

### Stakeholder identification

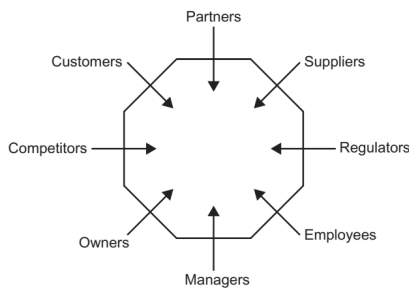
**Stakeholder wheel** Identifies the range of stakeholder groups, and adds structure to the process of identifying them.

The wheel is used by looking systematically at each group and checking for the stakeholders that may exist there.

The groups in the wheel are: owners, managers, employees, regulators, suppliers, partners, customers, competitors

### Stakeholder wheel

The stakeholder wheel



### Stakeholder analysis (2)

**RACI / RASCI chart** Responsible, Accountable, Supportive, Consulted, Informed

Charts used to record and assess the stakeholders' roles and responsibilities with regard to a business problem, a business process or a task.

Recording stakeholders and their responsibilities on RACI charts helps to provide a clear view of the people we are dealing with in a particular project, what we can expect them to deliver or make available, and how we need to communicate with them.

### Stakeholder analysis (2) (cont)

Adopt the following steps.

- Identify the areas of work to be carried out. Allocate each area of work to a row on the chart. It is useful to choose an active verb when naming a task.
- Identify the stakeholders who will be involved in the project or business process. Allocate each stakeholder to a column, and annotate each column along the top of the chart.
- Consider each task in turn to decide where the RASCI elements reside.
- Review the completeness of the RASCI chart.

### Stakeholder analysis (1)

**CATWOE** Customers, Actors, Transformation, World view, Owners, Environment

Ensures that we understand stakeholders' ideas, priorities and wishes before we put forward recommendations, or, even worse, implement business changes.

Used at various stages and for many purposes during a project:

- as a means of understanding a stakeholder's view of a business system, in order to develop a conceptual model that may be used to analyse the gap between current and desired systems;
  - as a means of analysing the source of potential or actual conflict between stakeholders;
  - as a means of considering different priorities assigned by stakeholders to options, business needs or requirements.
- The key to this technique is the 'W', Weltanschauung or world view.
- Understanding a stakeholder's world view is a fundamental step in understanding the perceived needs, priorities and values, and uncovering these helps to reveal hidden agendas.

### RACI chart example

Figure 3.9 RASCI chart

	Project Sponsor	Project Manager	Business Analyst	Operations Manager	Sales Clerk
Record Customer Orders			I	A/S	R/C
Document Requirements	A		R		C
Plan Stage	S/C	A/R	I	I	
Approve Request for Change	A	S	R	C/I	C/I

C

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