



# TOOL 2.4



## *Stakeholder Analysis*

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# STAKEHOLDER ANALYSIS

## WORKSHEET

Business context can be defined in terms of specific stakeholders your organization must respond to. When we talk to HR groups, we often ask, “Who are your customers?” Inevitably, 70 to 80 percent respond that employees are the customers of HR and that HR should build practices to increase employee competence and commitment. That makes sense, but it's only partially correct. While we agree that employees are critical stakeholders of HR's work, they are not the only stakeholders. A more complete model of HR includes multiple stakeholders—employees and line managers inside the organization, and customers, investors, regulators, competitors, and communities outside the organization. To fully grasp business conditions specific to your organization and HR transformation, you must identify particular expectations and changes for each of these stakeholders. General business conditions become more focused when they translate into specific expectations of key stakeholders.

Be very clear to ensure your stakeholders' expectations and needs are addressed at the beginning, and embedded in everything you do throughout the HR transformation.

### **Directions:**

Have your entire HR transformation team complete the following worksheet by indicating and identifying critical concerns for each specific group. After your entire team has completed the worksheet prioritize stakeholder needs.

( see [worksheet](#) on next page )

# Example Worksheet

Stakeholders	Names	Needs/Leverage Opportunities
<p><b>Employees</b></p>	<p><b>Top Employee Constituencies</b></p> <p><i>Senior technical talent</i></p> <p><i>Employees in emerging markets</i></p>	<p><i>40% are eligible to retire in the next four years, this could create an enormous knowledge gap and affect ability to innovate and launch new products</i></p> <p><i>turning over at 25%/year, leaving for jobs where they are paid more or promised faster advancement</i></p>
<p><b>Line Managers</b></p>	<p><b>Top Line Managers</b></p> <p><i>CEO</i></p> <p><i>Leaders in emerging markets</i></p>	<p><i>Has promised 5% growth from new products in the next 3 years</i></p> <p><i>Can't meet demands because of difficulty attracting/retaining local talent</i></p>
<p><b>Customers</b></p>	<p><b>Top Target Customers/ Customer Groups</b></p> <p><i>OEMs</i></p> <p><i>CLOs</i></p>	<p><i>Need cover cost, higher performance inputs to their products to compete</i></p> <p><i>Cheaper servers to respond to pressure to lower costs</i></p>
<p><b>Investors</b></p>	<p><b>Top Investors</b></p> <p><i>State pension fund man-</i></p> <p><i>State pension fund managers</i></p>	<p><i>Reliable returns with reasonable performance-have to regain ground lost recently</i></p> <p><i>Overall need to bring internal HR and IT costs into line with benchmark rates, also P/E ratio lags others in industry, we need to figure out how to leverage unique culture to create value</i></p>

**Stakeholders****Names****Needs/Leverage Opportunities**

<b>Stakeholders</b>	<b>Names</b>	<b>Needs/Leverage Opportunities</b>
<b>Competitors</b>	<b>Top Competitors</b> <i>XYZ Company</i>	<i>They have produced 30% more revenue from products introduced in the last three years than we have, we need to transform HR to create the right organization to produce more innovative products</i>
	<b>Future Competitors</b> <i>ABC Company</i>	<i>We see a large portion of our future growth coming from emerging markets, we need to enter these markets more quickly than our competitors</i>
<b>Global Suppliers</b>	<b>Top Suppliers</b> <i>Copper Manufacturers</i>	<i>We need to figure out to help them drive down costs so we can remain cost effective</i>
<b>Regulators</b>	<b>Top Regulators</b> <i>Regional Gov'ts</i>	<i>Sabre-rattling right now about monopolies could be related to moves overseas, finding ways to locate key HR groups in region could help</i>
	<i>Security and Exchange Commission</i>	<i>Retain discipline and squeaky-clean image in the U.S.A. at all costs</i>
<b>Community</b>	<b>Top Community Groups</b> <i>Labor activists</i>	<i>Emerging markets practices need to be structured to ensure employees and communities are treated fairly and can share in company's overall success</i>

# Group Worksheet

**Stakeholders**                      **Names**                      **Needs/Leverage Opportunities**

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<b>Employees</b>	<b>Top Employee Constituencies</b>	
<b>Line Managers</b>	<b>Top Line Managers</b>	

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**Stakeholders**

**Names**

**Needs/Leverage Opportunities**

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<b>Customers</b>	<b>Top Target Customers/ Target Customer Groups</b>	
<b>Investors</b>	<b>Top Investors</b>	

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**Stakeholders**

**Names**

**Needs/Leverage Opportunities**

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Stakeholders	Names	Needs/Leverage Opportunities
<b>Competitors</b>	<b>Top Competitors</b>          <b>Future Competitors</b>	
<b>Global Suppliers</b>	<b>Top Suppliers</b>	

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**Stakeholders**

**Names**

**Needs/Leverage Opportunities**

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<b>Regulators</b>	<b>Top Regulators</b>	
<b>Community</b>	<b>Top Community Groups</b>	

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