

Stakeholder Analysis & Purpose

Take a look at the stakeholder groups and identify which are primary (you have direct communication with as part of your mission); which are secondary (they have direct communication with, and influence, your primary stakeholders); and which do you think are not relevant.

Think carefully about this last definition. Most of the stakeholders have some impact on your work in some way. You should now have a list of primary stakeholders. Within each group, how many specific stakeholders can you identify?

Stakeholder groups:

1. Team members
2. Manager(s)
3. Other teams
4. Other employees
5. Customers
6. Suppliers
7. Partners
8. Shareholders
9. Board of Directors/Trustees
10. Regulators
11. The community you operate in
12. Environmental factors
13. 13th Fairy – who have you forgotten?
14. 7th generation – what will future generations of your team thank you for?

Make a list of key stakeholders.

What do you need to know from them about their expectations? You may already know some things. Take some time to identify HOW you know this – what specific evidence do you have? Guesses, assumptions, interpretations or suggestions are not the same as knowing.

You should have something that looks like this:

Group	Name	Connection	Contact	Expectation
Manager	B B Boss	Primary	Geoff (team leader)	Goals – describe How you do what you do – values & behaviours Timing (What, when, how)
BoD	X (Chairman)	Secondary	B B Boss	Fulfil strategy

What do you know about, what do you need to know about, and how will discover the expectations of your key, primary stakeholders?

Understanding, with clarity and data, what your stakeholder's expectations are is a major step towards defining a purpose that the whole team understands and works towards.

The output from this process is normally going to be a list of what you know, and don't know, and how you will find out.

When you have "found out", then you can map your purpose from these expectations.

You may have conflicts – two different expectations that seem to be mutually exclusive – how will you resolve this?

You may find that a wider context is missing – such as a clear strategy or well-articulated values.

Understanding what is missing in your setup enables you to have conversations with stakeholders about the impact of these missing elements.

In summary:

1. Who are your primary & secondary stakeholders?
2. What do they expect of you AS A TEAM?
3. How do you know?
4. What don't you know that you need to know?
5. How will you find out?
6. When you have all the information about expectations, what is your purpose?
7. How will you resolve conflicts of expectation?
8. What additional needs does your team have that are unmet?
9. How will you communicate this?
10. How will you do all this as a team?