

STAKEHOLDER ANALYSIS



Session Leader Guide

A team always has other people who have a stake in the output or purpose of their work. They are called stakeholders, who all have their unique needs and demands, expectations and relationship with the team. To acquire a good picture of all the key stakeholders and their specific demands and expectations it may be wise to make a "stakeholder analysis".

The value created by the team can be viewed from different perspectives and it is sometimes almost impossible to foresee all demands and expectations without involving the key stakeholders in a dialogue or discussion to gain a better and shared picture of the present situation.

PURPOSE

To map, review, involve and define the requirements and expectations from the key stakeholders of your change initiative.

OBJECTIVE

At the end of the exercise everyone should have a clear and mutual view of your key stakeholders and their requirements and expectations.

TIME

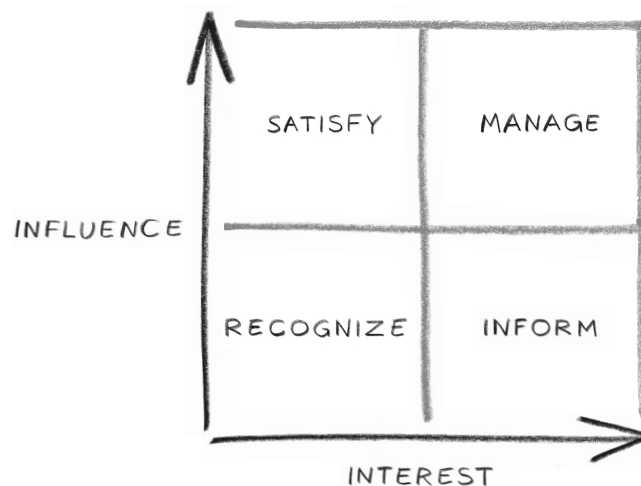
You will need 45 minutes for preparation and first draft of the stakeholder analysis. After that it depends on how many stakeholders you will meet; estimate 30-60 minutes per stakeholder. Then you need about 60 minutes for analysis and planning.

BEFORE THE SESSION

1. Anchor the decision to do the exercise in your team.
2. Select participants and book a meeting room.
3. Decide whether you intend to use a guest speaker to introduce the workshop and/or create the right atmosphere.
4. Send out an invitation at least two weeks before your meeting and include any 'prework' material if you find it useful to come better prepared. Communicate purpose and objective, when, where, and who.
5. Select the slides you intend to use. Look for ideas and select the supporting slides at www.valuescentre.com/getconnected.
6. Make sure the meeting room is ready with all the material needed.
7. If you intend to use a meeting evaluation or reflection, have it prepared in advance. (see page 172)
8. Try to come at least 20 minutes before everyone else.
9. Write the Purpose, Objective and Agenda on a flipchart so that everyone can see it during your whole session.

DURING THE SESSION

1. Introduce the purpose and objective of this exercise.
2. Explain the need to identify our stakeholders and the requirements and expectations they have on us and our team or our performance.
3. Ask everyone to find a blank piece of paper to map out your key stakeholders. Start by writing yourself or your team in the middle of the paper.
4. Identify every person or group of persons you think has an interest in your team or performance. Who are most important? Number them in order of importance for you.
5. Use symbols such as "+", "-", or "?" to indicate if they are positive, negative or indifferent. How do they influence?
6. Define what requirements and expectations you have on them – and write what you think their demands are on you or our team performance.
7. ALTERNATIVE: Follow the same steps described above. However, rather than using just a blank piece of paper, you can plot your stakeholders on an Interest/Influence map as depicted below.



This will help you to better segment your stakeholders and to define strategies to handle them in the best way.

8. After everyone has completed their own personal stakeholder map, ask them to pair up in groups of 2 -5 persons. Share your maps, and identify and create one stakeholder map that describes your whole team. Ask each team to present their collective results. Collect each group's collective maps, in order to consolidate into a whole team map, if needed.
9. Invite them to a team reflection (see page 165) about the exercise. What has become clear to them? Any learnings, questions or concerns. Explain what the next steps are after this meeting. Any expectations from the team on the next steps?

AFTER THE SESSION

1. Make appointments with and meet all key stakeholders to check your relationship. The purpose with the meeting with your key stakeholders is to explore, rather than to explain. Have a dialogue about mutual requirements and agreements. What are the consequences of the discussion?
2. Make your analysis by yourself or preferably with your team. How should you handle the negative and positive forces? What will you do with conflicting requirements and expectations? Prepare your own action plan.