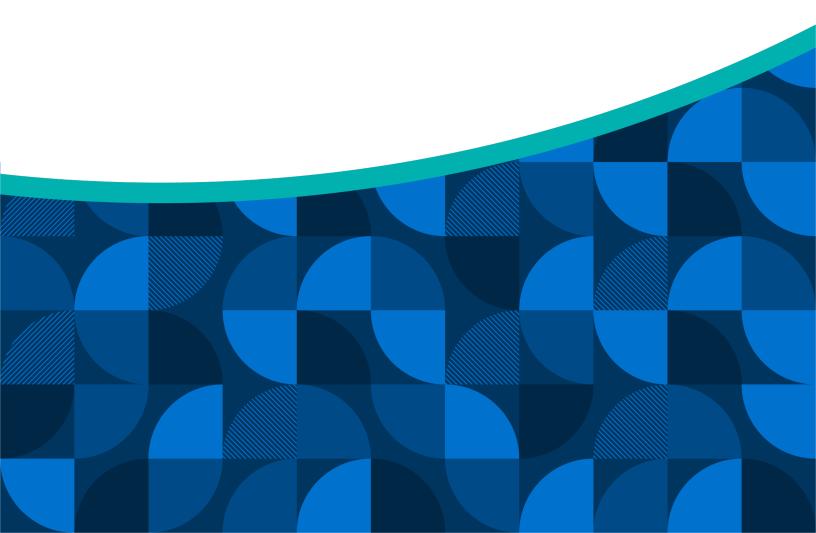


IT STRATEGY ADVISORY SERVICES

# Assess Key Stakeholders in Enterprise Data Management



### Identifying and Collaborating With Stakeholders

#### Data Management Involves People Across Campus

Engaging the right stakeholders in the right way is essential to enabling your institution to implement data management successfully since data management requires the ongoing cooperation of a diverse group of stakeholders from across the institution. The first step in engaging with these stakeholders is to identify them, pinpoint their role (or roles) in data management, and figure out what their position on improved data management currently is. Since there are so many individuals who are involved in data management, consider assessing groups of stakeholders as a first step, separately analyzing only those stakeholders in unique roles, and then doing a deeper dive on the people likely to be most influential in making data management successful.

The Data Warehouse and Reporting Leads should complete the following pages together. Use the table below to list key stakeholders or stakeholder groups, specify their role in data management, the portions of the data strategy they should contribute to developing (vision/goals, scope, principles, governance structures, roles and responsibilities, or none), and indicate their position on efforts to improve data management (opposed, neutral, supportive, unknown). Some example roles a stakeholder might play in data management are data steward, data "owner," end user, analyst, decision maker, etc. If you need additional space, a larger table is available in the appendix.

#### **Identify and Assess Key Stakeholders**

Stakeholder Title/Name(s)	Role in Data Management (List All That Apply)	Portions of Data Strategy to Which They Should Contribute	Position on Data Management Improvement
EX: HR analyst	EX: data steward, end user	None	Opposed

## Identifying and Collaborating With Stakeholders

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Stakeholder Title/Name(s)	Role in Data Management (List All That Apply)	Portions of Data Strategy to Which They Should Contribute	Position on Data Management Improvement
EX: HR analyst	EX: data steward, end user	None	Opposed

### **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> <li>Concern about protecting the privacy or integrity of "their" data</li> <li>Anxiety that others will misunderstand or misuse data to draw erroneous conclusions</li> <li>Fear of being blamed for data imperfections</li> </ul>	<ul> <li>Emphasizing that all institutional data is owned by the institution</li> <li>Discuss safeguards to ensure data is appropriately used, interpreted, and protected</li> <li>Commit to not penalizing people for the ways others use "their" data</li> </ul>
They are not confident in their ability to use data tools or systems and do not want to be required to learn	<ul> <li>Focusing on tools, processes, and ways data will be used to the exclusion of other elements of data management</li> </ul>	<ul> <li>Try to separate the conversation about improving data management and about what individuals will be expected to do with the data</li> </ul>
Current decision- making processes work well for them and their units	<ul> <li>Questioning the proposed use cases for improved data</li> <li>Asserting improved data management is not worth the required effort</li> <li>Concern data-informed decision- making will end up penalizing them or their unit</li> </ul>	<ul> <li>Show examples of cases in which a more data-informed decision-making process would be beneficial</li> <li>Emphasize data as one of many inputs into decision-making processes</li> </ul>
They have established workarounds to data issues that are easy and effective for them	<ul> <li>Asserting improved data management is not worth the required effort</li> <li>Suggesting short-term, low-effort workarounds</li> <li>Not understanding or dismissing broader issues caused by reliance on workarounds</li> </ul>	<ul> <li>Provide examples when workarounds might not work or cause problems (localized or widespread)</li> <li>Argue that short-term workarounds are not more efficient in the long term</li> </ul>
They don't see the importance of improved data management/do not think it is worth the effort	<ul> <li>Reluctance to engage in conversations about data management</li> <li>Questioning the proposed use cases for improved data</li> <li>Asserting improved data management is not worth the required effort</li> </ul>	<ul> <li>Give examples of the problems poor data management causes</li> <li>Discuss the things that would be possible with better data management</li> </ul>
They fear data will be used against them or used to justify decisions that will harm them/their unit	<ul> <li>Suspicion/antagonism toward the whole process</li> <li>Dragging their feet</li> <li>Focusing on how data will be used to the exclusion of other elements of data management</li> </ul>	<ul> <li>Commit to focusing on improving data, not penalizing people for honest mistakes in reporting information</li> <li>Emphasize data as one of many inputs into decision-making processes</li> </ul>
They worry efforts to improve data management will take time from them/their team that they need for other work	<ul> <li>Asserting improved data management is not worth the required effort</li> <li>Focusing on details of who will be required to do what rather than higher-level topics</li> <li>Reluctance to engage in conversations or any efforts around data management</li> </ul>	<ul> <li>Try to separate the conversations about data management broadly and the specifics of implementation</li> <li>Emphasize that this is a shared effort that will be supported by many teams</li> </ul>

### 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
EX: Jane Doe, Dean of School of Business Data End User	Current decision-making process works well for them	Highlight the benefits of data informed decision making across all units  Demonstrate how decisions could be made even better by using accurate, recent data	1 (Essential)

## **Brainstorming Approaches to Opposed Stakeholders**

Think About How to Mitigate Concerns of Opposed Stakeholders

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



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