



Randel Consulting Associates

Leading Organizations through Change and Growth



Mapping Stakeholders

A Leader's Guide to Understanding Stakeholder Influence

rcachangeadvisors.com

© 2024 RANDEL CONSULTING ASSOCIATES

RCA Seasons of Growth™



© Randel Consulting Associates

MAP Work out what's going on by looking at patterns and spotting opportunities

MOBILIZE Build awareness of and support for the need for change amongst your stakeholders

MOVE Prepare a plan and get things ready for Implementation

IMPLEMENT Carry out the planned activities, involving the right people at the right time

ITERATE Pay attention to how your environment responds to these activities and the progress you're making, and adjust as necessary

INNOVATE Anticipate that not everything you planned will work, and be ready to develop novel approaches and solutions

CONSOLIDATE Work out how to sustain what has been built, and who will be responsible for it going forward

CELEBRATE Acknowledge and pay attention to what has been accomplished, and to the people who made this happen

CLOSE Formally end the initiative as a focused effort, draw out lessons, disband the team and distribute any remaining resources

Stakeholder Mobilization

Effective Change Leaders possess an awareness or sensitivity to their stakeholders. We recognize it in those leaders who somehow know whom to talk to, whom to agree with, whom to disagree with, which meetings are the important ones to attend, and so on. We see them as being someone who (a) knows what is going on, and (b) bases their actions on the longer-term perspective, oriented on organizational values and goals (rather than short-term advantage).

1. There are several steps in working effectively with your stakeholders. The essential first step is **Stakeholder Identification** - the act of identifying them and building your knowledge about their interests and power (relative to that of you and the change effort you are leading).
2. The insights gained from identifying your stakeholders will make it possible for you to engage in a **Stakeholder Mapping** activity. This will bring perspective on where each key stakeholder stands in relation to your change goals.
3. The knowledge and insights you have gained from the first two steps inform your **Stakeholder Mobilizing** strategy. This is how you will plan to influence them to support the change. This will help you partner effectively with the stakeholders, advancing the change initiative and accomplish its' goals.



Stakeholder Identification Worksheet

Objective of the Change Initiative:

People/Groups	Interests	Power

INTERESTS?

1. **Financial Interest:** those with a financial interest in the project's success, such as investors, funders, shareholders, or lenders.
2. **Operational Interest:** those directly involved in the project's operations, such as project managers, team members, or employees, may have an interest in ensuring the project's success to maintain their job security or career advancement.
3. **Strategic Interest:** Stakeholders who have a strategic interest in the project, such as executives or senior management, may focus on the project's alignment with the organization's long-term goals and objectives.
4. **Reputational Interest:** Stakeholders may have a vested interest in the project's success to protect or enhance their reputation or brand image.
5. **Legal and Regulatory Interest:** Those with a legal or regulatory interest in the project's success, such as compliance with laws, regulations, or industry standards, to avoid penalties, litigation, or reputational damage.
6. **Technological Interest:** Stakeholders who are interested in technological advancements or innovative solutions may have an interest in the success of projects that introduce new technologies or improve existing ones.

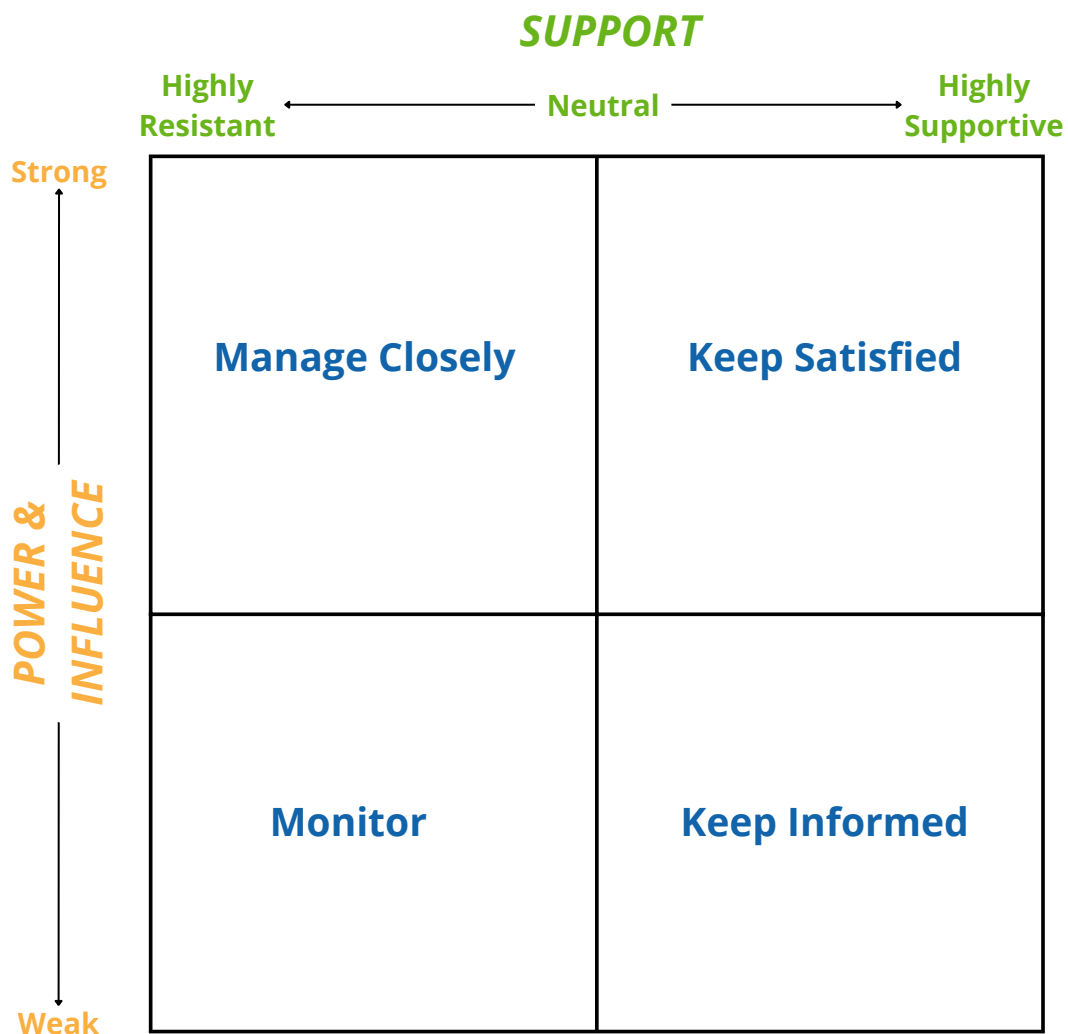
- **Positional** - Formal, hierarchical and status related; positional power exists when one person is "higher" than another in some structure
- **Resources and Rewards** - Control of finance and other valued resources, access to facilities and equipment and, especially, to people and information are often crucial in getting things done.
- **Knowledge and Expertise** - Possessing technical ability or professional knowledge can be an important source of power. As with resource power, such power is easily withheld and may be used to counter positional power.
- **Personal Influence** - Including track record and prior achievements, influence is exercised in a myriad of ways, through interpersonal skills, persuasiveness, plausibility, intellectual weight, and the capacity to inspire confidence and build trust.
- **Networks and Gossip** - "Soft" gossipy information is often vital in terms of tip offs about going on in the company or the outside world. While the dark side of gossip is well understood (in terms of its potential to cause damage) the value of the light side needs to be appreciated.
- **Energy and stamina** - Many effective team leaders have these two important qualities in getting things done. The value of staying power through stamina, adaptability, survival skills, standing by colleagues, persistence without becoming obsessive, can be underestimated but frequently contribute to project success

POWER & INFLUENCE

Stakeholder Mapping

The **Stakeholder Mapping** process provides the next step - looking at the orientation of each stakeholder to the success of your project , using two dimensions:

1. **Support/Resist** - is this stakeholder supportive of or resistant to the project?
2. **Power & Influence** - does this stakeholder have high or low power in this situation?



Stakeholder Mobilizing Worksheet

Situation	Stakeholders	Mobilizing Tactic
Keep Satisfied High Support High Power		
Keep Informed High Support Low Power		
Manage Closely Low Support High Power		
Monitor Low Support Low Power		



HAVE YOU FOUND THESE TIPS HELPFUL?

Are you interested to learn more about how you can lead your organization through a period of change?

Are you concerned about your organization's capacity to bring about and sustain impactful change?

We work with leaders who are facing change and growth.

We support you to bring Calm and Confidence as you move your teams and organizations through change.

**1:1 Support
Advice and Coaching**

**Small Group Programs
for Peer Leaders**

**Customized Team
Coaching and
Consulting**

Contact me to learn more about how I can help you!

 michael@RCACHangeAdvisors.com

 [RCACHangeAdvisors.com](https://www.RCACHangeAdvisors.com)





Randel Consulting Associates

Leading Organizations through Change and Growth

5 CRITICAL MISTAKES THAT CAN THREATEN YOUR CHANGE INITIATIVE

Implementing organizational change doesn't have to be challenging. Get our insider tips to overcome these 5 common problems.

Lead Like A Gardener

Move Through Change With Calm And Confidence

rcachangeadvisors.com
© 2024 RANDEL CONSULTING ASSOCIATES

Taking Root

Assessing Your Readiness for Leading Change and Growth

rcachangeadvisors.com
© 2024 RANDEL CONSULTING ASSOCIATES

Making the Most of a Windfall

5 Key Actions To Take After Receiving A Gift from Mackenzie Scott

rcachangeadvisors.com
© 2024 RANDEL CONSULTING ASSOCIATES

Visit our website to access these and other practical resources for leaders and teams moving through change

[RCACHangeAdvisors.com](https://rcachangeadvisors.com)