

**Stakeholder Identification, Analysis and Engagement**

Stakeholders

A stakeholder is any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by, an initiative (programme, project, activity, risk). Stakeholders outside of the project management team may be impacted in different ways and support or oppose the initiative; gain or lose as a result of it; see it as a threat or enhancement to their position; becomes active supporters or blockers of it and its progress. For these reasons, it is important to identify who they are in order to provide the appropriate level of engagement.

Stakeholder Analysis

This involves gaining an understanding of the influences, interests and attitudes of the stakeholders towards the change initiative as well as the importance and power of each stakeholder. A stakeholder analysis should be carried out at the beginning. For each stakeholder consider what is their interest in the project and how important are they to the success of the project.

Principles of Stakeholder Engagement

1. It is important to understand who the key stakeholders of your project or change initiative are and how to engage them.
2. Involving the key groups and understanding and acting on their perspectives will help to ensure that the changes are sustainable and will produce the best outcomes.
3. Stakeholder analysis should begin at the very first stage of the project to identify those who should be immediately involved. It should be used as the scope of your project is being defined.
4. You should begin to gather stakeholder perceptions and perspectives when defining and scoping your project or proposed changes. You can continue gathering perspectives throughout all the stages of the project. They are also particularly significant in the ‘design and plan’ and ‘pilot and implement’ stages.
5. It is very important that you revisit the tools and the plans that you have made as a result of using them, at regular intervals throughout the project. This will help you to ensure that key stakeholders are kept up to date with your work and involved at the relevant stages. This will help you complete a successful and sustainable project or service change.
6. To improve service delivery processes, you need to actively engage a wide variety of people such as clinicians, administrative staff, patients and user groups. A stakeholder analysis enables you to identify everyone who needs to be involved in a change project.
7. The more important the stakeholder is to the success of the project, the more time and resources you need to devote to maintaining their involvement and commitment.
8. Stakeholder analysis is one of the first steps you should take in any change project. It can help you avoid conflict and delays caused by inadvertently failing to involve key people.
9. The following list provides some examples of the type of stakeholder groups that you might want to consider including in your relevant stakeholder list:
10. Commissioners: those who pay the organisation to do things
11. Customers: those who acquire and use the organisation’s products
12. Collaborators: those with whom the organisation works to develop and deliver products
13. Contributors: those from whom the organisation acquires content for products
14. Channels: those who provide the organisation with a route to a market or customer
15. Commentators: those whose opinions of the organisation are heard by customers and others
16. Consumers: those who are served by our customers: i.e. patients, families, users
17. Champions: those who believe in and will actively promote the project
18. Competitors: those working in the same area who offer similar or alternative services

Procedure for Stakeholder Engagement

1. Identifying stakeholders (Who?)
2. Creating and analysing stakeholder profiles (What?)

(Influences, interests and attitudes of each stakeholder individual or group)

1. Defining the stakeholder engagement strategy (How?)

(Information the stakeholder needs; method, format and frequency of the communication; sender and recipient of the communication)

1. Planning the engagements (When?)

(Timings of communications)

1. Engaging stakeholders (Do)

(Carry out the planned engagement and communication activities)

1. Measuring effectiveness (Results)

(Check the effectiveness of the engagement and communication activities)

Make sure you establish:

* Who is the key day-to-day contact from within the stakeholder organisation, and who in the project will be responsible for managing the relationship with them?
* Who from within the stakeholder organisation will be the person to whom to escalate issues that can't be dealt with day-to-day level. Who in the project will be responsible for such escalation?
* Is it clear which aspects of the project are of most interest to a particular stakeholder? (A Stakeholder Interest Map that relates stakeholders to the aspects of the project that are likely to be of most interest may help clarify this analysis)

Decide how best to involve them:

* Should they be actively involved in directing the project (e.g. as Senior Responsible Owner, Project Board/Steering Group member)?
* Should they be involved as a member of the project team doing specialist work to · create the deliverables?
* Should they be involved in Quality Assurance/Quality Control activities?
* Should you form a "Stakeholder Interest Group" to keep them informed and canvass their opinions?
* Keep them informed on a regular, formal basis?
* Send them information on an ad hoc basis as events occur?
* Make them aware of where information about the project can be obtained should they require it (e.g. from internet, intranet, document repository)?

**Assessing the Impact of the Change Initiative upon Stakeholders**

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| **Impact upon Stakeholders** | | | | | | | | | | |
| **No.** | **Area of Impact** | **Stakeholder Individual/Group** | | | | | | | | |
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| 1 | Will you be changing the way they work (e.g. new processes, information or technology)? |  |  |  |  |  |  |  |  |  |
| 2 | Will you be changing their attitudes (e.g. to patients, managers, the trust, the public)? |  |  |  |  |  |  |  |  |  |
| 3 | Will you be changing the speed/productivity of their work? |  |  |  |  |  |  |  |  |  |
| 4 | Will you be changing the people they work with and/or communicate with? |  |  |  |  |  |  |  |  |  |
| 5 | Will you be changing their level of accountability/responsibility/authority? |  |  |  |  |  |  |  |  |  |
| 6 | Will you be changing the timing of events in their working day, or its duration? |  |  |  |  |  |  |  |  |  |
| 7 | Will you be changing the working environment or the location(s) of their work? |  |  |  |  |  |  |  |  |  |
| 10 | Will they be involved in setting/reviewing the strategy direction that triggered the programme/project? |  |  |  |  |  |  |  |  |  |
| 11 | Will they be involved in acting as a ‘Champion’ for the project or for the change it will bring about? |  |  |  |  |  |  |  |  |  |
| 12 | Will they be involved in specifying the project's outcome, benefits, scope, objectives and priorities? |  |  |  |  |  |  |  |  |  |
| 13 | Will they be involved in specifying project products/deliverables? |  |  |  |  |  |  |  |  |  |
| 14 | Will they be involved in changing the way the trust operates in order to cater for the outcome of the project? |  |  |  |  |  |  |  |  |  |
| 15 | Will they be involved in using project deliverables after the project? |  |  |  |  |  |  |  |  |  |
| 16 | Will they be involved in supporting and/or maintaining project deliverables after the project? |  |  |  |  |  |  |  |  |  |
| 17 | Will they be involved in providing specialist skills for the project (e.g. IT, policy)? |  |  |  |  |  |  |  |  |  |
| 18 | Will they be involved in providing non-human resources (e.g. funding, equipment, facilities)? |  |  |  |  |  |  |  |  |  |
| 19 | Will they be involved in providing information/opinions/advice? |  |  |  |  |  |  |  |  |  |
| 20 | Will they be involved in taking decisions affecting the direction of the project (e.g. change requests)? |  |  |  |  |  |  |  |  |  |
| 21 | Will they be involved in quality checking the projects deliverables/outputs? |  |  |  |  |  |  |  |  |  |

**Prioritise Stakeholders**

Having identified your list of stakeholders, consider each of them in terms of their power, influence and the extent to which they are affected by the proposed changes. Add each name to one of the four segments of the table below.

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| **High Power and Influence** | **Satisfy**  Keep them satisfied with what is happening and review their position regularly | **Manage**  Should be fully engaged through full communication and consultation |
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| **Low Power and Influence** | **Monitor**  This group may be ignored if time and resources are stretched | **Inform**  Service users often fall into this category. You could increase their influence via consultative work. |
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|  | **Low Impact** | **High Impact** |

**Stakeholder Engagement and Communication Plan**

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| **Method and Content of Stakeholder Engagement** | | | | | | | | | | | |
| **Stakeholder/**  **Stakeholder Group** | **Frequency**  **of Updates** | **Method** | | | | | | | | **Content** | **Responsible Person/s** |
| **E-mail** | **Global Communique** | **Leaflets** | **FAQs Sheet** | **Existing Meetings/Fora** | **Focus Groups** | **Special Meetings** | **Other** |
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