**STAKEHOLDER ANALYSIS**

**1. Who Are Your Stakeholders:**

The first step in your stakeholder analysis is to brainstorm who your stakeholders are. As part of this, think of all the people who are affected by the service you provide and who have influence or power over how your work is taken forward, or have an interest in its successful or unsuccessful conclusion.

**2. Prioritise Your Stakeholders:**

You may now have a long list of people and groups that are affected. Some of these may have the power either to block or advance your activities. Some may be interested in what you are doing, others may not care.

 Map out your stakeholders on a Power/Interest Grid and classify them by their power over your work and by their interest in your work. Their position on the grid shows you the actions you have to take with them:

**STAKEHOLDER PRIORITISATION – POWER/INTEREST GRID**

|  |  |
| --- | --- |
| **KEEP SATISFIED****HIGH****High power, less interested people:** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message**Powe****r** | **MANAGE CLOSELY****High power, interested people:** these are the people you must fully engage and make the greatest efforts to satisfy. |
| **MONITOR (MINIMUM EFFORT)****Low power, less interested people:** again, monitor these people, but do not bore them with excessive communication**LOW****LOW** | **KEEP INFORMED****Low power, interested people:** keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project**HIGH** |

**INTEREST**

**3. Understanding your key stakeholders:**

You now need to know more about your key stakeholders. You need to know how they are likely to feel about and react to your key activities. You also need to know how best to engage them in your work and how best to communicate with them.

Key questions that can help you understand your stakeholders are:

* What financial or emotional interest do they have in the outcome of this work? Is it positive or negative?
* What motivates them most of all?
* What information do they want from you?
* How do they want to receive information from you? What is the best way of communicating your message to them?
* What is their current opinion of your work? Is it based on good information?
* Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
* If they are not likely to be positive, what will win them around to support your project?
* If you don't think you will be able to win them around, how will you manage their opposition?
* Who else might be influenced by their opinions? Do these people become stakeholders in their own right?