

Stakeholders Analysis

How to Identify the Key People to Involve



You need to make three assessments about stakeholders. First is to simply identify them and, if it is an organization, who in that organization is the key player. Second is to assess why they care about your issue. And third is to assess how much influence they will exert in approving a final agree-

Key questions that can help you understand your stakeholders are:

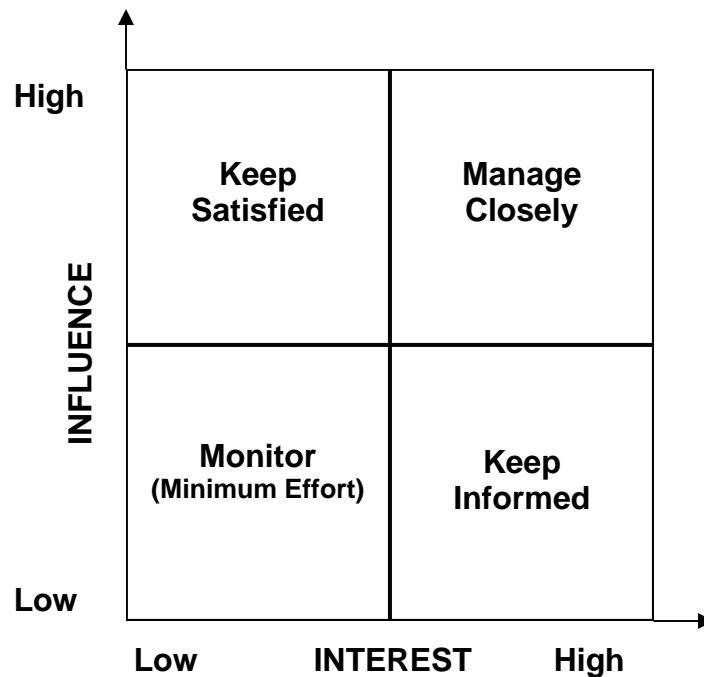
- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?
- What 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?
- 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?

Assessment 1—Brainstorm a list of potential stakeholders. A stakeholder is any person or group with an interest in your issue. Another way to think of them is to project out into the future and identify those people or organizations whose agreement today is necessary for a course of action to be implemented in that future. Stakeholders can include citizens who are affected by your actions, funders, project staff and administrators, project participants, customers, community leaders, collaborating agencies, and others with a direct, or even indirect, interest in program effectiveness. Do a simple brainstorm listing of these potentially interested parties.

Assessment 2—Identify why the care. For each potential stakeholder list,

- Concerns you think they have about the issue,
- Values you think they have that will affect their decision making,
- How they will be affected by an agreement on the issue,
- Any past involvement on the issue that will positively or negatively impact the current discussions, and
- Their detailed knowledge of the issue.

Assessment 3—Map out the stakeholders on a Power/Interest Grid^{1/} and classify them by their influence over your work and by their interest in your work.



^{1/} Source: MindTools.com. See <http://www.mindtools.com/pages/article/worksheets/PowerInterestGrid.pdf>

Analyze Your Stakeholders

Name	
Knowledge or the Issue	
Concerns They Have About the Issue	
Values They Have That Will Affect Their Decisions	
How Will They Be Affected by the Issue	
Past Involvement With You and Other Stakeholders That Will Affect Their Interactions	
Level of Their Interest (High, Moderate, Low)	
Level of Power They Have to Control Outcome (High, Moderate, Low)	