we do not meet them? What will we need to do to meet them?
- Think about your best working relationship with another organization or group. What makes it so successful, and how can we learn from it?