Stakeholder management

When working on a project or piece of work it is important that you appropriately engage stakeholders. Depending on what kind of stakeholder they are will dictate how you engage with them.

Typically stakeholders fall into three categories:

1. Those who can **influence** the project
2. Those who are **affected** by the project
3. Those who are **involved** in the project

To help identify your stakeholders think about…

- *Senior members of the College*
- *Colleagues*
- *Students*
- *External stakeholders – government, EU, trade unions*
- *Suppliers*
- *Contractors*
- *Experts*
- *Governance groups*
- *Competitors*
- *Customers*

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Stakeholder analysis grid

A common stakeholder management tool is the *stakeholder analysis grid*. This involves plotting stakeholders on a graph in terms of their influence over the project and their interest in the project. You can then identify what kind of action you should take with them.

Influence

High influence, less interested: Provide sufficient information to these stakeholders to ensure that they are up to date but not overwhelmed with data. **Keep satisfied**	**High influence, highly interested:** These are the stakeholders you must engage and make the greatest efforts with **Manage closely**
Low influence, less interested: Provide these stakeholders with minimal communication. **Monitor (Minimum effort)**	**Low influence, highly interested:** Keep these stakeholders adequately informed, talk to them to ensure that no major issues arise. **Keep informed**

Interest

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Empathy Map

Using an *empathy map* can be useful to help you think about issues from the perspective of your stakeholders. The below template can be mapped out to think about what might be influencing your stakeholders thoughts. Try completing the below empathy map from the perspective of some of your recent stakeholders. Write who they are in the middle of the map and answer the questions around the edge to reflect on what their view points might be.

What do they think and feel?

What really counts?

What are their major preoccupations?

What are their worries?

What are their aspirations?

What do they want or need?

How do they measure success?

What do they see?

What is their environment?

Who are their peers?

Who are their colleagues?

My stakeholders:

What do they hear?

What do peers/colleagues say to them?

What would their boss say to them?

Who else might influence them?

What are their fears?

Frustrations?

Obstacles?

What do they see and do?

What is their public attitude?

How do they present themselves?

How do they behave towards others?

Stakeholder Management Log

Finally a **stakeholder management log**, as illustrated below, can be a useful tool to track who your stakeholders are, how and when you plan to communicate with them and what messages you give.

Stakeholder	Type	Level of impact	Level of influence	Current commitment	Does this need to increase?	If yes, what are the concerns?	Actions required	Owner	Review date
Name	Influencer Affected Involved	High Medium Low	High Medium Low	High Medium Low	Yes No				
James	Influencer + Affected	High	High	Low	Yes	Never attends meetings	Contact to understand why and see if due to diary management or engagement issues	Sheetal	End of November

Someone can be an influencer, affected by and involved in a task – each stakeholder type doesn't have to remain separate. In the example above you can see James has high impact and influence but isn't engaged – this should ring alarm bells – what action might you need to take?

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