



# Stakeholder linked to Forces & Drivers

Based on best practice Enterprise Modelling & Architecture principles

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## Introduction

Identifying and documenting stakeholders across organizational boundaries can be a daunting task, but is nevertheless an important step when associating a stakeholder with where they interlink with multiple other components within an organization. In order to capture external and/or internal forces and drivers related to stakeholders, Stakeholder linked to Forces & Drivers is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed forces and drivers and stakeholder objects. The core idea of an Stakeholder linked to Forces & Drivers Matrix is that it typically consists of force and driver aspects in a list of columns, and another aspect is a set of stakeholder columns (taken from the map), while the third and final aspect being the cross product between the rows and the columns.

This allows for the Stakeholder linked to Forces & Drivers Matrix to relate (un)familiar objects to familiar objects in the different layers of an enterprise (composition discipline), usually in the form of a diagram, a table or a chart (e.g. rows and columns), thereby outlining direct (and possibly indirect) connection points between different kinds of objects while showing a common pattern of the objects and the relationship between them.

## Stakeholder linked to Forces & Drivers

The Stakeholder linked to Forces & Drivers Matrix provides you with a detailed overview of the cross relationships between external and/or internal forces and drivers and stakeholders (each identified with a unique name and ID number) that has been identified through the Stakeholder Map, and then associated with the identified owners, plans, organizational units, organizational areas and/or groups, service areas and/or groups, process areas and/or groups, locations, value and performance expectations, enterprise capabilities, organizational competencies, products, business services as well as business processes.

### How to use Stakeholder linked to Forces & Drivers

Identify, document and relate external and/or internal forces and drivers to the stakeholders (each identified with a unique name and ID number), owners, plans, organizational units, organizational areas and/or groups, service areas and/or groups, process areas and/or groups, locations, value and performance expectations, enterprise capabilities, organizational competencies, products, business services as well as business processes.

*For example:*

1. An external or internal force or driver may have multiple yet specific associations with stakeholders, owners, plans, organizational units, organizational areas and/or groups, service areas and/or groups, process areas and/or groups, locations, value and performance expectations, enterprise capabilities, organizational competencies, products, business services as well as business processes.

- Multiple external and/or internal forces and drivers may have an association to any single specific stakeholder, owner, plan, organizational unit, organizational area and/or group, service area and/or group, process area and/or group, location, value and performance expectation, enterprise capability, organizational competency, product, business service as well as business process.

Why (external/internal drivers or forces)	Stakeholder #	Who				How	Where					What				
		Stakeholder (Business Unit)	Stakeholder (Department)	Stakeholder (Operational Manager)	Owner (Business, Service, Process, Application, Data, Platform or Infrastructure)	Plan	Organizational Unit	Organizational Area/Group	Service Area/Group	Process Area/Group	Location	Value/Performance Expectations	Enterprise Capability/Organizational Competency	Product	Business Service	Business Process
Driver/Force 1	#															
Driver/Force 2	#															
Driver/Force N	#															

Table 1: Stakeholder linked to Forces & Drivers.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Stakeholder linked to Forces & Drivers Matrix, but there may be more (or fewer) relevant objects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular matrix.

Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.

The objects involved with Stakeholder linked to Forces & Drivers is shown in table 2.













Objects used within Stakeholder linked to Forces & Drivers		
Notation	Notation	Meta Object Description
	Role (stakeholders and owners)	A part that something or someone has the rights, rules, competencies, and capabilities to perform. A resource and/ or actor may have a number of roles i.e. process role, service role or application role and many actors may be assigned the same role.
	Plan	The notion of thinking about and organizing the tasks required to achieve a desired output.
	Organization (organizational units, areas and groups)	An arrangement or formation of resources that has a set of collective goals.
	Business Service (service areas and/or groups)	The externally visible [logical] deed or effort performed to satisfy a need or to fulfill a demand that is meaningful to the [business] environment.
	Business Process (process areas and/or groups)	A set of structured activities or tasks with logical behaviour that produce a specific service or product.
	Location	A point, facility, place or geographic position that may be referred to physically or logically.
	Expectation (value and performance)	The anticipated benefits that are of worth, importance, and significance to a specific stakeholder.
	Enterprise Capability	An enterprise capability is an abstraction that represents the ability to perform a particular skillset (i.e. organizational competencies, personal competencies, business functions, processes, services, and technology).
	Organizational Competency	An integrated and holistic set of related knowledge, skills, and abilities related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to do something well.
	Product	A result and output generated by the enterprise. It has a combination of tangible and intangible attributes (i.e. features, functions, usage).
	Force (external or internal)	An external or internal factor that forces or pushes some aspect of an enterprise in a specific direction.
	Driver (external or internal)	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.

Table 2: Objects typically associated with Stakeholder linked to Forces & Drivers.

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