

Stakeholder Analysis Guidelines

PURPOSE

The purpose of this document is to take you through simplified guidelines of identifying stakeholders when developing a new or updating an existing Best Practice.

OVERVIEW

As you identify an opportunity for a new Best Practice, you will need to consider those stakeholders (individuals, groups, or organizations) that will be impacted by it, involved in creating it; or needed for approving it, as shown in the Stakeholder Analysis Steps in Figure 1.



Figure 1. Stakeholder Analysis Steps.

Failing to identify these stakeholders could negatively impact a project or deliverable leading to delays or undesired outcomes. Taking the time to identify the appropriate stakeholders when developing a new, or updating an existing, Best Practice brings alignment and ensures the Best Practice is effective and completed in a timely manner.

IMPACTED STAKEHOLDERS

These are Discount Tire employees who will be impacted by the Best Practice. To identify the impacted stakeholders, ask yourself these questions:

- Who will be impacted by this Best Practice?
- Who will have to change the way they work based on this Best Practice?
- Who will “feel” this impact the most (negatively or positively)?

Example:

You are developing an update to the Best Practice for lifting the vehicle, and you would like to create a training video for all stores. You start to think about the impacted stakeholders. The following come to mind:

- Service Area staff (STs, CCs, SCs), because they will need to change the way they operate and lower vehicles.
- Store Managers Service Area leadership, because they are responsible for the Service Area operations and ensuring Best Practices.
- Purchasing, because there are tools that may need to be added.
- Maintenance, because they are responsible for ensuring the right equipment is available and functional for Best Practices.

When you think of impacted stakeholders, try to consider those that will see changes in the way they operate in their roles.

INVOLVED STAKEHOLDERS

Those who participate in creating the Best Practice or Best Practice deliverables. To identify the involved stakeholders, ask yourself these questions:

- Who else will need to provide input on the Best Practice I am creating?
- Who else needs to be aware of the Best Practice I am creating?
- Who feels they should be involved or aware of the Best Practice I am creating?
- Who will participate in creating the Best Practice deliverables?

Example:

As you begin developing updates to a Best Practice in lifting the vehicle, you decide the Best Practice require video to demonstrate how new processes should be executed. Therefore, know that you need stakeholders who:

- Provide input on the Best Practice updates for lifting the vehicle.
- Can assist with creating the video for the Best Practice updates.

The following stakeholders come to mind:

- Stakeholders for input on updates to lifting the vehicle:
 - Store Operations
 - Safety
- Stakeholders who can assist with creating the video:
 - Learning and Development
 - Legal
 - Store Operations
 - Safety
- Stakeholder who can assist with the quality of the Best Practice:
 - RMOQ

Involved stakeholders should include anyone who is helping to develop the deliverable, review the deliverable, and provide input on the development of the deliverable. That involvement includes:

- Thinking about the stakeholder categories.
- Thinking about all people involved.

APPROVING STAKEHOLDERS

These are Discount Tire employees who will have a final say on the Best Practice and its deliverables. These are usually employees in leadership or executive leadership positions. When identifying approving stakeholders, ask yourself the following questions:

- Who will have the final approval on the Best Practice?
- Who will need to sign off on the Best Practice?
- Who will need to sign off on the Best Practice deliverables?

Example:

In the process of developing your deliverables and gathering stakeholders, you begin to think about those who will approve the updated Best Practices and deliverables you created. At this point, you ask yourself the following questions:

- Should the VP of Safety have the final call on this? Or should it be the VP of Store Operations? Or both?
- Should the same people who sign off on the updated Best Practices also sign off on the video deliverables?

The stakeholder analysis process is much easier when you know who your stakeholders are. But there are times where you may not; in that case it helps to take a step back and ask which departments need to be included. Use the following link to help you analyze and decide which departments should be included.

<http://portalprd.discounttire.com/portal/server.pt/document/1916301/Business+Segments.pdf>

From there, identify what level of personnel is needed from each department. Then, choose the specific person(s) from those departments to participate either as an impacted, involved, or approving stakeholder.