

Designers need to create, deliver, and capture value for colleagues. But introducing new cultures of design and modern development practices can be hard, especially when your company has done things a certain way for a long time. While your ultimate goal may be to help transform a company into one that's customer-led, it's important to pick and choose your partners strategically along the way. You need to find your allies.

Stakeholder Analysis is a great way to select strategic partners. In this SWD version, utilizing a two-by-two grid can help you quickly map who has power/influence in your organization, who is willing to experiment with new ways of working, and how to find the people to kindly say, "no" to when they ask for your help.

- CAPTURE the PPOs? Power resides not just with individuals, but also within teams and projects. Write down the People, Projects, and Organizations working with design teams and designers. One per post-it.
- MAP the PPOs. Once you've captured the People, Projects, and Organizations you're working with, placing them on the stakeholder map according to how much power they have and how willing they are to try new things. Do they need help? Do they know they need help? Where are the wounded Products?
- Identify your Sidekicks. When trying new processes or methods, look to experiment with those who do not have a lot of power. The last thing you want is for a failure to be VERY public and affect the bottom line. You want to test new approaches and build a business case that the approach works before pitching it to those who have power.
- Identify your Sponsors vs. Challengers. Sponsors will advocate for you when you're not in the room, but they want to see evidence something is working before trying it with a large, important initiative. Challengers will gladly work with you, but never actually give you credit or publicly praise you. You'll likely need to work with both of them and it's important to know who you want to be your sponsor.

People		Projects		Organizations	

Finding your Sidekicks and Champions

Find stakeholders who will advocate for design when designers aren't in the room Find "less visible" projects to work on to build case studies of success.

People who will become your sidekicks

They are stuck, highly motivated to try something new, and need your help

People who will champion you

Highly motivated to change and want to see evidence you can help

People to say "no" to with kindness

Want your help, but not motivated to change how they do things

People who will challenge you

Not motivated to change, but will totally work with you if others are having success in doing so.

Power or Influence

