

# **Stakeholder Management**

**ELM Module : Stakeholder Mapping**

# The Programme

## Aim:

To equip ISG managers with the skills and behaviours to effectively manage and develop their teams, maximising potential and creating engagement

### Core Modules

- Understanding Personality Styles
- The Role of the Manager
- Vital Conversations
- Developing People



### Elective Modules

- Planning & Organising
- Problem Solving
- Stakeholder Management
- Influence & Negotiation



# Skill Elements & Learning Outcomes

## SE 1 Stakeholder Mapping

Identify our stakeholders by their level of influence and interest in our work

Implement appropriate communications strategies, based on stakeholder needs

## SE 2 Managing Expectations

Understand and manage the expectations of key stakeholders

Build effective stakeholder engagement plans

## SE 3 Leading Change

Assess the needs of your team and stakeholders using a particular change model

Understanding and overcoming resistance to change

## Dream Smart

Thinking Bold

Implementing Improvements

## Always Care

Taking Pride

Working Collaboratively

## Speak Frankly

Speaking Up

Acting Considerately

## Never Stop Learning

Developing Self

Encouraging Others To Improve

# Team page

The screenshot shows a Microsoft Teams channel page for a team named 'EL'. The channel is 'General' and has tabs for 'Posts', 'Files', and 'Wiki'. The page features a welcome message from Adam Brown1, a list of team members, and a recent post about the 'ELM Cohort 4'.

**Welcome to the team!**  
Here are some things to get going...

**Add more people** **Create more channels** **Open the FAQ**

**Adam Brown1** Tuesday 15:54  
Good afternoon everyone

My name is Adam Brown, I work for the Akenham Partnership and I'm the lead facilitator for ISG's Effective Line Management programme. Welcome along to cohort 4, it's great to have you all on board!

[See more](#)

**ELM Cohort 4 : Module 1 - Understanding & Flexing Your Style**  
Wednesday, 24 March 2021 @ 09:00

[Reply](#)

**About**  
Effective Line Management Programme - Cohort 4

**Members (12)**

**Recently contributed**

**All**

- Alex Toye
- Sean Chipchase
- James Thorn
- Sophie Newcombe
- Adam Brown1
- Jennifer McBride
- Liam Dengate
- Kat Schmidt-Stevens
- Jason Skelton
- Laura Lees
- Claire Mitchell

# 60 Seconds around the room

Tell us....

- Who you are
- Where you are
- A little about your role/team
- What sort of problems do you have to deal with in your role?



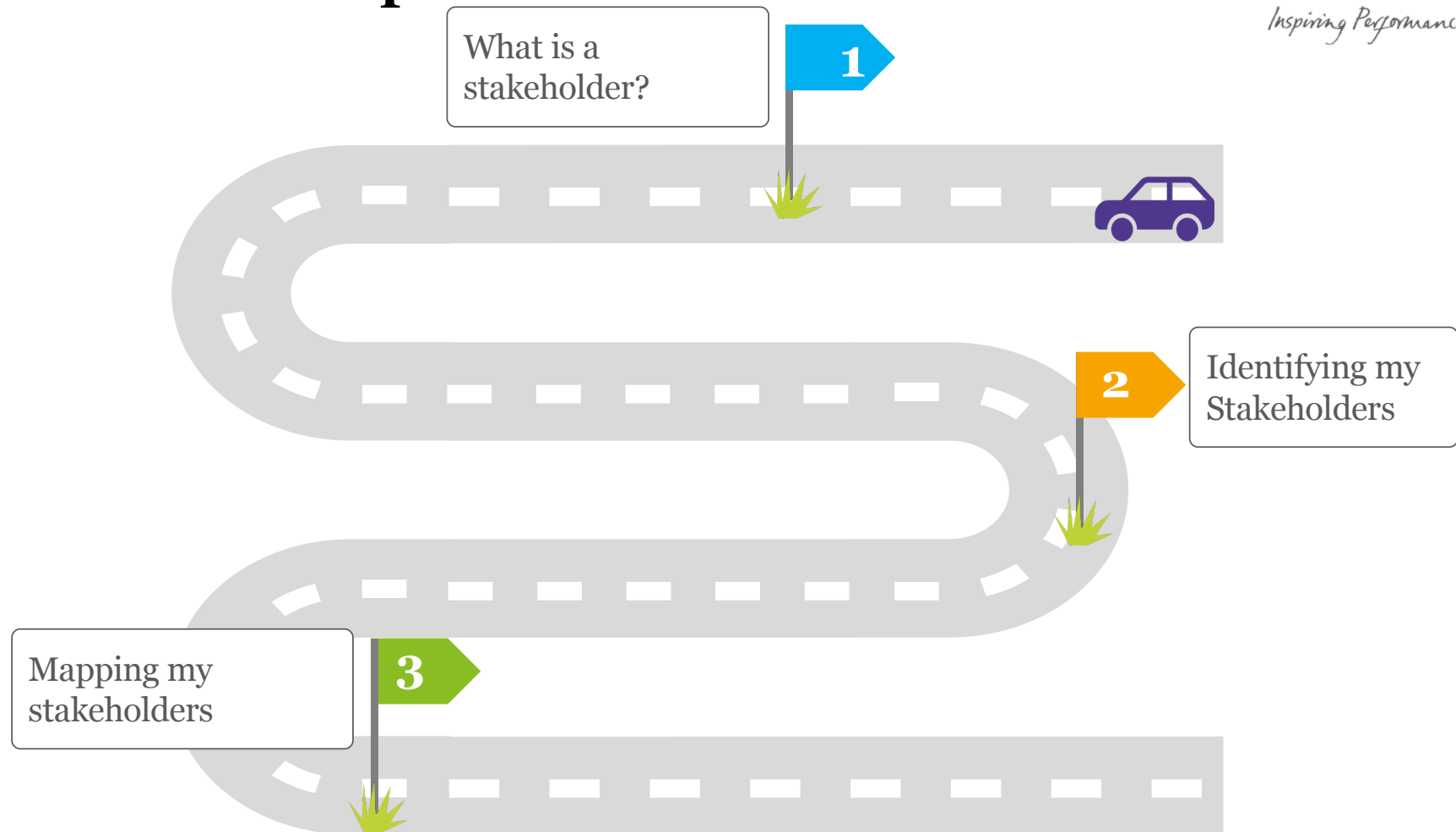


## Learning outcomes

Identify our stakeholders by their  
level of influence and interest in  
our work

Implement appropriate  
communications strategies,  
based on stakeholder needs

# Session roadmap



# What is a Stakeholder?





# Defining my Stakeholders



## What is a stakeholder

An individual (or group) who has a degree of 'influence' over, and 'interest' in, what we are trying to deliver

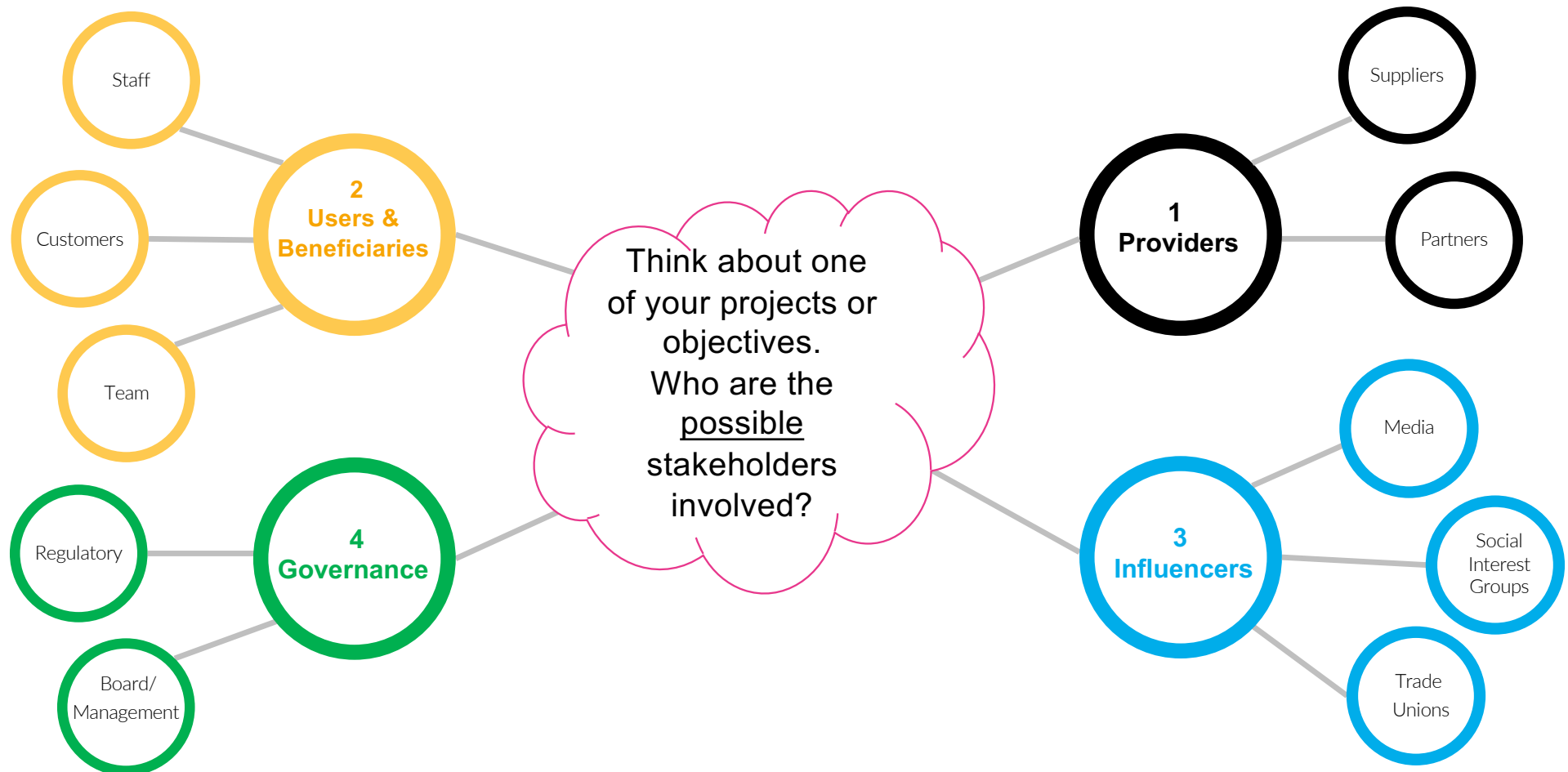
# Identifying my Stakeholders

# Identifying my stakeholders



# Individual work:

## Identifying my stakeholders



# Stakeholder Mapping

# Stakeholder mapping: The what and the why



What is stakeholder mapping?

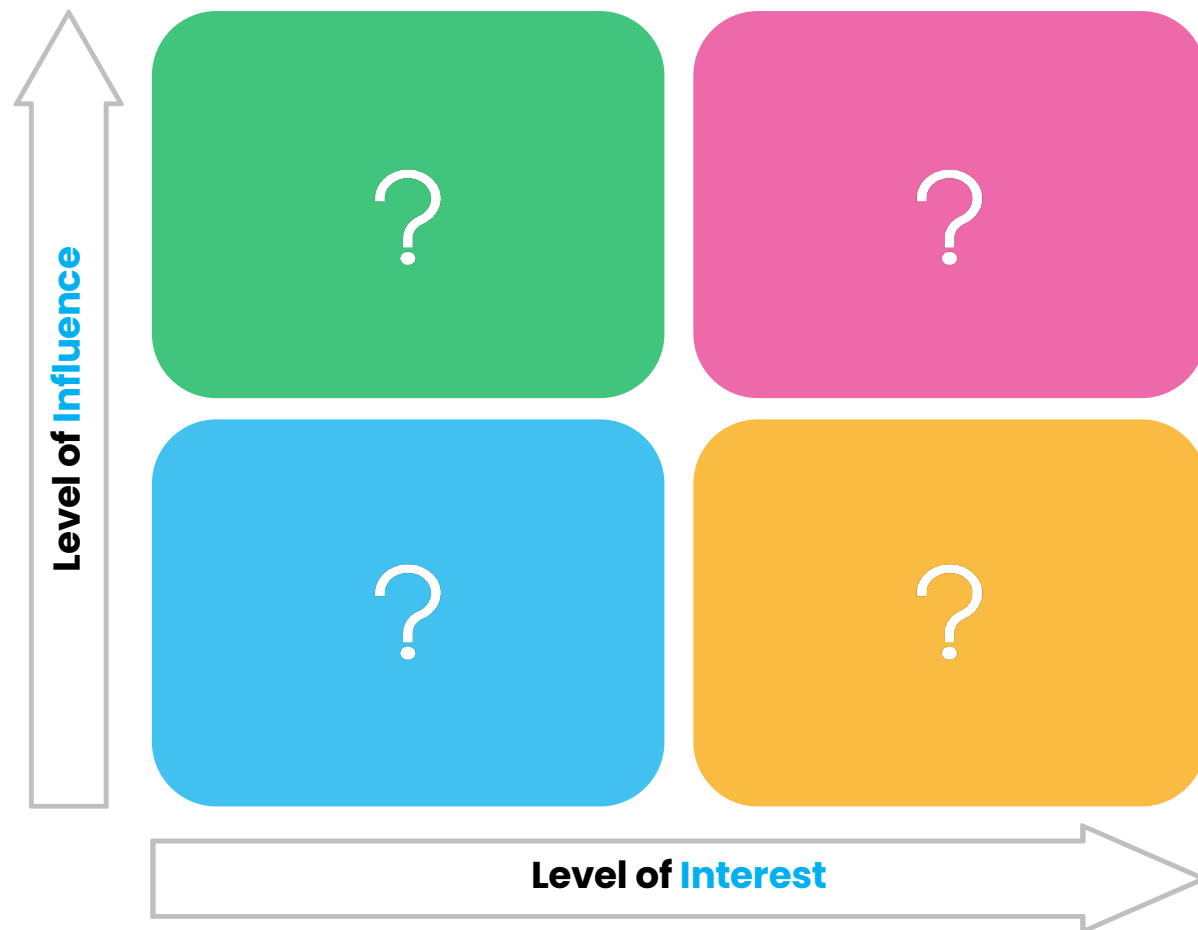
The process of visualising the various groups involved in or affected by a project, to better understand their needs.



Why do I need to do it?

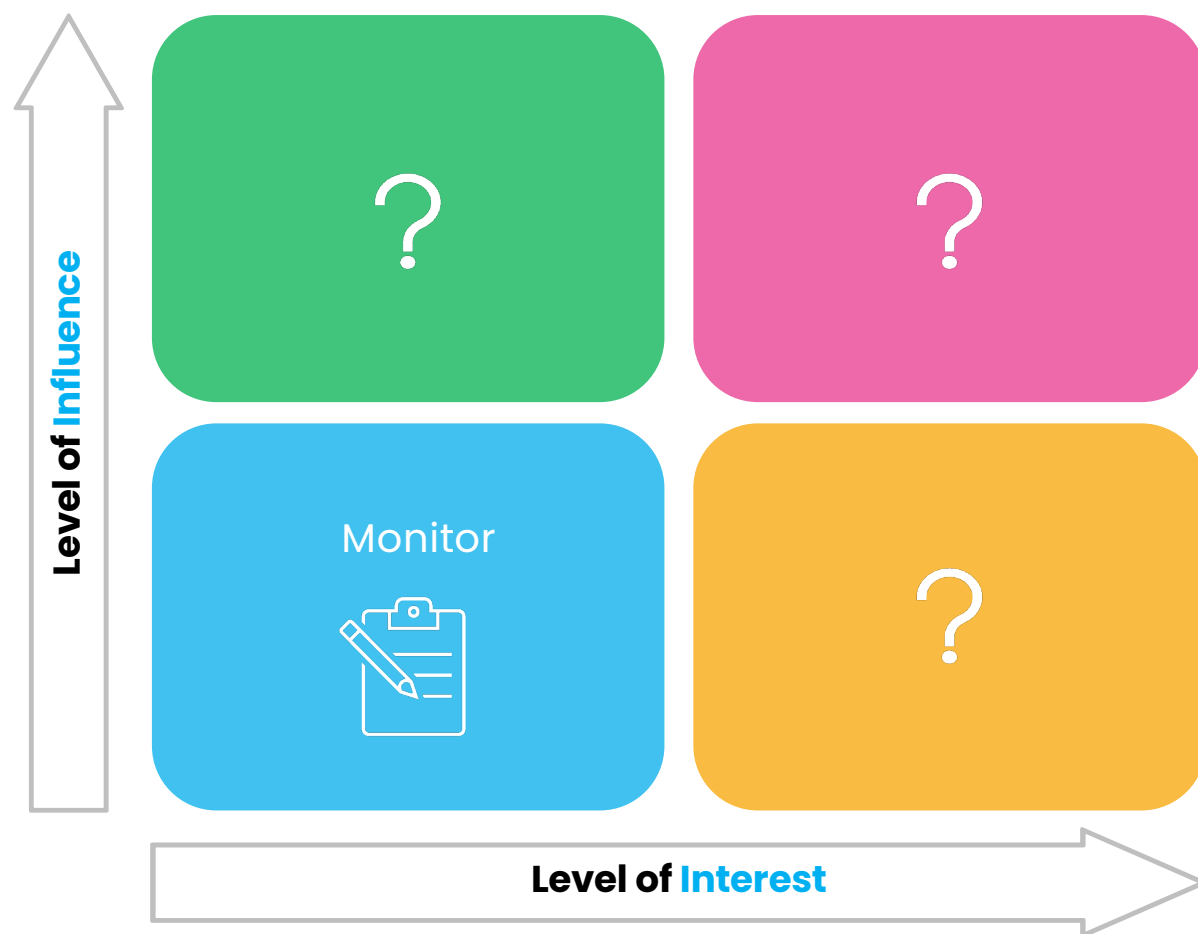
A project becomes a failure when it does not deliver what was required within the agreed-upon budget and time. However, in most cases, the stakeholders decide if the project was a success, or a failure based on their judgment and satisfaction with the outcome.

## Stakeholder mapping: 4 steps



1. Scope out all possible stakeholders
2. Determine – for each – their level of Interest and Influence
3. Use the matrix to map the stakeholder to the relevant quadrant
4. Adjust your communications and approach accordingly

## Communications strategy: **Monitor**



- Minimum effort
- Avoid excessive communications
- Monitor changing needs
- Check-in periodically



# Communications strategy: **Keep informed**



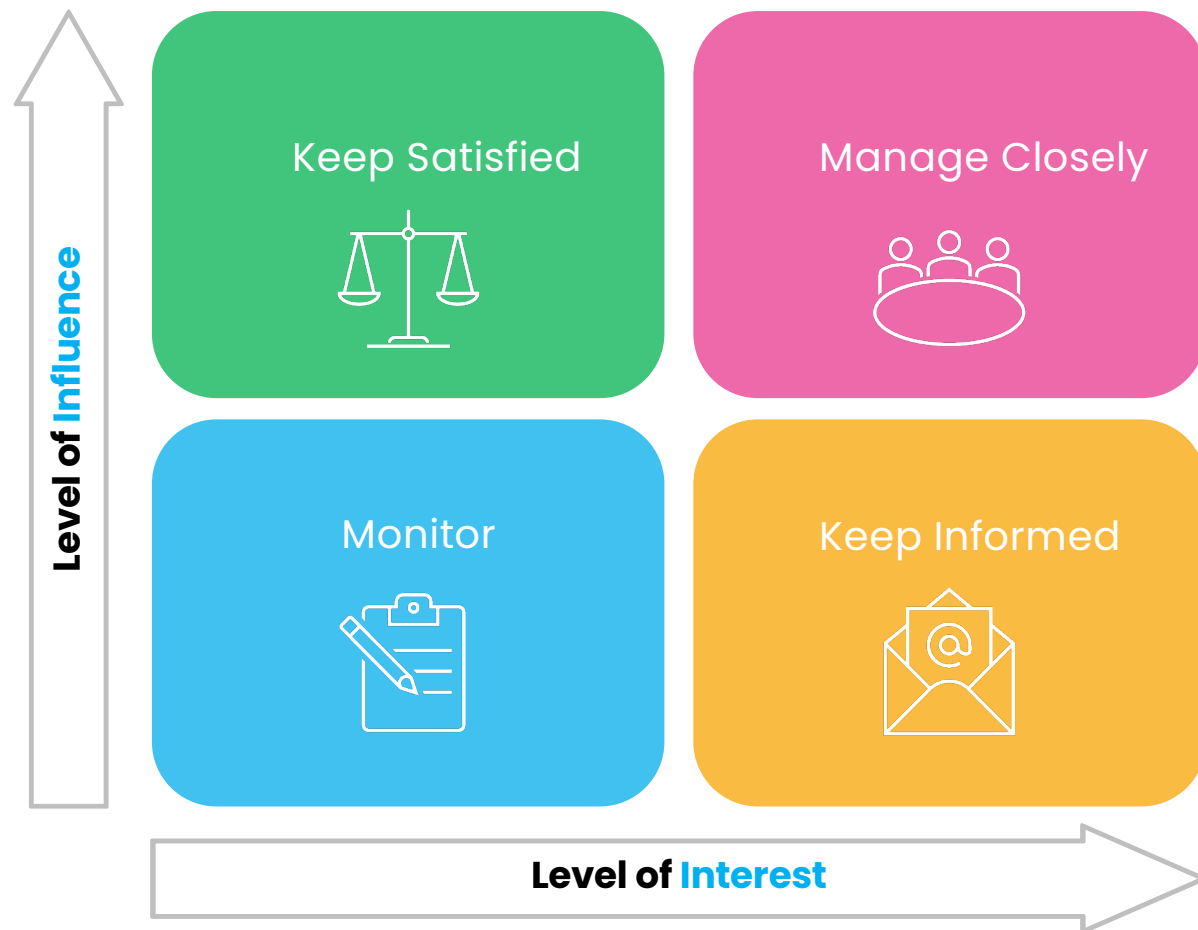
- Increased effort
- Keep them adequately informed
- Don't ignore them! – They are useful supporters
- Focus on their particular area of interest

# Communications strategy: **Keep satisfied**



- Increased and sustained effort
- Be aware of their power
- Play to their status
- Balance communications to keep interest low

# Communications strategy: **Manage closely**



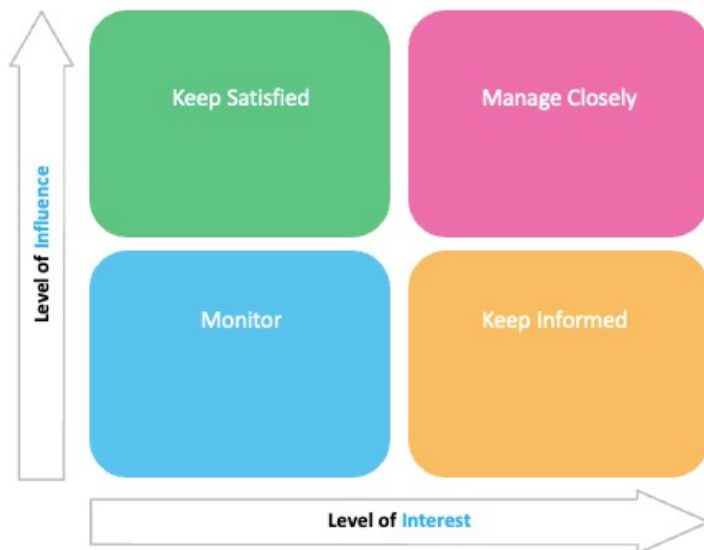
- Maximum effort
- Frequent & relevant communication
- Full consultation & inclusion ion decisions
- Understand, manage and deliver on expectations

# Stakeholder Mapping Case Study

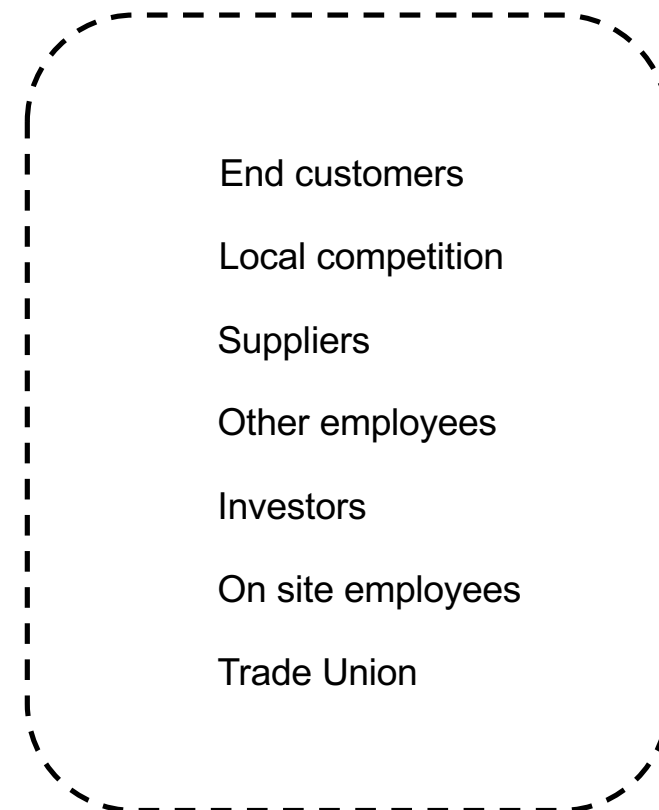
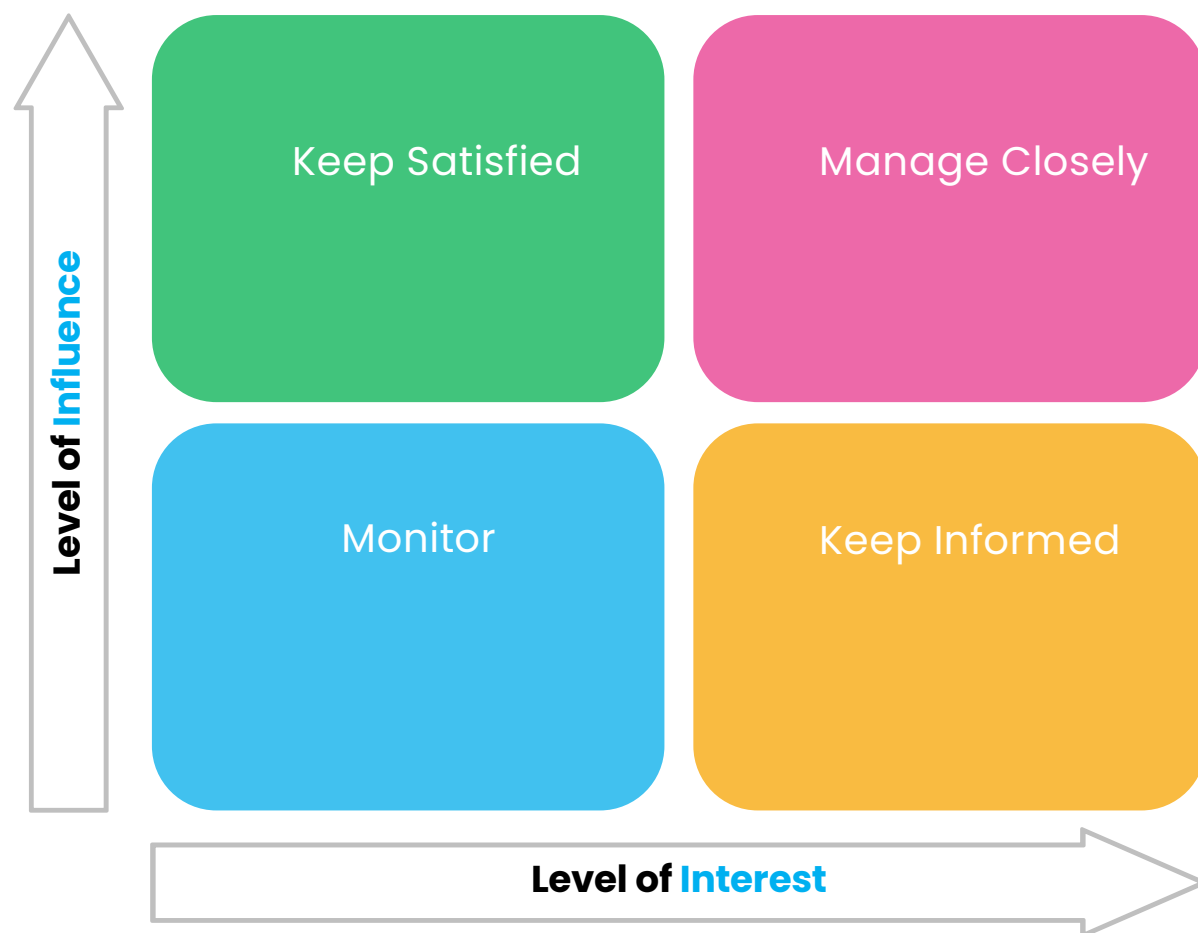
## Breakout!!

You have been tasked with closing down a manufacturing facility as part of a wider cost saving initiative. The facility produces electrical products for the retail sector.

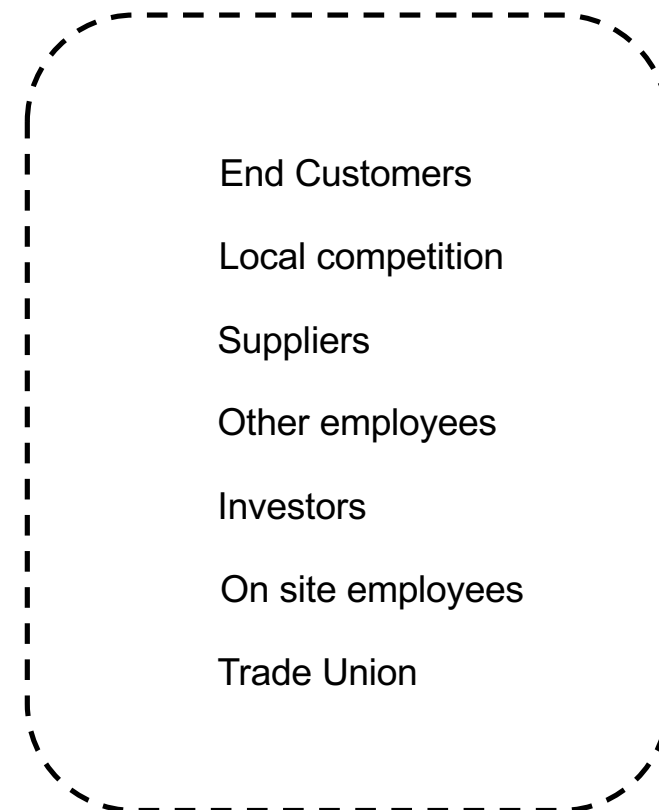
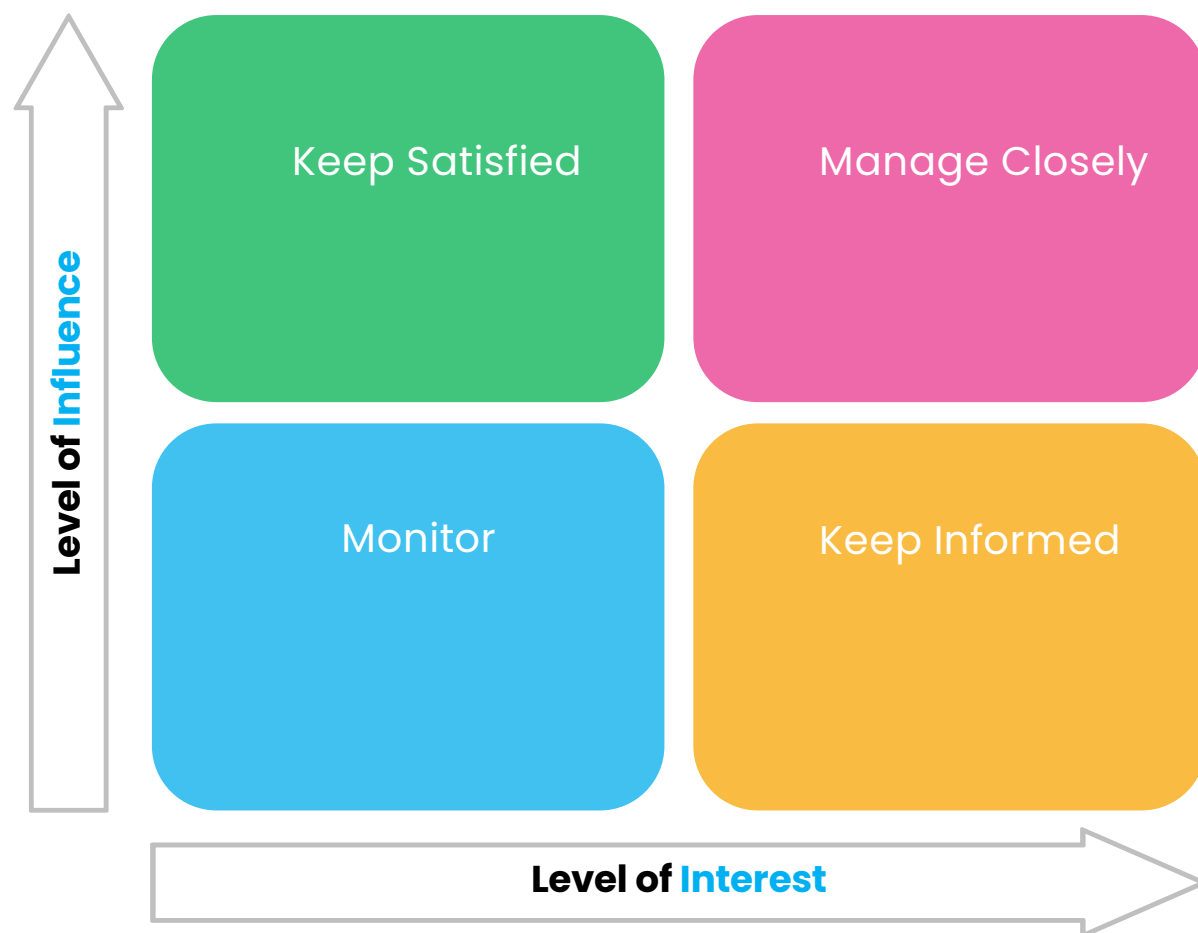
In pairs, discuss each stakeholder and map them to the relevant quadrant based on their level of interest and influence!



# Stakeholder mapping: Manufacturing facility closure



# Stakeholder mapping: Manufacturing facility closure

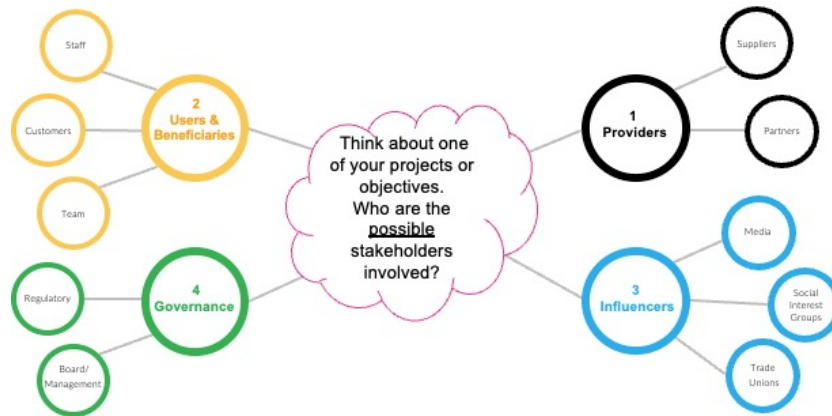


# Mapping my stakeholders

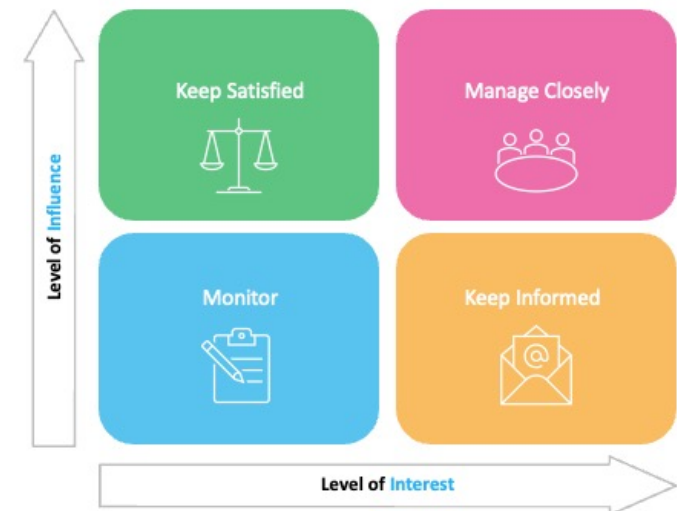


## Jamboard Session

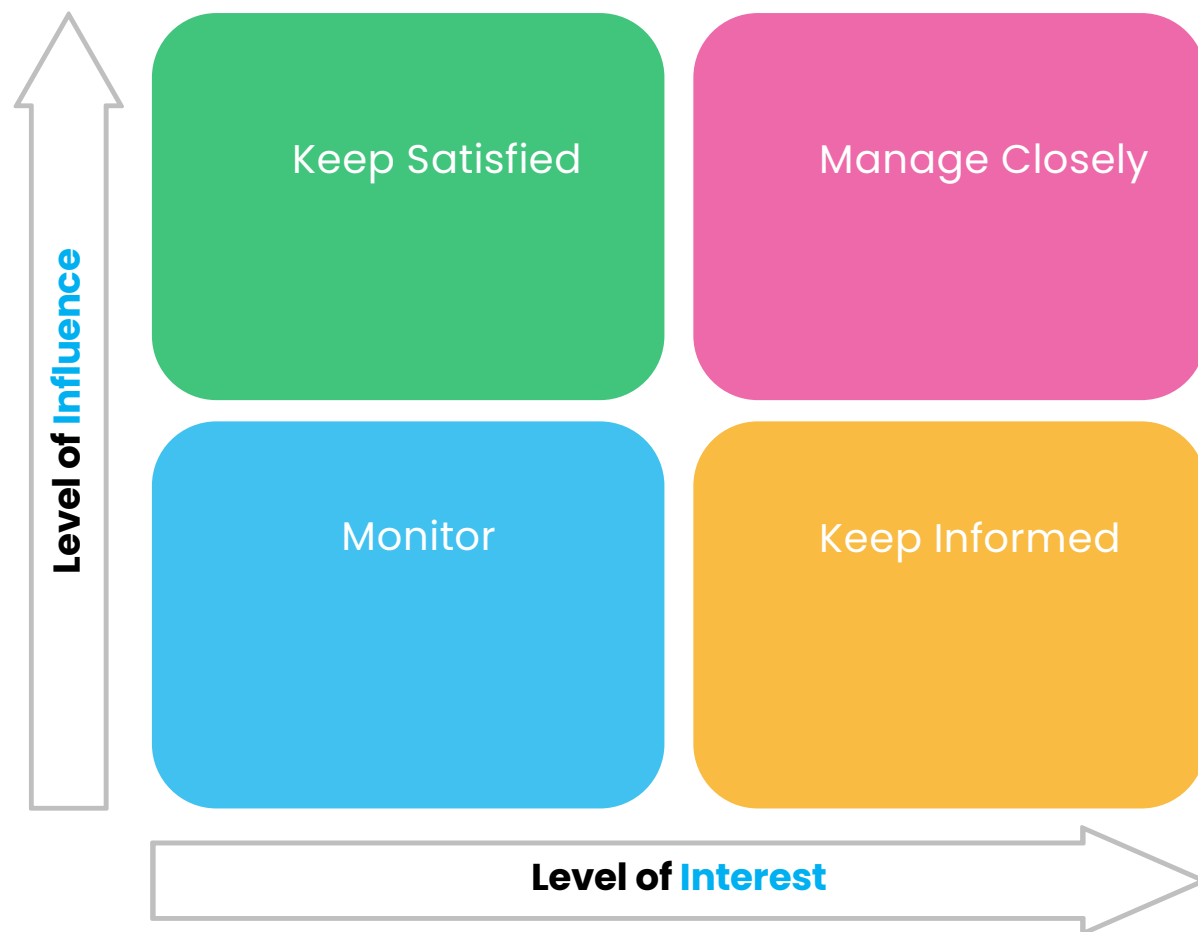
### Mapping my stakeholders



1. Think back to the earlier exercise when you identified possible stakeholders for a key project.
  - a) Use the matrix to assess your stakeholders' level of interest / influence in your work
  - b) Try to map them onto the matrix using the Jam board to capture your thinking
  - c) What changes do you need to make to your communications and approach with each stakeholder?
2. Work with a colleague and explain your thinking.
  - a) Support, challenge & swap



# Stakeholder mapping: Mapping my stakeholders



A dashed-line template for a stakeholder mapping matrix. It contains seven rows of four question marks '????' each, intended for mapping individual stakeholders.

# Wrap Up

## Learning outcomes

Identify our stakeholders by their level of influence and interest in our work

Implement appropriate communications strategies, based on stakeholder needs

# Stakeholder Management: Key points



Stakeholders judge the success and outcomes of our work



They are identified through their level of interest in and influence over our work



We must focus our efforts where it matters most, we can't be all things to all people



We must continually assess our stakeholders needs and respond accordingly

# Stakeholder Mapping: Action planning



Consider what you are currently working on and scope all of your possible stakeholders



Use stakeholder mapping to assess each of your stakeholders needs



Create plans to approach and communicate with your stakeholders based on their needs