



■ BUSINESS TOOL: STAKEHOLDER MAPPING

■ RATIONALE AND APPLICATION:

Stakeholders are normally seen as individuals or groups that are affected by an organisations activities, these consisting of funders, managers, employees, competitors, government, clients and suppliers. There is often a conflict between differing stakeholder requirements and aspirations, part of the planning process involves the consideration of stakeholder requirements, power, influence and ambition. One way to help manage stakeholders is by the use of Mendelow’s Matrix.

Mapping of stakeholders emphasises

- How each stakeholder group wishes to 'force' their expectations on the organisations goals and selection of strategies
- Whether stakeholders have the power and influence to do so

Stakeholder power	Low	A	B
	High	C	D
A. Minimal effort; B. Keep informed; C. Keep satisfied; D. Key players.	Low	Probability of exercising power/level of interest	
	High		

■ LIMITATIONS AND ERRORS OF APPLICATION

- Underestimating the level of interest of a stakeholder group, who may frustrate the strategy
- Selecting strategies skewed to one stakeholder group
- Generic description of stakeholder groups
- The concept of power being misunderstood: power is where stakeholder expectations dominate and/or compromise strategic development
- Ideally, a Stakeholder Analysis should be performed regularly or even continuously, since the relevant stakeholders, their power and relationships may quickly change
- the lack of constructive co operation and dialogue with stakeholders



EXAMPLE: MAP RE NEW ART CENTRE IN LEICESTER

Stakeholder Power	Low	General Public	Current employees Artists
	High	Trustees Central govt.	Funders Local authority
		Low	High
		Probability of exercising power/level of interest	

FURTHER POINTS

Stakeholder mapping can be applied to understand the support and opposition you will get for a planned change.

		Opposition			Support	
		Active	Passive	Fence sitters	Passive	Active
Stakeholder Power	High					
	Medium					
	Low					

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■ CONSTRUCTING THE MAP

When building the map consider and remember

- Plot the stakeholders in the table above.
- Power is taken to mean formal power, for example statutory authority, or influence
- Stakeholders with higher power will be supporters and/or opponents

Active and passive support and resistance

- Organisational focus tends to be on those stakeholder groups that demonstrate active support and resistance, these groups may not constitute the majority.
- Some stakeholder groups may not be 'active', they can subtly support or oppose the change by allowing things to happen or quietly blocking and hindering progress.

Fence-sitters

This group of stakeholders have not decided whether to support, oppose or remain indifferent to any change, this may be due to

- waiting until they know who will dominate
- they need more reflection or persuasion

This stakeholder group can be very significant and organisations will need to work hard to convert them.