



CHANGE TOOLKIT

Tool: Stakeholder Analysis

Used in:
GAIN ENTRY
FACT FIND

My Notes

What is it?

Stakeholders are people or organisations who are likely to be affected by your actions or directly contribute to the outcome of your actions, thereby influencing success or failure of the change. A range of people may be stakeholders. They may be:

- internal or external to your organisation
- winners or losers
- included or excluded in decision making
- participants in the process or those affected by the outcomes of your actions.

Stakeholder analysis is the identification of key stakeholders and stakeholder groups. It is usually carried out in the context of a specific set of actions or a project. It includes a look at the stakeholders' view of the change, which can be assessed in several ways, such as levels of interest and influence in the change.

Why use it in a change process?

Stakeholder analysis can be used in the **Gain Entry / Fact Find** stage of the change process. It is one of the key pieces of information that you will need to assess the current situation and to ensure that you speak to everyone who needs to provide input into the **Fact Find** stage. Information from the stakeholder analysis will help you to formulate your change strategy and to understand how people might respond. You will need to review and revise it regularly to ensure that you are supporting the different stakeholders appropriately through the change curve.

What do I need to do?

1. Hold a brainstorming session [see the Brainstorming tool in Generate Options for help with this] to identify stakeholders. It may help to consider who whether your stakeholders are internal or external to the organisation. You can also review those who will be affected directly and those who may be affected at one remove or less directly.
2. Consider previous communications and existing relationships.
3. Consider stakeholders' needs.
4. Consider stakeholders position in relation to the proposed change and the current situation.
5. Analyse potential conflicts of interest between stakeholders.
6. Evaluate previous communications and existing relationships.
7. Use this information as a basis to develop stakeholder mapping.
8. Review stakeholder analysis regularly - stakeholders will change as will their levels of interest and influence.