

How2guide: Stakeholder Mapping and Engagement

Introduction		When do you use this guide	
Stakeholders can make or break a project or a programme. Failing to identify and analyse the needs of groups and key individuals is increasing the likelihood of failure. Even if the change is technically a success then it may still be perceived as a failure if it fails to communicate effectively. The Stakeholder Map at its simplest is a 2 dimensional matrix that shows groups of stakeholders on one axis and the things they are interested in on the other axis. The concepts of stakeholder analysis are basically founded on the principles of market segmentation.		A stakeholder is anyone who has an interest in the change you are planning to deliver. The Stakeholder Engagement cycle has 4 steps in it, the first of which is “Identify”, so the stakeholder map is one of the first things you create at the outset of the project or programme. Initially it may be quite a high level summary but as the change moves forward it will become more complex. The basis of good communications is to understand the audience and a stakeholder map is the main tool for storing this analysis.	
Where to look for stakeholders Initially there will be the obvious groups or individuals that are directly affected by the changes. This may well suffice for simple projects but for more complex changes it will be necessary to broaden the perspective to ensure that all stakeholders are recognised even if they are not involved at this moment. One of the biggest causes for resistance is where influential groups are not given the respect they believe that they deserve or the opportunity to contribute. Stakeholders can generally be found under the following 4 headings of GUPI, (Governance; Users; Providers; Influences). It is important to spend time thinking about each heading to ensure no one has been missed.			
Governance	Users	Providers	Influences
Generally these are people who you are going to need to have formal approval from. Often they are in control of a budget or they need to be engaged because the finances are at a higher level of authorisation. They may also have some technical	These will be the users of the services that you are creating, changing or removing. They may be staff, members of the public or customers. They can normally be split into 2 categories, those that pay for the service and those that can consume it, and as	Principally this is the supply chain but it does not mean that they are external to the organisation. Often there are internal providers that need to be considered, IT, FM, HR, Training, Health and Safety, etc. From the external perspective there will be those that are principally providing	If the stakeholder isn’t approving, using or supplying the services then their direct influence will be weaker. However, there will be those that can still be important even if they are not in one of the other 3 categories. A few examples would include managers of other departments, partner

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specialism that requires them to approve a design or process change.	such it is important to differentiate this perspective.	tactical transactional services and others that will be longer term partners. Organisations bidding for a contract should be seen as stakeholders.	organisations not directly involved, pressure groups and trade unions.
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What sort of things are they interested in?

There are many things that a stakeholder might be interested in within a project. It is tempting to think about the obvious things like finance and plans, but more often than not stakeholders are only interested in these because they want to know what is going on. What they really want to know is “what is in it for me”, and of course, that could be positive, negative or a mix. Obvious though it may seem, don’t forget that stakeholders are people, so ensuring they know about the positives as well as the negatives is very important. They may be net winners or losers but at least they may find some positive in the change to build on.

The “areas of interest” is one axis in the stakeholder map and needs to be developed. Be careful not to have headings that are too high level as this can make the Stakeholder Map too generic and meaningless. These 8 headings (FATBORIS) give a good starting point.

Finance	Assets	Timescales	Benefits
The cost of the change is always of interest to stakeholders, either as justification to support or oppose the changes. It is important to understand why there is an interest and whether there are specific costs areas rather than the whole package.	You are bound to be producing an asset of some sort; you may be using the term product, output or deliverable instead. Whether it is a document or a bridge, projects always produce something. There is bound to be interest in the functionality and what it will be able to do to improve performance and services to the users.	When is it going to happen and when are they going to be involved (inconvenienced) is an inevitable question. The project plan will rarely be of interest in its entirety, each stakeholder group will have specific interest in when it is going to affect them.	The benefits are invariably the justification for the change so stakeholders may have multiple perspectives on this as they may be winners rather than losers for one or more of the benefits. Each benefit should be seen separately so that different stakeholder perspectives can be illustrated.
Outcomes	Risks	Issues	Scope
Outcomes are the results of the planned changes; they are not the same as the benefits. Individual outcomes can be supported	This does not mean the general content of risk register. There will be specific threats or opportunities that will be of specific interest to some stakeholders.	Again, this does not mean the issue register. There may be specific problems that the change is clearly facing and there may	The actual focus of the change can often cause some interest, some groups may like to see the scope extended whilst others would like to see it reduced, and this is often related to budget

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or resisted with very different perspectives on their effects within stakeholder groups, so each of the main outcomes may need to be viewed.	This could include opportunities to extend the change to a wider user community. There could be threats that some functionality or problem may arise that would reduce the benefits or performance.	be obstacles that will have a significant effect and are of specific interest to some stakeholders. Examples would include designs which affect Health and Safety or ICT standards that need to be addressed before it can proceed.	constraints. If there are areas that are specifically out of scope, this may be the source of the stakeholder resistance or support so this may be an area that should be acknowledged as an area of interest.
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Estimating Impact – The 3rd Dimension

It is possible to add a 3rd dimension to the stakeholder map by including some information about the stakeholder in the table.

A stakeholder's impact on the change can be assessed by working out their level of interest and their level of influence. There are a number of different potential ways of doing this, numbering levels of interest and influence on 1 to 5 scales or using something like High, Medium or Low.



By using a scale and embedding it into the matrix you can get a view on not only which areas they are interested in but also their effect on the change. High impact stakeholders that oppose the change will require more attentions to minimise their resistance for example.

Taking this approach will provide you with a solid foundation for developing an effective communications plan with targeted messages that help to gain support or reduce resistance. Note that for this to be effective, it is necessary to review your stakeholder map and estimation of impact on a regular basis as this can change significantly over time.

The Technique – Stakeholder Map

Technique Overview	Concept
The stakeholder map is a matrix where the stakeholders are recorded and their relationship with the major changes is illustrated. The map should be maintained as part of the normal management information and changes should be tracked as part of the communications plan. In this example we provide a simple stakeholder map and a map which is more complex and includes analysis of impact.	The concept is based on market segmentation and understanding the relationship between customer groups and products. It is a very powerful “at a glance” view of the stakeholder environment. There are many ways to enhance the map with additional information in the cells including colour coding, comments etc.

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	Proposed penalties	Legislation timetable	Proposed changes	Time scales	Insurance premiums	Reduction in accidents	
Car users	✓		✓		✓	✓	In this simple example, new legislation is being planned to reduce the levels of mobile phone usage in cars. There are a number of stakeholders (this is a very simple summary) and although their areas of interest may appear quite similar, the level of interest and potentially their levels of support may be quite different. Each of the stakeholder groups could be sub divided as each may have slightly different perspectives or area of interest.
Motorist pressure groups	✓	✓	✓	✓	✓	✓	
Police		✓	✓	✓			
Court representatives	✓	✓	✓				
Insurance companies			✓	✓	✓	✓	
Haulage pressure groups	✓	✓	✓	✓	✓	✓	
	Proposed penalties	Legislation timetable	Proposed changes	Time scales	Insurance premiums	Reduction in accidents	
Car users	2 (2 x 1)		2 (2 x 1)		3 (3 x 1)	2 (2 x 1)	Using a 3 x 3, with High being 3 and low being 1, you can show how much influence and interest each stakeholder has in each of the areas of interest. The first number is Interest and the second number is influence. As you can see, illustrating the level of impact significantly helps in understanding how important the area of interest is to them. A colour coding scheme can be used to show support or opposition for the area of interest. For the car users they don't like new penalties but generally do like the idea of lower insurance premiums and a reduction in accidents that will come from the change.
Motorist pressure groups	6 (3 x 2)	3 (3 x 1)	6 (3 x 2)	3 (3 x 1)	3 (3 x 1)	2 (2 x 1)	
Police		3 (3 x 1)	6 (3 x 2)	3 (3 x 1)			
Court representatives	6 (3 x 2)	3 (3 x 1)	6 (3 x 2)				
Insurance companies			6 (3 x 2)	3 (3 x 1)	9 (3 x 3)	6 (3 x 2)	
Haulage pressure groups	6 (3 x 2)	3 (3 x 1)	6 (3 x 2)	3 (3 x 1)	3 (3 x 1)	2 (2 x 1)	