

Stakeholders, from Abstract to Individual Humans

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Abstract

Systems engineering uses the term stakeholders very often. This presentation explores the concept of stakeholders. We look at abstractions that we make as well as the relation to real human beings, from flesh and blood, with their emotions, beliefs, and behavior.

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Defining **personas** is way to make roles less abstract
Defining a set of **archetypes** may help in reasoning about variations
Sketching **caricatures** brings the insights more alive

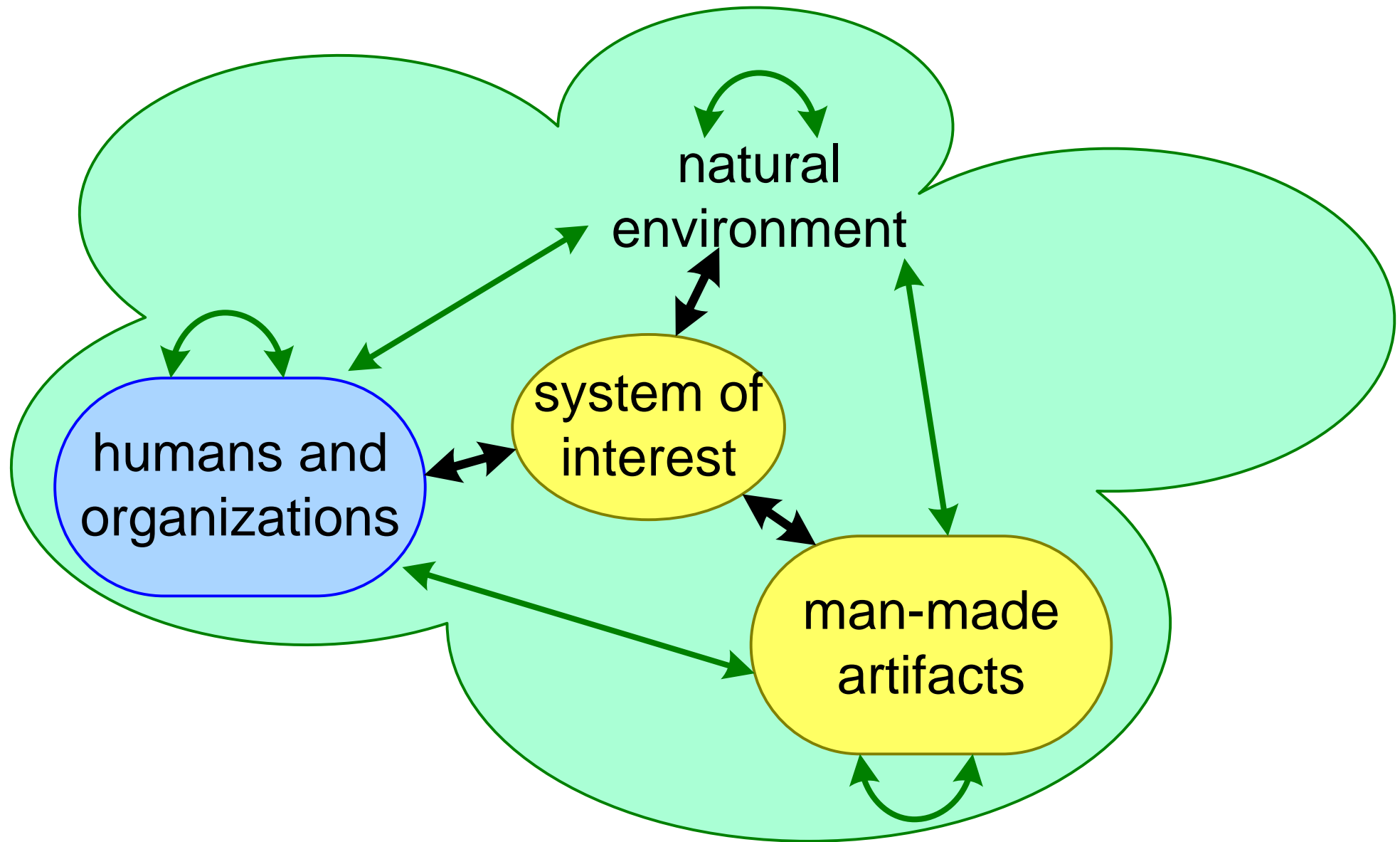
client	team worker	implementer
creative	cooperative, avoids friction	disciplined, conservative, does
resource investigator	shaper	complex finisher
enthusiastic coordinator	driver, dynamic	conscientious, painstaking
coordinator	monitor evaluator	specialist, rare skills
mature, chairman	subot, analytical	

[Bebber's archetypes](#)

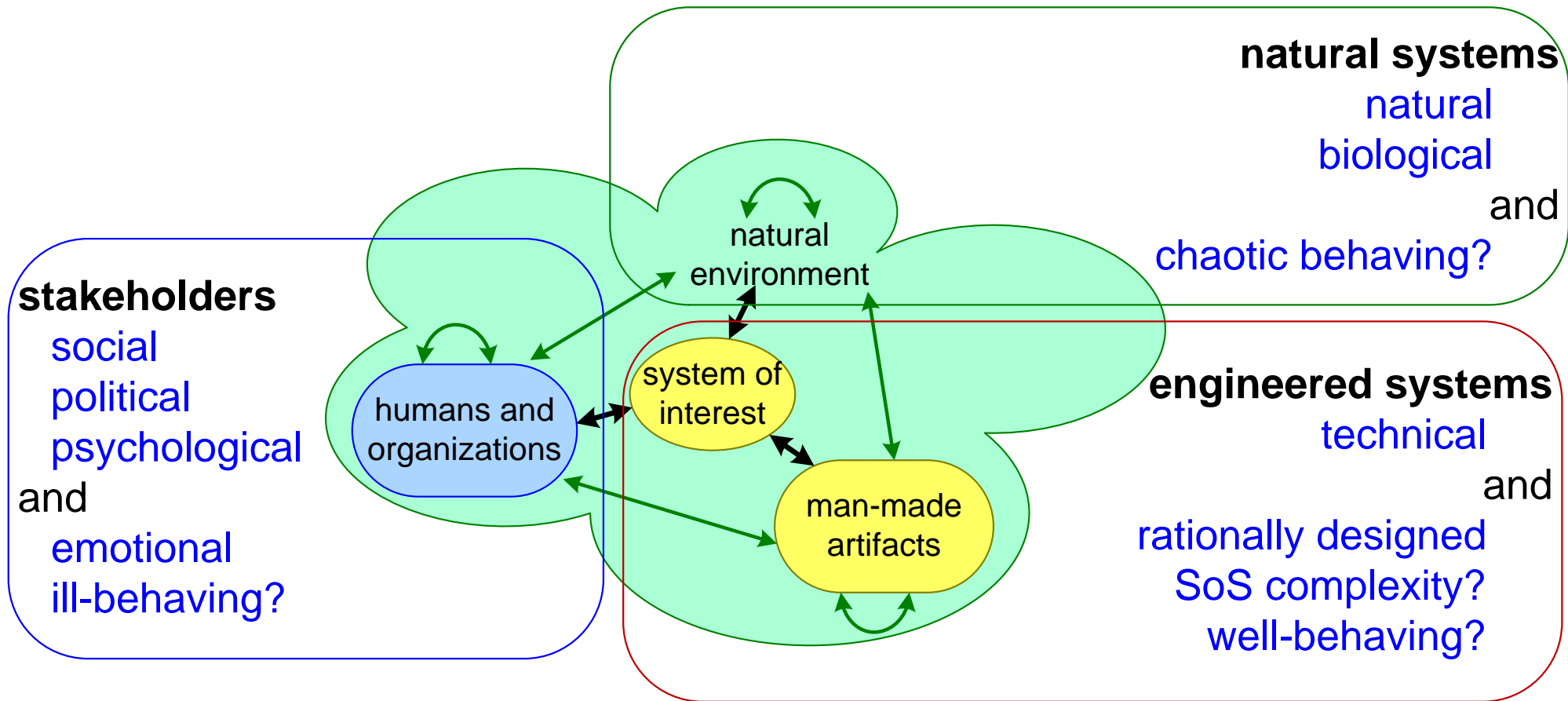


Caricature of a sergeant major
courtesy Bas van Zundert

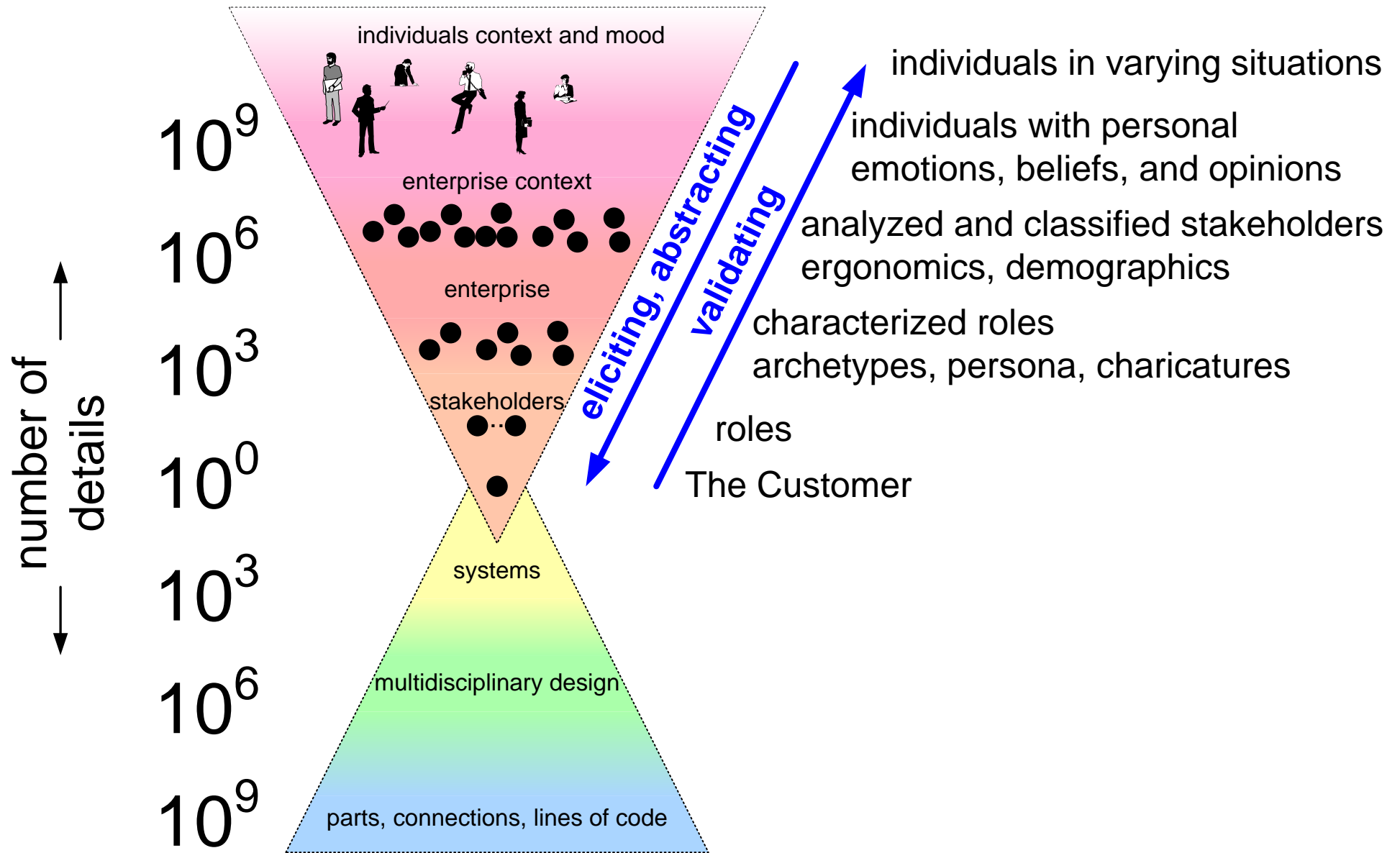
The Context of a System-of-Interest



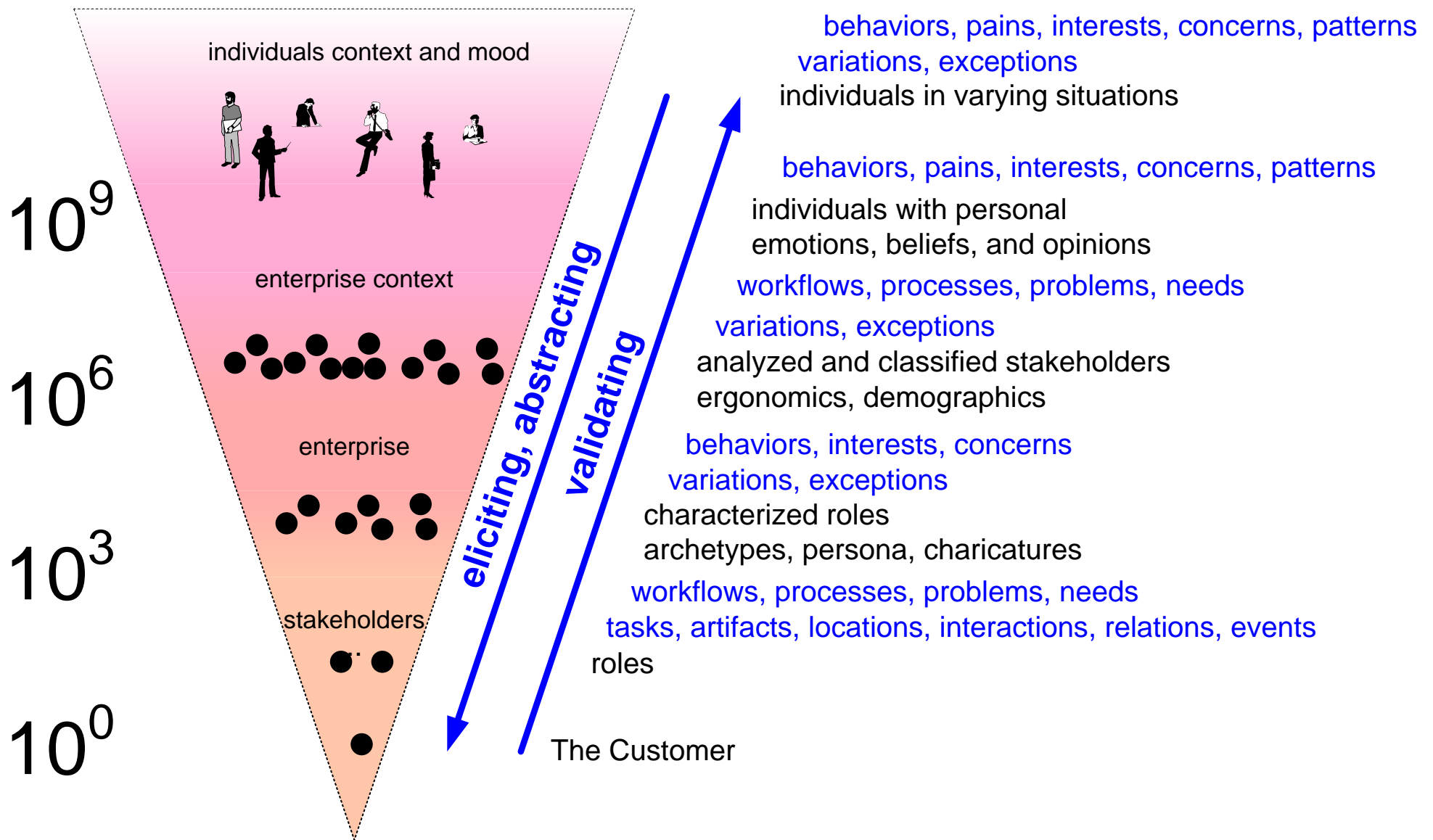
Stakeholders: Psychological and Socio-Political



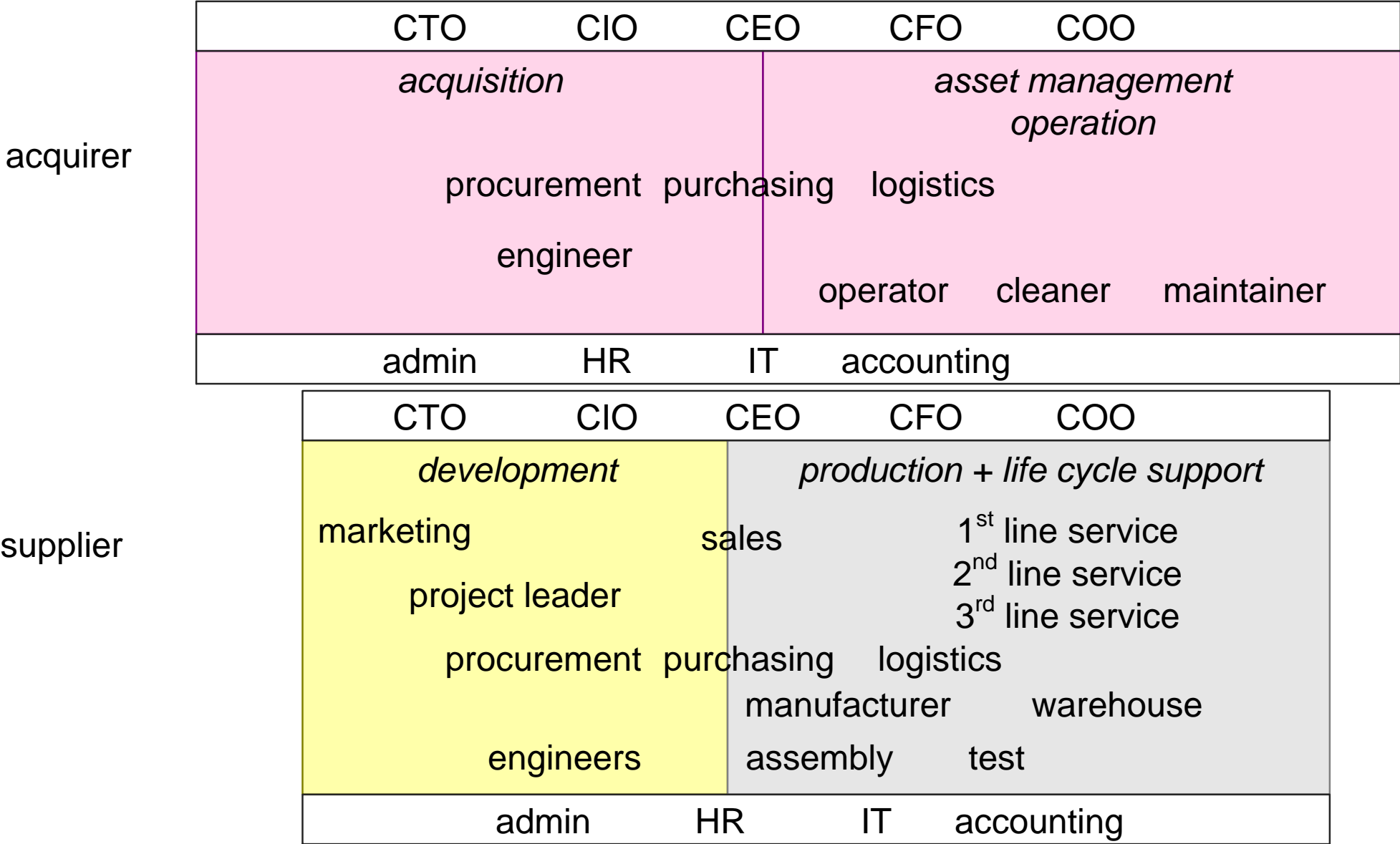
Abstraction from Humans to Roles



Elaborating What to Observe



Generic Roles Business-to-Business



Making Roles More Specific

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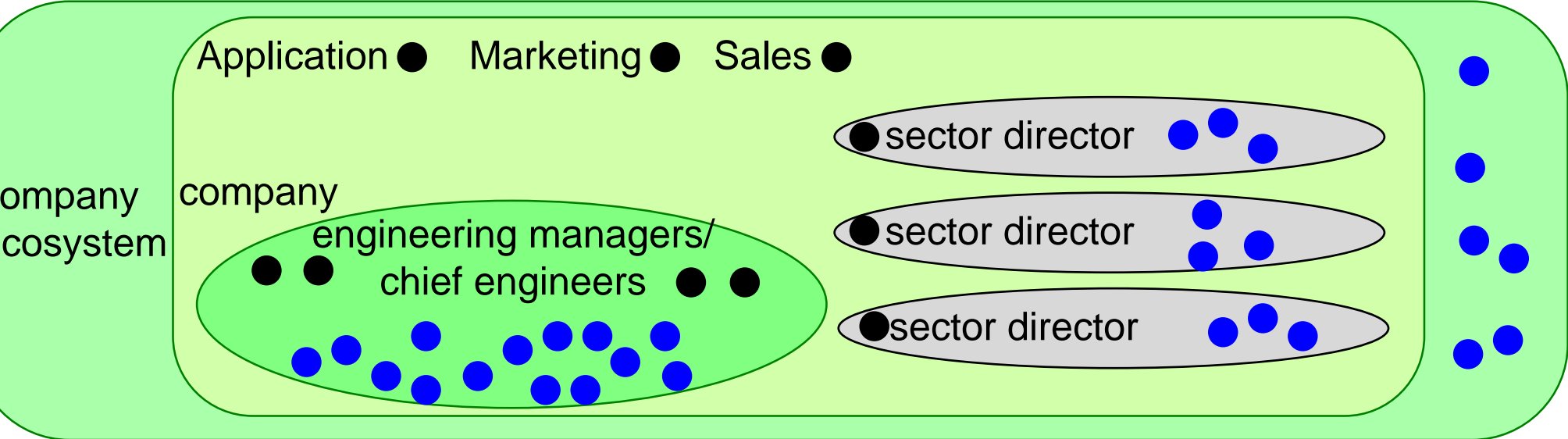
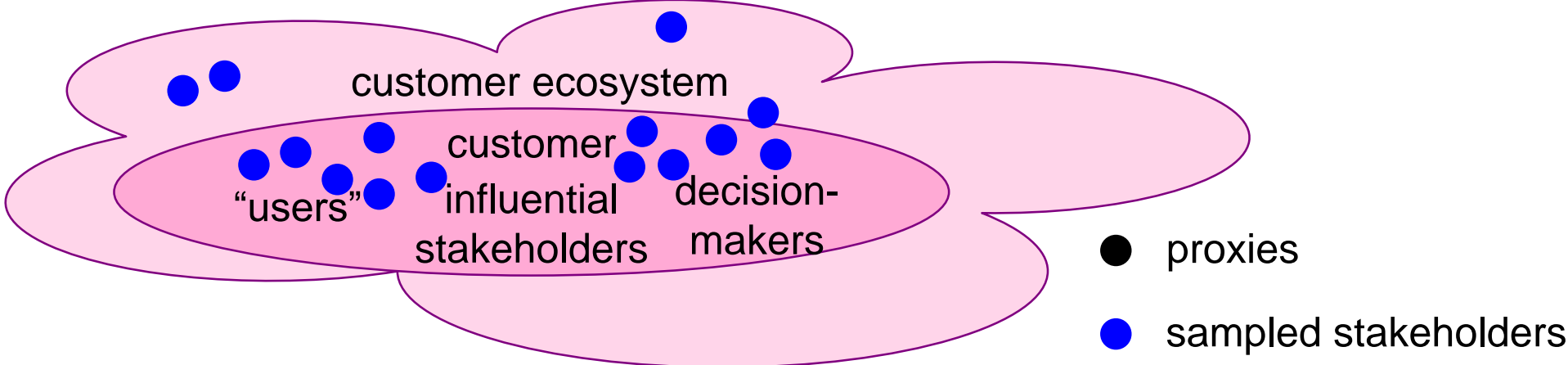
<i>plant</i> creative	<i>team worker</i> cooperative, averts friction	<i>implementer</i> disciplined, conservative, doer
<i>resource investigator</i> enthusiastic communicator	<i>shaper</i> driver, dynamic	<i>completer finisher</i> conscientious, painstaking
<i>coordinator</i> mature, chairman	<i>monitor evaluator</i> sober, analytical	<i>specialist</i> single-minded, rare skills

Belbin's archetypes

Caricature of a sergeant major
courtesy Bas van Zunderd



Multiple People Engage Stakeholders




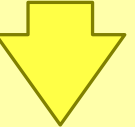
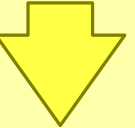
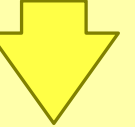
Multiple People Engage Stakeholders 2

- Sales: customer stakeholders with decision power or big influence
- Marketing: customer stakeholders and the wider customer ecosystem
- Application: customer stakeholders that actively work with the system
- Sector directors: (manufacturing, customer support, etc.) life cycle stakeholders and the wider life cycle ecosystem
- Systems engineers: sampling enough relevant stakeholders to work with their problem and topic of interest

How can systems engineers know what is enough sampling and what stakeholders are relevant?

The Purpose of Engaging Stakeholders

purpose of eliciting and engaging stakeholders:

- to listen and observe stakeholders in their environment

- to understand what they do, how they do it, what they use, whom they communicate with

- to understand stakeholder pains, concerns, interests, and needs

- to be able to empathize with stakeholders

- to be able to engage more effectively with stakeholders and to build a network and trust

Approach to Engaging Stakeholders

