

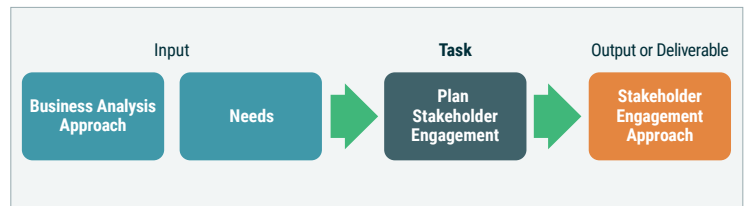
Plan Stakeholder Engagement

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis performance assessment
- Change strategy
- Current state description

Task Inputs and Outputs



Purpose or Need

To plan an approach for establishing and maintaining effective working relationships with the stakeholders.



Value

Identifying the stakeholders, how proposed changes may impact them, and how they might influence the change is vital to understanding what needs and expectations must be satisfied by a solution.



Solution

A defined stakeholder engagement approach that includes the list of the stakeholders, their roles and responsibilities, their main characteristics, and a collaboration and communication approach.



Techniques

Frequently used techniques:

- [Document analysis](#)
- [Interviews](#)
- [Organizational modelling](#)
- [Scope modelling](#)
- [Stakeholder list, map, persona](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



Stakeholder

Typically involves sponsors, project managers, domain subject matter experts, customers, and anyone who will impact or be impacted by the initiative.



Description of Change

This task helps identify the stakeholders relevant to the change, their role in the change, their main characteristics, the information business analysis professionals need from them (and vice versa), and how best to collaborate with them, taking into account their communication needs.

Consider...

Effectively engaging stakeholders is critical to success.

In the context of business analysis, it is vital to recognize when to involve cybersecurity experts. You do not need to be a cybersecurity expert, but you must know when to bring them in to guide the conversation effectively and address stakeholder concerns. Your role is to ask the right questions and ensure alignment with cybersecurity best practices.

See [Guide to Business Data Analytics – 2.1.2 Identify and Understand the Stakeholders](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

© 2025 International Institute of Business Analysis.