

# STAKEHOLDER NEEDS MATRIX

## Purpose

Map different stakeholders' actual requirements to ensure your work addresses true needs rather than just stated expectations.

## Instructions

Complete this worksheet for a specific project, initiative, or ongoing area of responsibility.

### Part 1: Project/Initiative Information

Name of project/initiative: \_\_\_\_\_

Brief description: \_\_\_\_\_

Timeline: \_\_\_\_\_

Your role: \_\_\_\_\_

### Part 2: Stakeholder Identification

List all significant stakeholders who are affected by or can influence this work:

Stakeholder Name/Group	Relationship to Project	Influence Level (H/M/L)	Interest Level (H/M/L)

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### Part 3: Stakeholder Needs Assessment

For each key stakeholder, dig beyond their stated requirements to identify their true needs:

**Stakeholder 1:** \_\_\_\_\_

Stated expectations/requirements:

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Potential underlying needs:

- Practical needs (tangible outcomes they require):  
\_\_\_\_\_
- Strategic needs (how this connects to their objectives):  
\_\_\_\_\_
- Relational needs (communication, involvement, etc.):  
\_\_\_\_\_
- Personal needs (recognition, security, etc.):  
\_\_\_\_\_

Methods to verify these needs:

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**Stakeholder 2:** \_\_\_\_\_

Stated expectations/requirements:

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Potential underlying needs:

- Practical needs (tangible outcomes they require):  
\_\_\_\_\_

- Strategic needs (how this connects to their objectives):

\_\_\_\_\_

- Relational needs (communication, involvement, etc.):

\_\_\_\_\_

- Personal needs (recognition, security, etc.):

\_\_\_\_\_

Methods to verify these needs:

\_\_\_\_\_  
\_\_\_\_\_

**Stakeholder 3:** \_\_\_\_\_

Stated expectations/requirements:

\_\_\_\_\_  
\_\_\_\_\_

Potential underlying needs:

- Practical needs (tangible outcomes they require):

\_\_\_\_\_

- Strategic needs (how this connects to their objectives):

\_\_\_\_\_

- Relational needs (communication, involvement, etc.):

\_\_\_\_\_

- Personal needs (recognition, security, etc.):

\_\_\_\_\_

Methods to verify these needs:

\_\_\_\_\_  
\_\_\_\_\_

## **Part 4: Needs Analysis**

### **Need Alignment Assessment**

Where do stakeholder needs align with each other?

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Where do stakeholder needs potentially conflict?

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Which needs are most critical to project success?

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### Needs Prioritization

Based on influence, alignment with project goals, and feasibility, prioritize the needs:

Need	Primary Stakeholder	Priority (H/M/L)	Feasibility (H/M/L)	Notes

### Part 5: Needs-Based Solution Design

Based on the prioritized needs, outline how your approach will address them:

#### Core Solution Elements

What fundamental aspects of your solution address the highest priority needs?

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### Flexibility Points

Where can you build in flexibility to accommodate different stakeholder preferences?

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### Communication Strategy

How will you articulate your approach in terms of stakeholder needs?

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## Part 6: Expectation Management Plan

For each key stakeholder, develop a strategy to manage expectations:

Stakeholder	Their Expectations	Gap with Solution	Expectation Management Approach

## Part 7: Feedback Loop Design

How will you continually verify that you're meeting actual needs?

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What signals would indicate that needs have changed?

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How will you incorporate ongoing feedback?

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## Additional Context:

When working with stakeholders, remember:

- **People often express solutions, not needs** - "I need weekly reports" might actually mean "I need to feel confident the project is on track"
- **Unstated needs can be more important than stated ones** - Recognition, credit, control, and security are powerful motivators rarely explicitly requested
- **Ask clarifying questions** - "Why is that important to you?" or "What problem would that solve?" helps reveal underlying needs
- **Look for patterns** - Across multiple requests or different stakeholders, what common themes emerge?
- **Consider context** - How does organizational history, recent changes, or stakeholder position influence their needs?

The most successful initiatives address stakeholders' actual needs while educating them on the most effective ways to meet those needs.

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