GUIDANCE SHEET 12

HOW TO ANALYSE STAKEHOLDERS IN VIEW OF ACHIEVING AND MAINTAINING THEIR ENGAGEMENT IN A MAP?

Clearly understanding stakeholders and their interests, both separately and in relation to each other is essential for identifying who is relevant to involve in a SHERPA MAP and for understanding what are the best strategies to foster their engagement, upon which the success of every MAP, and of the SHERPA project as a whole, ultimately depend.

There is an array of stakeholder analysis techniques that may be useful to consider for SHERPA MAP Facilitators and Monitors. In the next sections one is presented that seems most responding to the identified needs of SHERPA MAP Facilitators and Monitors.

Power/ Influence versus Interest Matrix

This tool is based on the Power versus Interest grid described by Eden and Ackermann (1998, 121-125, 344-346), and seems suitable for the needs of MAP Facilitators and Monitors because it helps focusing on the key stakeholders who can make or break the work of a MAP. In turn, this also helps in stakeholder prioritizations.
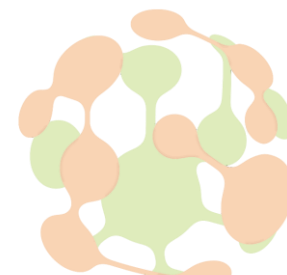
By using this matrix, one can determine which stakeholders to manage closely and which stakeholders require minimum effort. With this information, it becomes possible to develop a specific approach and strategy for the identified stakeholders. This helps channel time and energy on the stakeholders that matter the most. In addition, it helps you create a communication and stakeholder strategy.

The analysis divides stakeholders into four groups. The model recommends a specific type of treatment for each of these groups. Below an example of a Power/ Influence versus Interest Matrix.

Figure 1: Power/interest vs Interest Matrix

Source: https://www.pinterest.com/pin/546765210994965668/?lp=true

The steps for preparing a Power/Influence versus Interest Matrix are the following:

- Document the interests and motivations of stakeholders in your MAP

- Identify the stakeholders that can make the MAP unsuccessful

- Identify conflicting interests and relationships between stakeholders

- Determine the level of participation required from each stakeholder and the level of involvement each stakeholder is willing to give

- Identify stakeholders whose influence evolves during the MAP life cycle

- Additionally, determine communication media and style best suited for each stakeholder.

The following questions can help you determine the level of influence stakeholders have on the outcome of the MAP:

- What are the responsibilities of each stakeholder?

- What do each stakeholder expect from the MAP and how does he/she benefit from it?

- Are there any conflicting interests that the stakeholder may have with the MAP?

- How committed is the stakeholder to the MAP? Is he/she willing to commit tangible resources (time, ideas, inputs, etc)?

- What are the consequences of not managing a certain stakeholder?

- Which problems, affecting which stakeholders, does the MAP seek to address or alleviate?

- Whose needs, interests and expectations will be met most by the MAP?

- Which stakeholder interests converge most closely with the MAP objectives?

- Which stakeholders can have a negative influence on the MAP? How can this be countered or mitigated?

- Can stakeholders influence others, who are the dominant stakeholders?

By getting answers to these questions, you will be able to understand the actual influence of stakeholders for a MAP and manage them appropriately by using the Power/Influence versus Interest Matrix for stakeholder prioritization.