

# Stakeholder Mapping

## MEETING ENGAGEMENT TOOL

---

### Description

Stakeholder mapping is a collaborative process to identify key stakeholders using research and discussion.

### Participants

Requires a small, dedicated group of individuals that understand the project and the context surrounding it. A small group (5-10 individuals) should compile the data, but information can be taken to larger groups for review and comment.

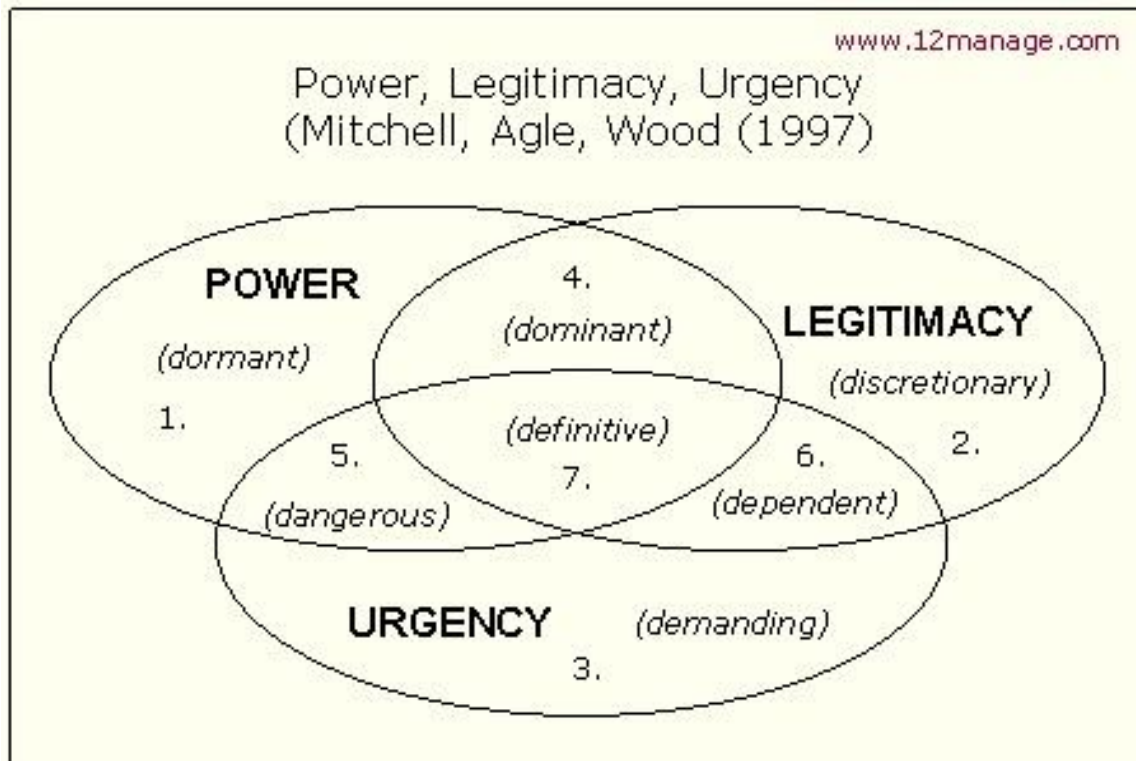
### Process

1. **Identify your stakeholders.** Brainstorm a broad list of stakeholders, including everyone who has an interest in your project today and who may have tomorrow. Recognize that there is no perfect list of stakeholders and it will change over time as your project evolves, and as stakeholders make decisions or change their opinions.
2. **Analyze your stakeholders.** Conduct further analysis of your stakeholders to better understand their relevance and the perspective they offer, as well as their relationship to your project and each other. Prioritize the stakeholders based on their relative usefulness on the project.
3. **Map your stakeholders.** Mapping allows you to see where stakeholders stand when evaluated by key criteria and compared to each other and helps you visualize the often-complex interplay of issues and relationships.
4. **Prioritize your stakeholders.** Use the information you've collected on your stakeholders and their relationships to determine their relevance, and identify specific engagement strategies. This allows you to be strategic and clear about whom you should engage in the project and why.

**Activities.** Numerous approaches are available for analyzing and mapping your stakeholders:

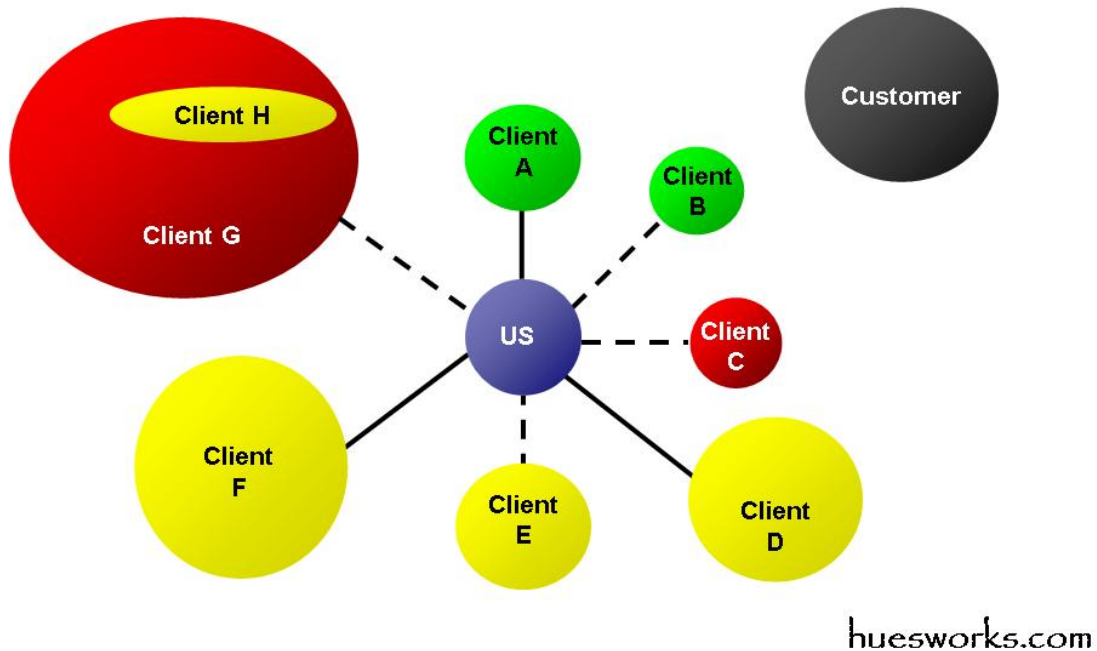
- **Power, Legitimacy and Urgency Model.** The stakeholder model below from Mitchell, Agle, and Wood considers the stakeholders' behavior through the lens of three characteristics:

- Power – to influence the organization.
- Legitimacy – of the relationship and actions with the organization in terms of desirability, properness, or appropriateness.
- Urgency – of the requirements being set for the organization in terms of criticality and time-sensitivity for the stakeholder.



- **Stakeholder Diagramming.** This diagram below created by Glenn Hughes illustrates the relationship with the stakeholders (here displayed as client) and gives a feeling for how the stakeholder thinks about the product, service, project, or change.
  - Lines – indicate the relationship (solid = strong, dotted = weak, none = none).
  - Circle size – equals the relative size, importance, influence of the stakeholder.
  - Circle color – equals how the stakeholder thinks about the product, service, project, or change (green = good, yellow = medium, red = bad, black = no feeling).

# Stakeholder Map



- **Participation Planning Matrix.** Depending on the subject of the problem, issues, or discussion, it will be necessary to approach each stakeholder in a different way. The participation planning matrix provides you with an overview of who to approach, and how, for different problems, issues, or discussion points.

Strategic Management Function or Activity:	Stakeholders to Approach by Which Means:				
	Inform	Consult	Involve	Collaborate	Empower
	Promise: We will keep you informed	Promise: We will keep you informed, listen to you, and provide feedback on how your input influenced the decision.	Promise: We will work with you to ensure your concerns are considered and reflected in the alternatives considered, and provide feedback on your input influenced the decision.	Promise: We will incorporate your advice and recommendation to the maximum extent possible.	Promise: We will implement what you decide.
Organizing Participation					
Creating Ideas for Strategic Interventions (including Problem Formulation and Search for Solutions)					
Building a Winning Coalition Around Proposal Development Review and Adoption					
Implementing, Monitoring and Evaluating Strategic Interventions					

Source: Adapted from the International Association for Public Participation’s Public Participation Spectrum of levels of public participation (<http://www.iaps.org/practioner/tools/spectrum.html>) and Bryson’s (1995) Strategy Change Cycle.

**Tips**

- There is no “right” list of stakeholders. Working through the process supports the creation of a robust, relevant list of stakeholders that can change over time.

## Benefits

- Ensures that you begin by identifying and characterizing stakeholders that need to be involved.
- Supports strategic, effective, and efficient engagement with stakeholders.
- Provides early input, which allows you to shape your efforts to address stakeholders' concerns and interests.

## Considerations

- Requires upfront time to complete the process.
- Impossible to capture complete information on all stakeholder concerns and interests, requiring reassessment as new information becomes available.

## Debrief Questions

These questions will help participants evaluate and understand the collected stakeholder information, as well as how to use it in the future:

- Does this list of stakeholders look like the community that might influence your project? If not, what is missing?
- Does it adequately characterize these stakeholders? Are there other characteristics we should also look at?
- How do we work with uncertainty and changes as we move forward?
- What would have made this process work more smoothly?

## Resources Needed

- Helpful to have someone with experience in stakeholder analysis and mapping lead this process.
- Time for individuals to complete this process, but usually a low or moderate commitment.
- Could consume significant amounts of time depending on the formality of the process, size of the stakeholder groups, geographic spread, and the level of detail of the assessment.

## Additional Information

*Stakeholder Analysis: Winning Support for Your Projects* by MindTools at [mindtools.com/community/pages/article/newPPM\\_07.php](http://mindtools.com/community/pages/article/newPPM_07.php).

*Stakeholder Analysis (mapping)* by Policy-Oriented Marine Environmental Research in the Southern European Seas at [perseus-net.eu/site/content.php?artid=2195](http://perseus-net.eu/site/content.php?artid=2195).

“Stakeholder Mapping” by BSR at  
[bsr.org/reports/BSR\\_Stakeholder\\_Engagement\\_Stakeholder\\_Mapping\\_final.pdf](https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping_final.pdf).

“Some Practical Tools for Stakeholder Management” by Brainmates at  
[brainmates.com.au/brainrants/some-practical-tools-for-stakeholder-management](https://brainmates.com.au/brainrants/some-practical-tools-for-stakeholder-management).

“Stakeholder Mapping and Analysis” by Better Evaluation at  
[betterevaluation.org/en/evaluation-options/mapping\\_stakeholders](https://betterevaluation.org/en/evaluation-options/mapping_stakeholders).