Know your Audience.

STAKEHOLDER MAPPING

Understanding your wider stakeholders and what motivates them

In addition to understanding more about your customers by developing customer personas, many businesses benefit from understanding more about the other stakeholders that are involved in helping them deliver a service and developing targeted strategies to motivate them into positive action.

Stakeholder analysis is a simple process that ensures you understand the stakeholders that are important in helping you deliver a service, that the right stakeholders are involved and that you are managing them in such a way that supports your delivery.

To undertake stakeholder analysis, you can use a table, like the one shown opposite.

The first column on the left lists all the categories of stakeholders that may have an

interest (or 'stake') in your business. This includes customers, intermediaries, distributors and those involved in or excluded from the decision-making process.

They can be divided into two groups:

1. **Primary stakeholders** – those affected directly by the policy, either positively or negatively, and
2. **Secondary stakeholders** – those with an intermediary role including delivery agencies, policy makers, or supporting agencies such as social workers.

The following three columns in the table describe the stakeholders' involvement and role in delivering your service. The first column on the table opposite summarises the actual situation and how each stakeholder is affected by your service or the problem you are trying to address.

The second describes their potential role and desire to bring about change, while the third focusses on how the service can meet their demands

Once you and your team have brainstormed the key stakeholders, fill in the other columns with Post-IT Notes. Carefully reflect on what can be done to best meet or counteract stakeholder interests. Think about what can be done to maximise the engagement of those who are likely to support the delivery of your service and minimise the resistance of those who may be more likely to block it.

Stakeholder Interest Analysis
A tool for understanding the interested parties

Issue			
Stakeholders	**Interested & how affected**	**Capacity and motivation to bring about change**	**Possible actions to address stakeholder interests**
Primary Stakeholders			
Secondary Stakeholders			

This kind of analysis could help you turn stakeholders in to raving advocates, or neutralise negative stakeholders.

In addition, it might be important to assess - and if necessary develop or adapt the capacity - of different stakeholders to fully engage in the service you are delivering. This will depend largely on their importance/influence (see the importance/ influence matrix overleaf).

Classifying stakeholders Importance / influence

Once you have undertaken some stakeholder analysis, another tool that you might want to use to assess the importance / influence of stakeholders is the importance/ influence matrix, shown opposite.

It can be used to prioritize stakeholders, as well as to think about the right approach to take with each of them. This matrix can be used in a workshop format, as a role play exercise or as a simple tool to be filled in by staff.

Once the stakeholders have been defined (in the analysis table) they can to be placed in the grid following two criteria:

1. **Influence** - how much power the stakeholder has to facilitate or impede the successful delivery of your services?
2. **Importance** - how much priority should the you give to satisfying the needs and interests of the stakeholder?

Once you have undertaken this exercise, you will have four categories of stakeholder;

- **High importance, low influence.** If upset these stakeholders, they may gain influence and try to resist change. They require special attention if their interests are to be protected.

- **High importance, high influence** These stakeholders can be both significantly affected by the change and most able to do something about it, either supporting or opposing actions proposed. It is particularly important to engage these people, ensuring both that they understand what is going on and creating a sense of ownership of what is being done.

- **Low importance, low influence** These are low priority stakeholders who may require limited monitoring or at least be kept informed throughout the process as it can be that their status evolves over time.

- **Low importance, high influence** These are stakeholders with high influence, who can affect the outcome of the actions proposed but whose interests are not the target of the actions. These stakeholders may be "deal breakers" and constitute a serious risk if not handled properly.

Stakeholder importance / influence matrix

Level of Importance ↑	High importance / Low influence	High importance / High influence
	Low importance / Low influence	Low importance / High influence

Level of Influence →

Once you have categorised your stakeholders and developed strategies for managing them, you might want to consider developing some customer personas for each of your important stakeholders (as well as customers).