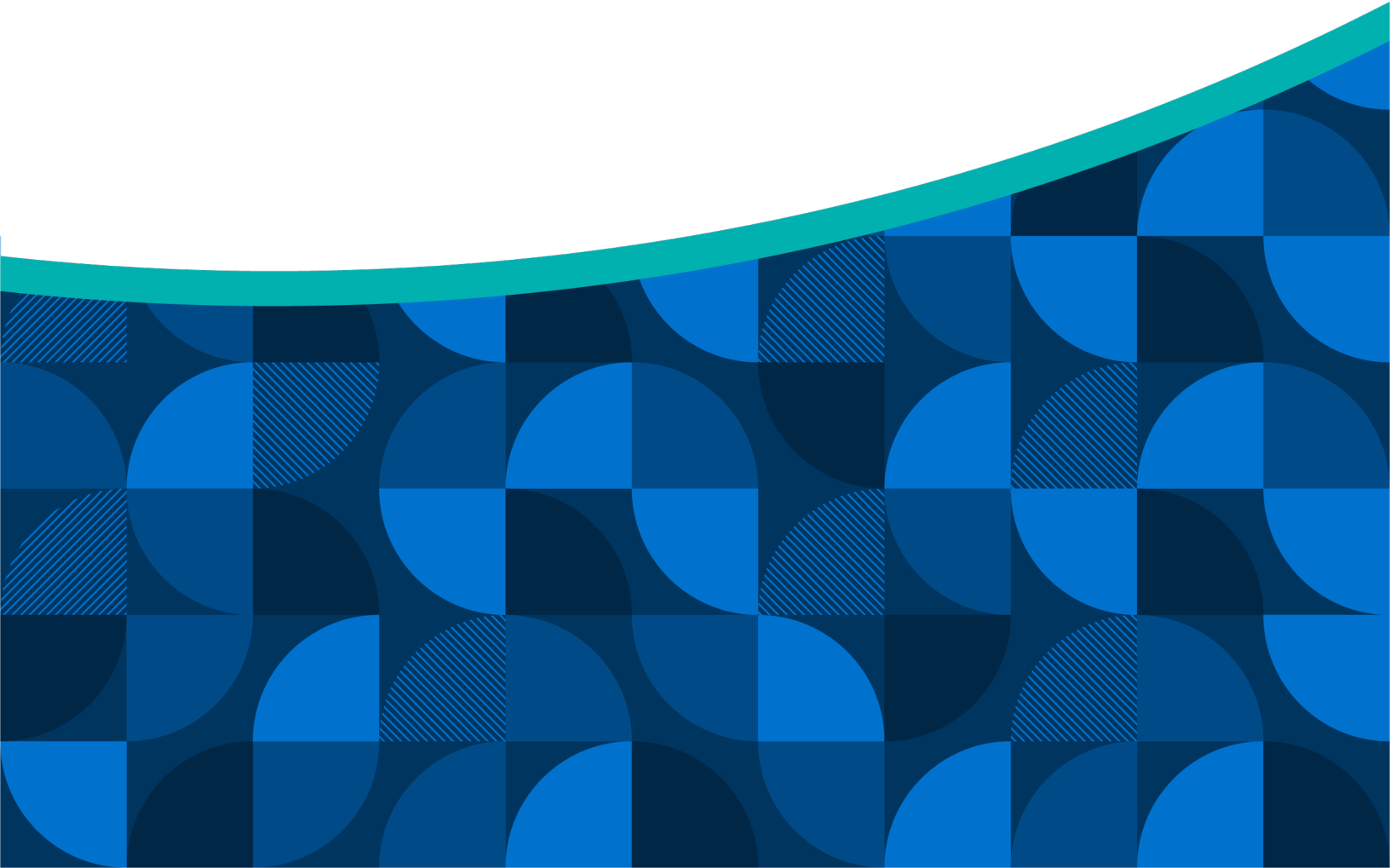




IT STRATEGY ADVISORY SERVICES

Assess Key Stakeholders in Enterprise Data Management



Approaching Stakeholder Opposition

Identify and Address Common Sources of Opposition to Data Management

Stakeholders who are opposed or neutral about improving data management may have a variety of reasons for their position. Understanding the source of stakeholders' position is important to adequately addressing their concerns and getting them to support, or at least not work against, efforts to improve data management. Below are some common reasons stakeholders may not support improved data management. This is not a comprehensive list but consider if any of these sources of stakeholder opposition ring true as you consider some of the stakeholders who are not currently on board with improved data management efforts.

Stakeholders Could be Opposed Due to...	This Could Look Like...	You Can Approach it By...
They view themselves as the "owner" of the data their unit produces or maintains	<ul style="list-style-type: none"> Concern about protecting the privacy or integrity of "their" data Anxiety that others will misunderstand or misuse data to draw erroneous conclusions Fear of being blamed for data imperfections 	<ul style="list-style-type: none"> Emphasizing that all institutional data is owned by the institution Discuss safeguards to ensure data is appropriately used, interpreted, and protected Commit to not penalizing people for the ways others use "their" data
They are not confident in their ability to use data tools or systems and do not want to be required to learn	<ul style="list-style-type: none"> Focusing on tools, processes, and ways data will be used to the exclusion of other elements of data management 	<ul style="list-style-type: none"> Try to separate the conversation about improving data management and about what individuals will be expected to do with the data
Current decision-making processes work well for them and their units	<ul style="list-style-type: none"> Questioning the proposed use cases for improved data Asserting improved data management is not worth the required effort Concern data-informed decision-making will end up penalizing them or their unit 	<ul style="list-style-type: none"> Show examples of cases in which a more data-informed decision-making process would be beneficial Emphasize data as one of many inputs into decision-making processes
They have established workarounds to data issues that are easy and effective for them	<ul style="list-style-type: none"> Asserting improved data management is not worth the required effort Suggesting short-term, low-effort workarounds Not understanding or dismissing broader issues caused by reliance on workarounds 	<ul style="list-style-type: none"> Provide examples when workarounds might not work or cause problems (localized or widespread) Argue that short-term workarounds are not more efficient in the long term
They don't see the importance of improved data management/do not think it is worth the effort	<ul style="list-style-type: none"> Reluctance to engage in conversations about data management Questioning the proposed use cases for improved data Asserting improved data management is not worth the required effort 	<ul style="list-style-type: none"> Give examples of the problems poor data management causes Discuss the things that would be possible with better data management
They fear data will be used against them or used to justify decisions that will harm them/their unit	<ul style="list-style-type: none"> Suspicion/antagonism toward the whole process Dragging their feet Focusing on how data will be used to the exclusion of other elements of data management 	<ul style="list-style-type: none"> Commit to focusing on improving data, not penalizing people for honest mistakes in reporting information Emphasize data as one of many inputs into decision-making processes
They worry efforts to improve data management will take time from them/their team that they need for other work	<ul style="list-style-type: none"> Asserting improved data management is not worth the required effort Focusing on details of who will be required to do what rather than higher-level topics Reluctance to engage in conversations or any efforts around data management 	<ul style="list-style-type: none"> Try to separate the conversations about data management broadly and the specifics of implementation Emphasize that this is a shared effort that will be supported by many teams

Brainstorming Approaches to Opposed Stakeholders

Think About How to Mitigate Concerns of Opposed Stakeholders

Use the table below to list key stakeholders (individuals or groups) who do not support improved data management and the reason for their lack of support for these efforts. Refer to the list of potential rationales for their stance and proposed approaches on the previous page, but also brainstorm sources of opposition and potential approaches that you believe would be particularly effective based on your knowledge of these stakeholders.

Use the column on the right to identify those stakeholders whose buy-in is most essential for the success of improved data management practices. Since data management requires the participation of so many people, it may not be accurate to say that anyone’s cooperation is unimportant, but it is likely that some key decision-makers or leaders are in a position to greatly enhance or diminish the chances of data management efforts’ success. Rank each stakeholder from 1 (absolutely essential) to 3 (important, but lower priority) based on how crucial it is to get them on board with improved data management efforts. Consider both their current role in using data and the role they would play in rolling out improved data management practices. Refer to the larger version of this table in the appendix if you need more space.

Stakeholder and Role	Source of Opposition or Neutral Stance	Proposed Approach/Notes	Criticality
<i>EX: Jane Doe, Dean of School of Business Data End User</i>	<i>Current decision-making process works well for them</i>	<i>Highlight the benefits of data informed decision making across all units Demonstrate how decisions could be made even better by using accurate, recent data</i>	<i>1 (Essential)</i>



202-747-1000 | eab.com

 @eab  @eab_  @WeAreEAB  @eab.life

ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.