



Stakeholder mapping

Step one – Identify stakeholders

In order to design an effective engagement and communication plan you first need to identify and assess your stakeholders.

A stakeholder is any person or group who might have an interest, involvement, interdependency, influence or impact on your project.

Ask these questions to help you decide if a person or a group is a stakeholder:

1. Will the person or their organisation be directly or indirectly affected by your project?
2. Does the person or their organisation have an impact on the project's resources e.g. are they providing material or supplies, providing labour or expertise or funding?
3. Will this person or organisation be receiving a service or product as an outcome of the project?
4. Will this person or organisation benefit from your project (or will they be disadvantaged as a result of the project and therefore resist the change)

Step two – Analyse your stakeholders

To help you map out your stakeholders we recommend you create a table with headings similar to the ones below. A template is provided in the resources section.

- Group Name (or individual)
- Number of stakeholders in the group (approx.)
- Description of the Group
- Impact the group may have on the project
- How the group may be impacted by the project
- Current change readiness state
- Issues, Opportunities and Risks associated with each group
- Strategies and Actions to address issues, risks and opportunities

Step three – Score your stakeholders

Now you need to consider the impact of the stakeholder on your project eg: how much influence do they have over the success of your project. To score the impact consider if the stakeholder's influence is – High (H), Medium (M) or Low (L).

To determine how ready you think your stakeholder is for change, use one of the following categories:

U – Unaware – this group or individual has no information about the project

R – Resistant – aware of project and resistant to the changes and impacts the project may bring

N – Neutral – aware of the project and neither supportive nor resistant

S – Supportive – aware of the project and the potential changes and impacts and is supportive

L – Leading – aware of the project and actively engaged to ensure the project's success

Stakeholder interest and influence

Below is an example of a stakeholder grid. Using your stakeholder analysis sheet, map out on the grid where each stakeholder sits. You can then see which stakeholders have most influence and may need prioritising.

