

Stakeholder Analysis

Sustainable Development – Project Management and Communication

Step 1 – Identify your stakeholders

The first step in your Stakeholder Analysis is to brainstorm 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. Remember that although stakeholders may be both organizations and people, ultimately you must communicate with people. Make sure that you identify the correct individual stakeholders within a stakeholder organization.

Step 2 - Stakeholder Analysis

You may now have a long list of people and organizations that are affected by your work. Some of these may have the power either to block or advance your project. Some may be interested in what you are doing, others may not care. Use the table and list below to provide more details about your stakeholders, think about how they will be involved in the project and classify them by their power over your work and by their interest in your work.

1. Name
2. Individual & Organisation
3. What do we want/need from this stakeholder?
4. What is this stakeholder expecting from us?
5. If they're expecting something, when are they expecting it?
6. What do we communicate with this stakeholder?
7. How do we communicate with this stakeholder? Contact details
8. Where do they fit in with the Anatomy of Cultural Change according to AtKisson?
9. Is the stakeholder supportive of the project? (1: low support – 3: high support)
10. Has this stakeholder influence/ power over the project success? (1: low power – 4: high power) (Think of Tollgates)
11. What is their motivation? Has this stakeholder an interest over the project success? (1: low interest – 4: high interest)



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#	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1											
2											
3											
4											
5											
6											
7											
8											
9											

Step 3 - Stakeholder Matrix

Power over project Success?	4				
	3				
	2				
	1				
		1	2	3	4
		Interest in Project Success?			

Someone's position on the grid shows you the actions you have to take with them:

- High power, interested people: these are the people you must fully engage and make the greatest efforts to satisfy.
- High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

To complete the Stakeholder Matrix, colour-code your stakeholders if you feel that they are:

- Red – Blockers or critics of the project
- Green – Supporters or advocates of the project
- Orange – if you're not sure yet

Understanding the Stakeholder Matrix:

Key questions that can help you understand your stakeholders are:

- 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?
- How do they want to receive information from you? What is the best way of communicating your message to 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 are not likely to be positive, what will win them around to support your project?
- If you don't think you will 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?

