# TOGAF® 9: Stakeholder Management: Selecting the Right Views for C-Level Buy-in

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# The C-level Stakeholder

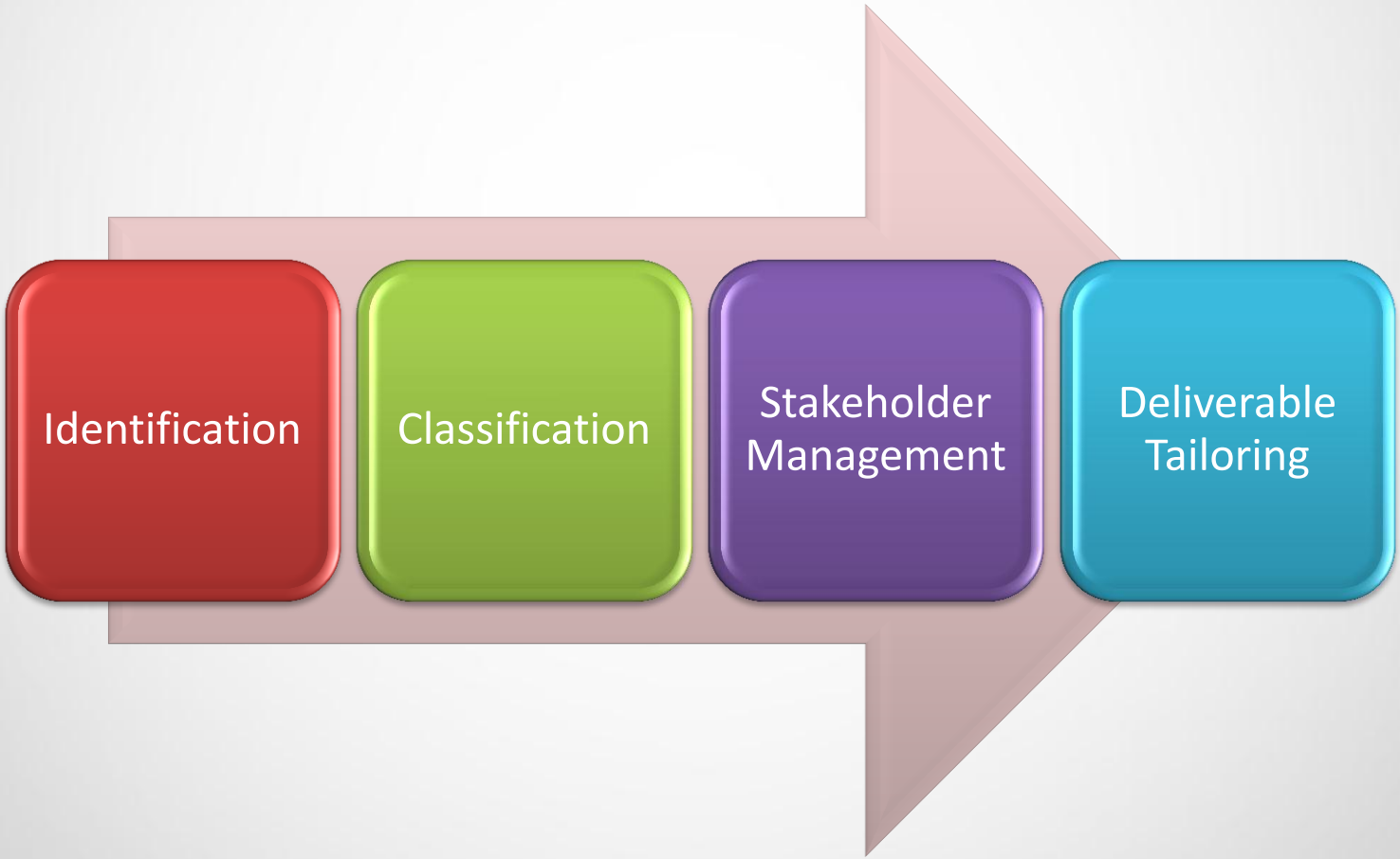
*"Business professors too often forget that executive decision makers are not fact collectors; they are fact users and integrators. Thus, what they need from educators is help in understanding how to interpret facts and guidance from experienced teachers in making decisions in the absence of clear facts."* *

*Most EA professionals are [arti]fact collectors, and they engage the executive team from that **perspective**!*

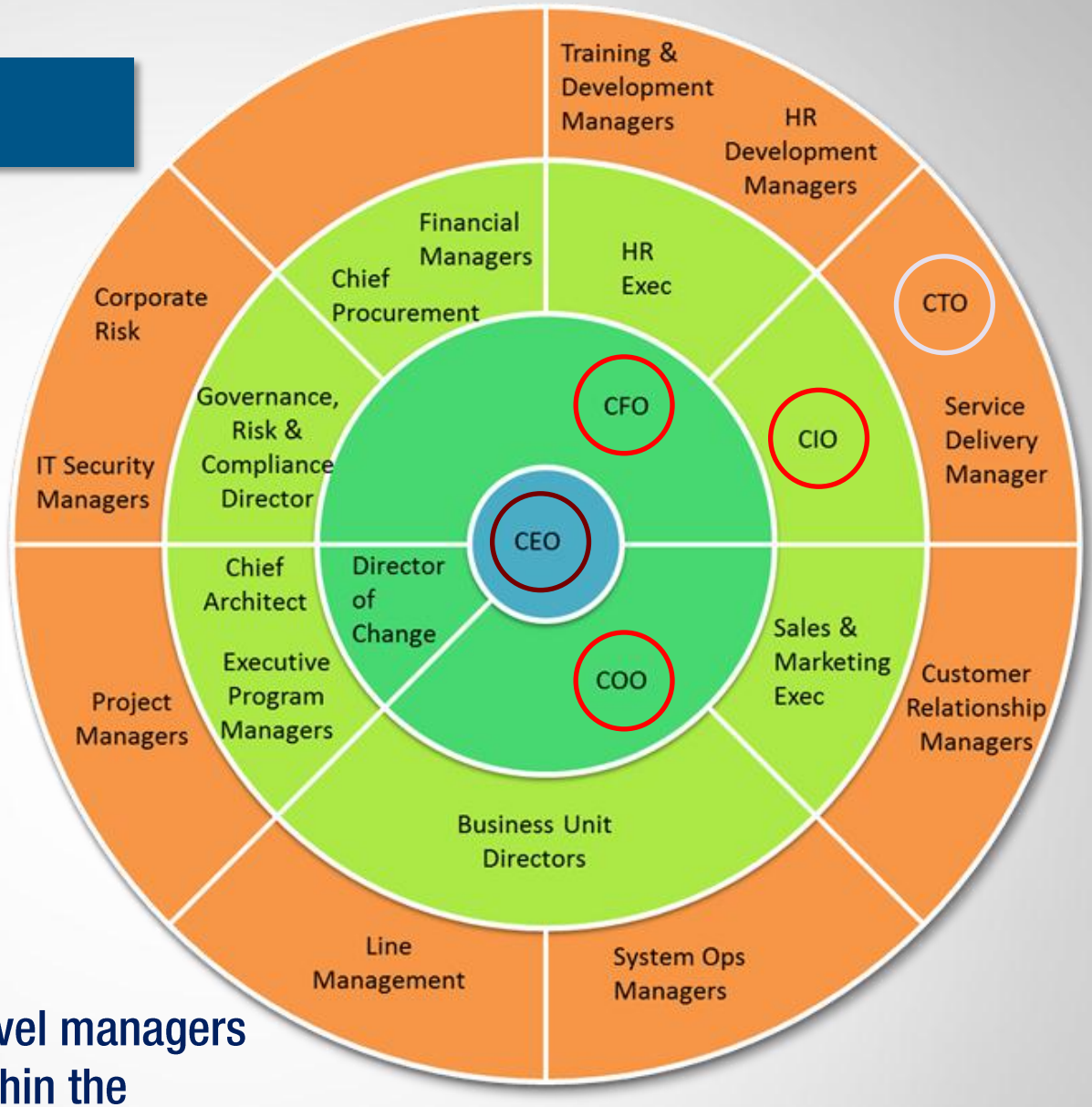
*Extract from the Harvard Business Review article; How business schools lost their way (published May2005, Vol. 83 Issue 5, Bennis, Warren G., O'Toole, James)

# The Stakeholders Management Process

The Open Group's TOGAF® 9 architecture framework can be used by EA teams as an input to defining their own stakeholder management process.



# Classify Stakeholder Positions




C-level executives and other C-level managers have different responsibilities within the organization and it is important to understand their spheres of control.

# Determine Stakeholder Management Approach

TOGAF® 9 Communication Plan
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Try the following alternative Prince2 Communication Management Strategy doc as an alternative option:

http://office.microsoft.com/en-us/templates/prince2-communications-management-strategy-project-management-TC030009473.aspx

I am using the new TOGAF® 9 Communications Plan deliverable template as a basis for developing my stakeholder management approach.

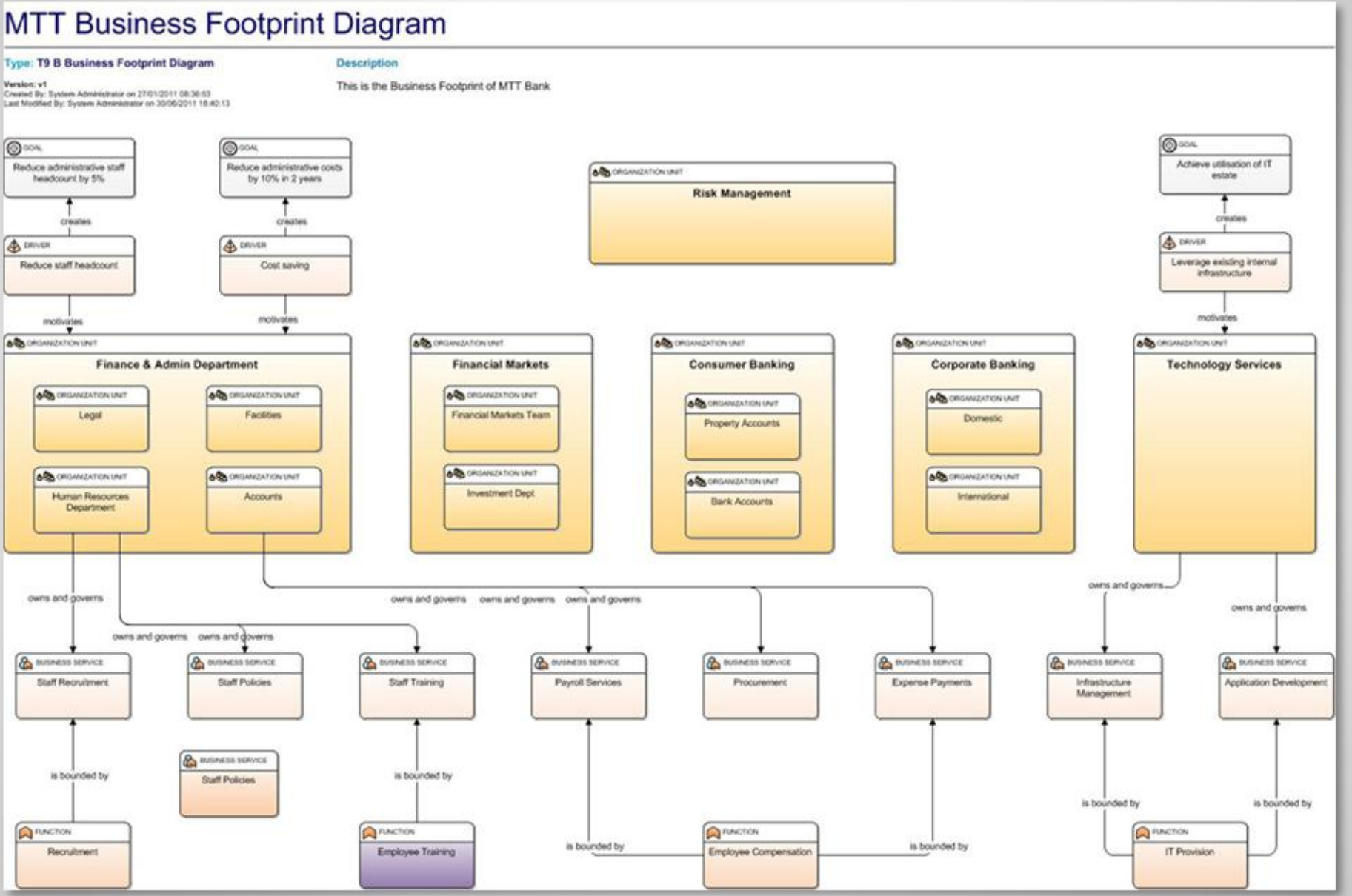
# Tailor Engagement Deliverables

The stakeholder management approach includes all the criteria needed to create custom views and very specific deliverables for C-level executives.

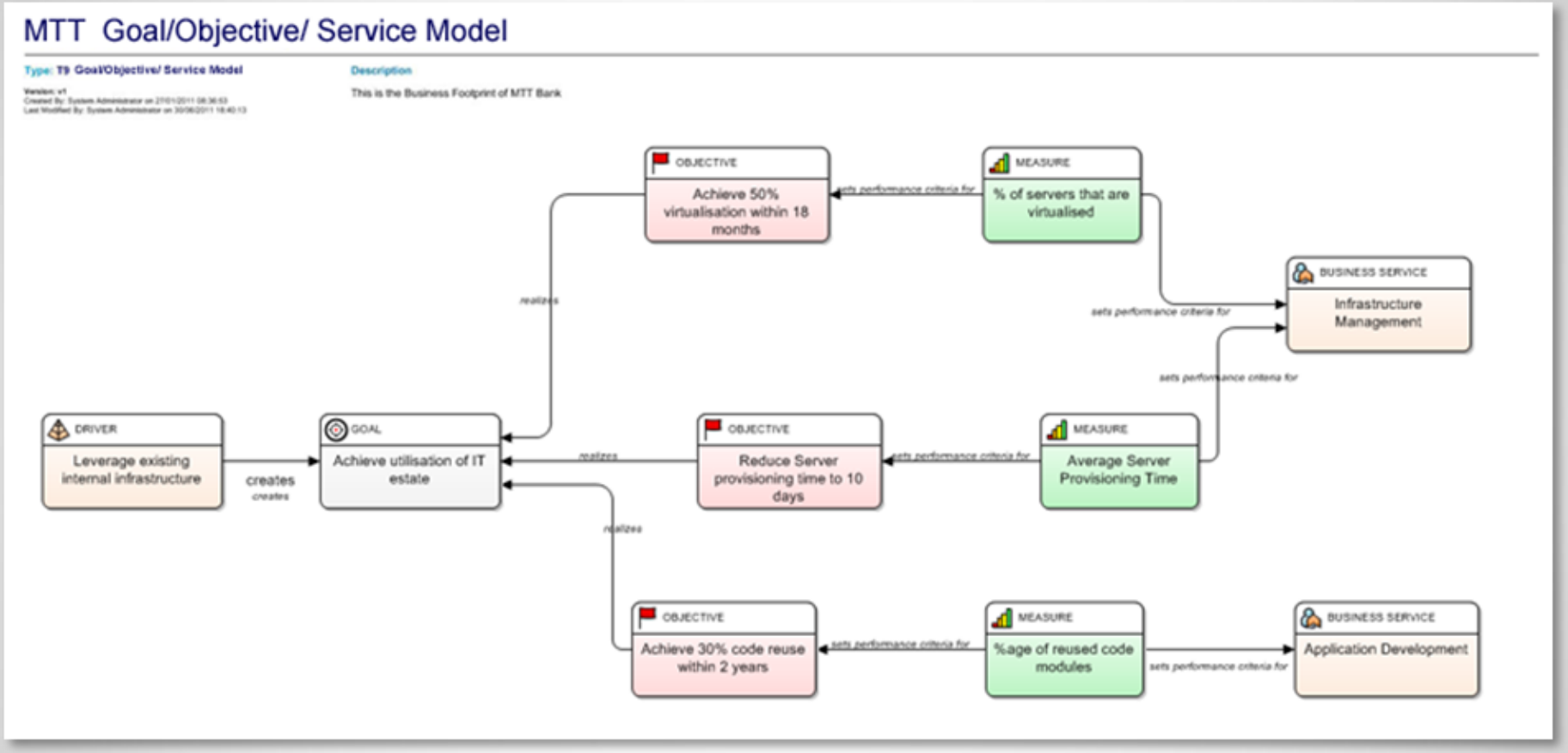
[ It is always better to start with a generic viewpoint and then customise it for your audience.
This is especially true for C-Level executives for which you want to base views generated by a viewpoint that is proven in the market, while also customising and changing it to address their concerns. ]

I selected the three TOGAF® 9 viewpoints that I believe are the most appropriate for C-Level executives..

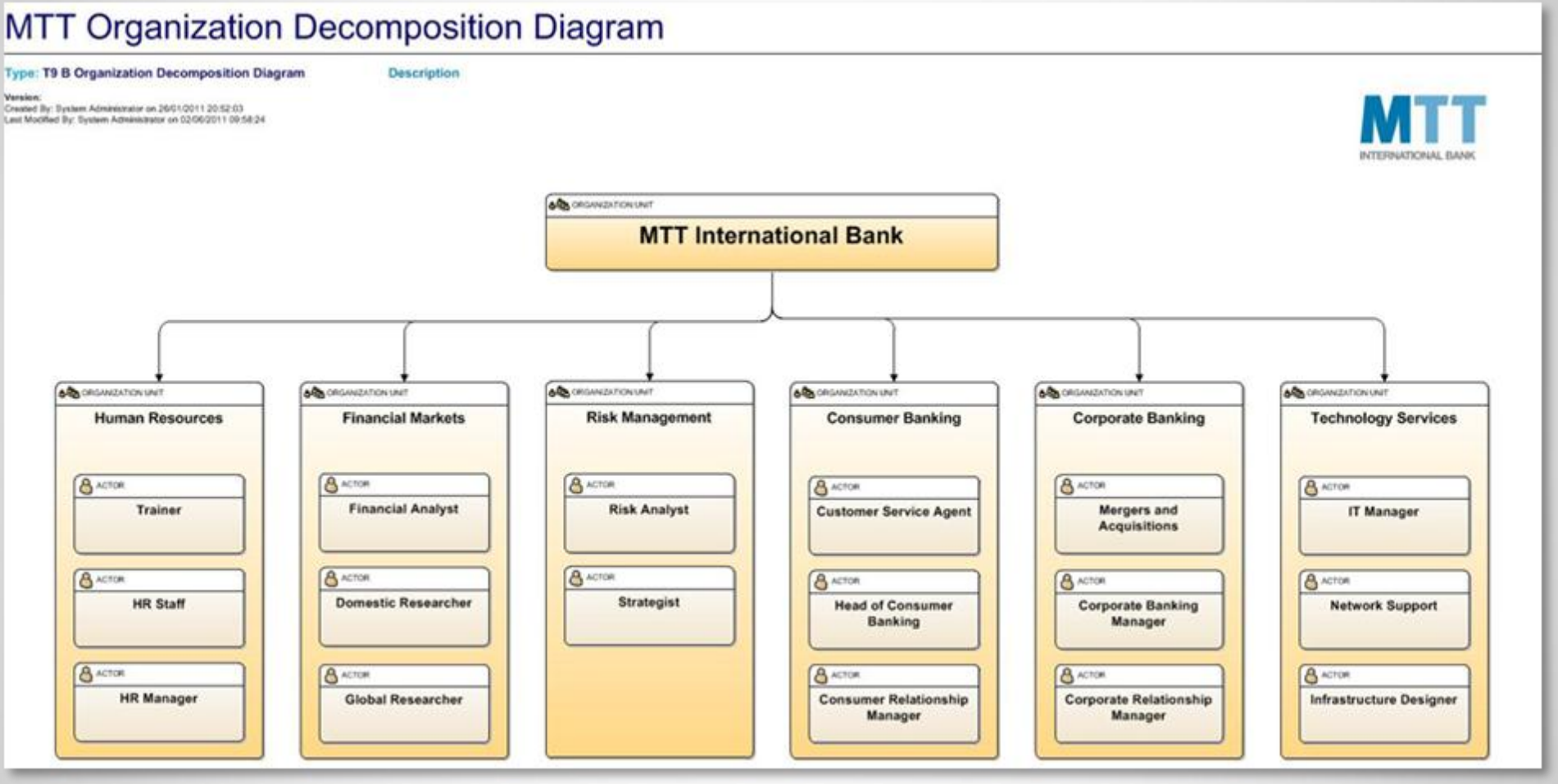
# Example of a Business Footprint diagram



# Example of a Goal/Objective/Service Model



# Example of an Organisational Decomposition diagram



# Alternative TOGAF® Viewpoints to consider

**MODAF** Views to consider:

- AV-1 :Overview & Summary Information
- StV-1 : Enterprise Vision
- StV-2 :Capability Taxonomy
- StV-3 :Capability Phasing
- OV-1a :High-Level Operational Concept Graphic
- OV-1b :Operational Concept Description
- OV-1c :Operational Performance Attributes
- AcV-1 :Acquisition Clusters
- AcV-2 :Programme Timelines

**ArchiMate** Views to investigate:

- Organization Viewpoint
- Business Function Viewpoint
- Business Process Viewpoint
- Product Viewpoint
- Landscape Map Viewpoint
- Layered Viewpoint

Alternative views from **TOGAF®**:

- Standards View
- Organization/Actor/ Location
- Application & User Location View
- Process Flow
- Business Use-case
- Environments & Locations View
- Service/Information Events
- Service-Information View
- Functional Decomposition

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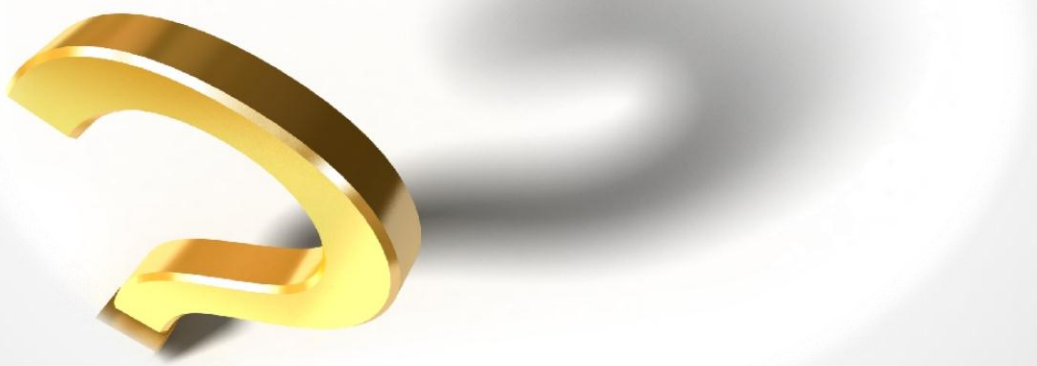
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