

Stakeholder Empathy

IIBA Ottawa-Outaouais
Chapter

October 19, 2021



Agenda

- Quick poll
- A Personal Story
- Enabling Change
- Stakeholder Empathy – What it looks like and some techniques



A Personal Story...

Enabling Change Through Stakeholder Empathy

Stakeholder Empathy:

- Reduces resistance to change
- Considers different perspectives and stakeholder needs
- Makes implementation easier
- Gets buy-in



[This Photo](#) by Unknown Author is licensed under [CC BY](#)

What does stakeholder empathy look like?

Jump to [Jamboard](#)

What about understanding their:

- Fears
- Constraints
- How they do their jobs
- Concerns
- Hopes
- Needs/info for getting the job done
- Their understanding of the change that's coming

Some Techniques

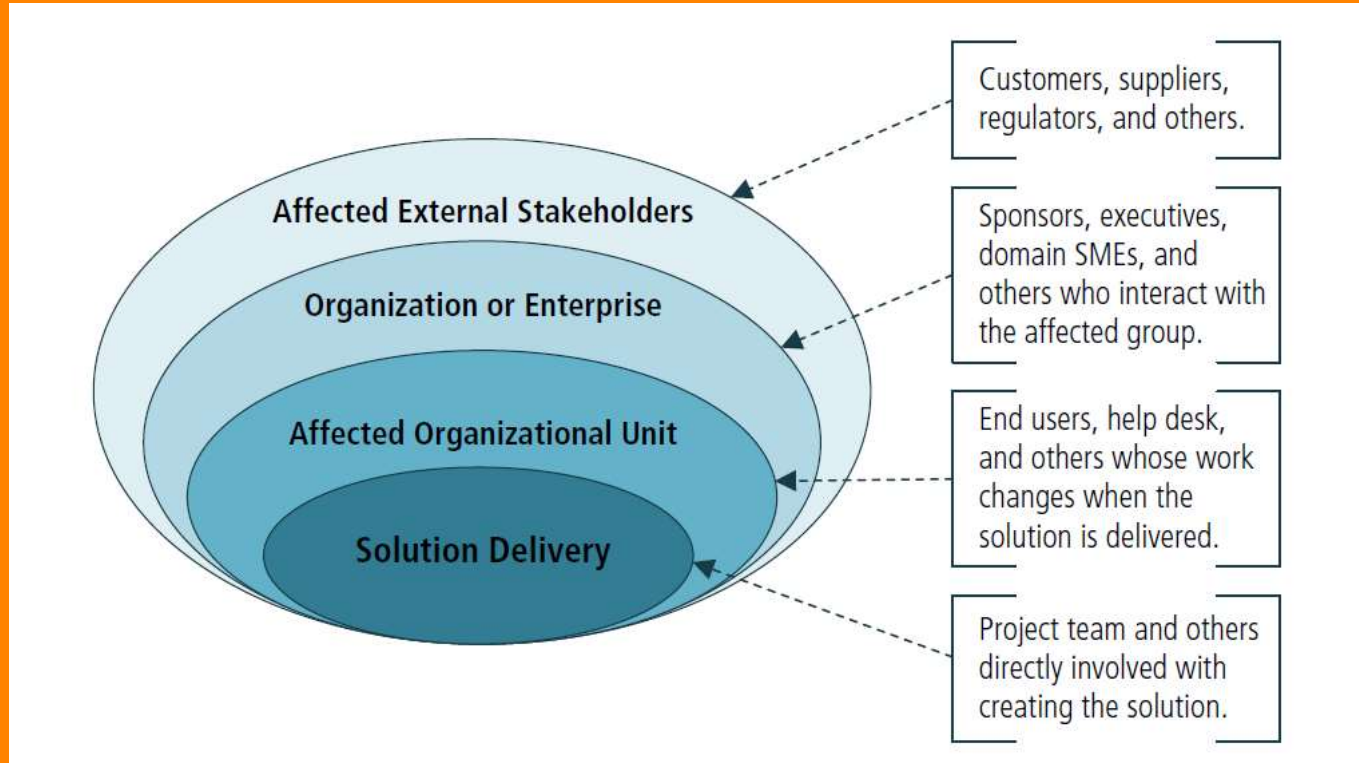
- Stakeholder Onion Diagram
- Stakeholder Empathy Map



[This Photo](#) by Unknown Author is
licensed under [CC BY-SA](#)

Caveat: These are only two possible techniques for understanding stakeholders. You can and should use in combination with other techniques to get a more holistic picture.

Stakeholder Onion Diagram



Source: IIBA Guide to Business Analysis Body of Knowledge v3®

Empathy Map Canvas

Designed for

Designed by

Date

Version

The diagram is a large rectangle divided into seven sections around a central profile of a person's head. The sections are numbered 1 through 7:

- 1 WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?
- 2 What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?
- 3 What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?
- 4 What do they SAY?**
What have we heard them say?
What can we imagine them saying?
- 5 What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?
- 6 What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?
- 7 What do they THINK and FEEL?**
PAINS
What are their fears, frustrations, and anxieties?
GAINS
What are their wants, needs, hopes and dreams?

Below the head profile, there is a line for additional notes: "What other thoughts and feelings might motivate their behavior?"

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/>

© 2017 David Gray, davegray.co.uk

Updated Empathy Map Canvas ©2017 David Gray

David Gray, Gamestorming, Empathy Map Canvas, <http://gamestorming.com/wp-content/uploads/2017/07/Empathy-Map-006-PNG.png>

Final Thoughts

- Identify stakeholders
- Plan Stakeholder Engagement (Task 3.2)
- But also engage and empathize with stakeholders on an ongoing basis
- Leverage change management
- What does success look like for them?



No Mushrooming
Please

[This Photo](#) by Unknown
Author is licensed under [CC BY-NC-ND](#)

Thank You!

Contact Info



Emily Tom,
CBAP

LinkedIn:

[linkedin.com/in/emily-tom-cbap-59190453](https://www.linkedin.com/in/emily-tom-cbap-59190453)

Twitter:

@etom_ba