



Professional Services
Capability Framework:
Seeing the Bigger Picture

**Sheffield
Hallam
University**

Conducting Stakeholder Analysis

Stakeholder Management is the process by which you identify your key stakeholders and win their support. Stakeholder Analysis is the first stage of this, where you identify and start to understand your most important stakeholders.

There are three steps to follow in Stakeholder Analysis.

1. Identify who your stakeholders are.
2. Work out their power, influence and interest, so that you know who you should focus energy and resources on.
3. Develop a good understanding of the most important stakeholders, so that you know how they are likely to respond and how you can win their support.

When you've completed your analysis, you can move on to stakeholder planning to work out how you'll communicate with each stakeholder.

Step 1: Identify Your Stakeholders

Start by brainstorming who your stakeholders are. As part of this, think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.

The table below identifies some of the people who might be stakeholders in your job or in your projects:

Your manager	Governors	Government	The community	Current students
Senior executives	Partners	Other teams in the university	Future recruits	Prospective students
Co-workers	Suppliers	The press	Key contributors	

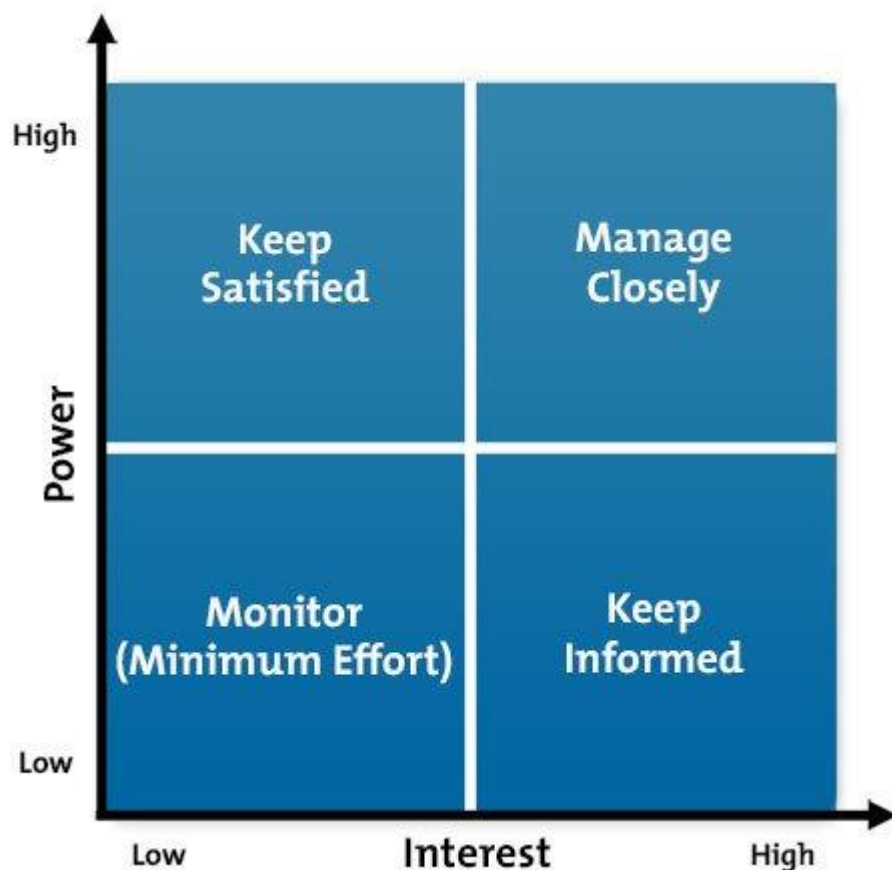
Remember: Stakeholders can be both organisations, teams or and people but ultimately you must communicate with people. So, be sure to identify the correct individual stakeholders within a stakeholder organisation or team.

Step 2: Prioritise Your Stakeholders

You may now have a list of people and organisations that are affected by your work. Some of these may have the power either to block that work or to advance it. Some may be interested in what you are doing, while others may not care, so you need to work out who you need to prioritise.

You can map out your stakeholders, and classify them according to their power over your work and their interest in it, on a Power/Interest Grid (see figure 1).

Figure 1: Power/Interest Grid for Stakeholder Prioritisation



The position that you allocate to a stakeholder on the grid shows you the actions you need to take with them:

- **High power, highly interested people (Manage Closely):** you must fully engage these people, and make the greatest efforts to satisfy them.
- **High power, less interested people (Keep Satisfied):** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

- **Low power, highly interested people (Keep Informed):** adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with defining the detail of your project.
- **Low power, less interested people (Monitor):** again, monitor these people, but don't give them excessive communication.

Your manager, for example, likely has high power and influence over your projects and high interest in them. Your family, however, may have high interest in them, but won't have power over them

Step 3: Understand Your Key Stakeholders

You now need to discover how your key stakeholders feel about your project. You also need to work out how best to engage them, and how to communicate with them.

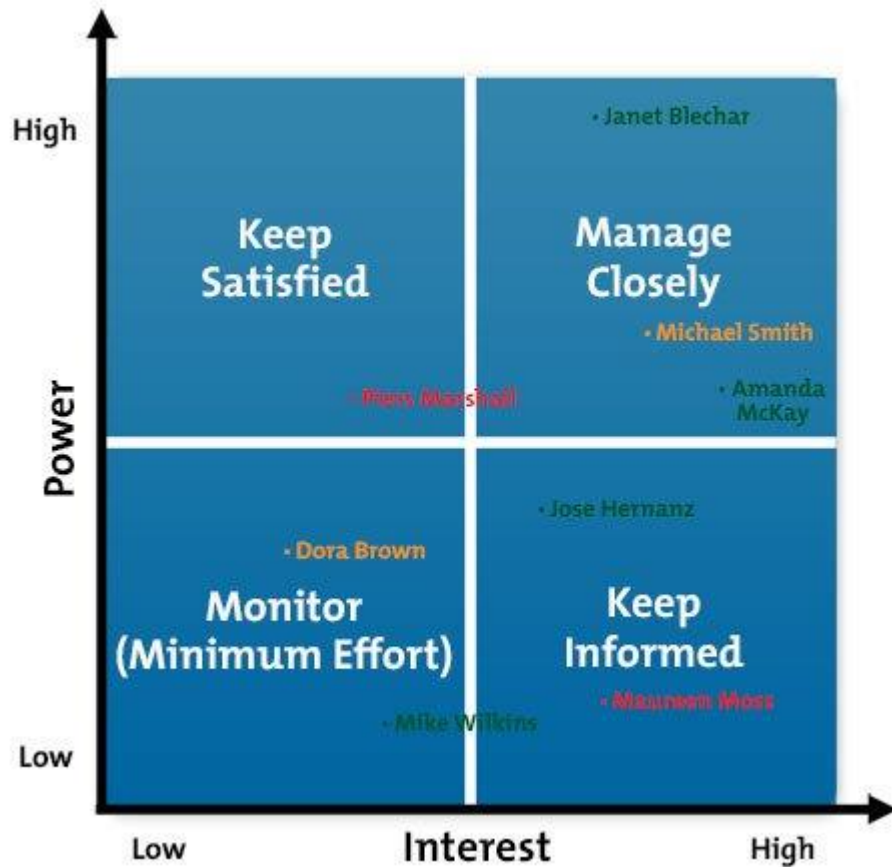
Key questions that can help you understand your stakeholders include:

- 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, and what is the best way of communicating with 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 aren't likely to be positive, what will win them around to support your project?
- If you don't think that you'll 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?

You can ask your stakeholders these questions directly. People are often quite open about their views, and asking for their opinions is often the first step in building a successful relationship with them.

A simple way to summarise the level of backing you have from your stakeholders is to color code them. For example, show advocates and supporters in green, blockers and critics in red, and those who are neutral in orange. See the diagram, below.

Figure 2: Example Power/Interest Grid With Stakeholders Marked



In figure 2, you can see that a lot of effort needs to be put into persuading Piers and Maureen of the benefits of the project, while Janet and Amanda also need to be managed effectively as powerful supporters.

The outputs and mapping of stakeholder engagement can then feed into a plan for stakeholder communication and mapping (See the Communicating and Engaging Capability)