

STAKEHOLDER ALIGNMENT & TRADE-OFF SHEET

Turn competing requests into one clear decision

1 OUTCOME

What business problem or outcome are we trying to solve?

2 NEEDS

For each stakeholder: what are they actually trying to achieve or protect?

3 CONFLICT

Where do those needs genuinely clash? Do not confuse different wording with a real conflict.

4 CONSTRAINTS

List non-negotiables: regulation, policy, security, budget, architecture, data, timeline, capacity.

5 PRIORITIES

Rank must-haves and business outcomes. What happens if each need is not met?

6 OPTION / TRADE-OFF MAP

OPTION	VALUE	COST / RISK	CONSTRAINT FIT
A: _____	_____	_____	_____
B: _____	_____	_____	_____
C: _____	_____	_____	_____

7 DECISION

Chosen option: _____ Decision owner: _____ Why this option: _____

8 MAKE IT BUILDABLE

Translate the decision into rules, roles, thresholds, exceptions, data, audit needs and acceptance criteria.

STAKEHOLDER NEEDS SNAPSHOT

Stakeholder	Position / Request	Underlying Need	Must-have?
_____	_____	_____	Y / N
_____	_____	_____	Y / N
_____	_____	_____	Y / N
_____	_____	_____	Y / N

BEFORE YOU CLOSE THE MEETING

- Underlying problem is clear.
- Needs are separated from proposed solutions.
- Conflicts and constraints are explicit.
- Priorities and trade-offs are understood.
- Decision owner is clear.
- Decision is translated into testable requirements.

GOLDEN RULE

Don't find the middle. Find the outcome, constraints and trade-off the business is willing to own.