

# Stakeholder Engagement and Relationship Mapping



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# What are Stakeholder Plans?

Stakeholder Plans are a key element of the stakeholder engagement process.

They help you to think about who will be affected by your change projects, so you can:

- Consider key individuals and groups who will be critical to the success of the change
- Set out what will be changing for your different stakeholders
- Track who you need to involve, and when you need to involve them

Once you've identified who will be affected by the change, you'll need to understand how the change will affect the way those stakeholders interconnect with each other – we will look at relationship mapping later in this presentation.



# Where do Stakeholder Plans fit within the change process?

- After you've established where changes or improvements need to happen through a Situation Analysis, you need to think about who your plans for change will affect, and how.
- The more you can involve your different stakeholders in the change, the greater your chances will be of delivering all the benefits.

# Why are Stakeholder Plans important?

Your stakeholder plan will:

- Enable you to consider the impact of the change on your stakeholders
- Ensure you identify and capture what you want from each of your stakeholders
- Help you establish an effective action plan for why and how you will involve your stakeholders
- Allow you to consider how best to engage your stakeholders
- Plan and track when you are involving your stakeholders

# How can you create a Stakeholder Plan?

Your Stakeholder Plan doesn't have to follow a set format – but there are lots of tools and templates that will help you in creating your plan.

- Usually the project team identifies the stakeholders – although this wouldn't be the case for the smallest projects.
- Either way, your Stakeholder Plan will be a live document and it should be reviewed regularly – you'll need to monitor and amend it as you move through the phases.
- There's no right or wrong way of doing this. The main aim is to make sure that you're clear on who your stakeholders are and how you will involve them.

# How can you create a Stakeholder Plan?

These four pointers should help you to develop your plan:

**Group Review** – you'll need to review the project and compile a list of any groups that may be affected. The Group Review diagram will help you.

**Behaviour/Practices Capture** – then you should capture the current practices/behaviours of those groups, and think about what's required in the future.

**Individual Review** – if you need to, you should review the individuals within each stakeholder group

**Interest/Power Capture** – assess the levels of interest and influence of those groups

# Interest/Power Capture

Stakeholders can be placed in quadrants (see the tool in Things to do), which will determine how they are engaged with/managed going forward.

## Quadrant 1 – ‘Monitor’

- Stakeholders in this quadrant do not have direct involvement or interest in the change project
- Build a general awareness of the change. Monitor these stakeholders, but do not send them excessive communications.

## Quadrant 2 – ‘Keep Informed’

- Stakeholders in this quadrant are likely to be major users of the change project outputs and need both awareness and understanding of the change
- Engage them enough to secure their satisfaction, where reasonable. This type of stakeholder can often be very helpful with the detail of the change.



# Interest/Power Capture

Stakeholders can be placed in quadrants (see the tool in Things to do), which will determine how they are engaged with/managed going forward.

## Quadrant 3 – ‘Keep Satisfied’

- Stakeholders in this quadrant are unlikely to have direct contact with the change outputs, but they have high influence due to their position in the organisation.
- Keep them adequately informed and ensure there is effective dialogue to avoid major issues arising, but do not give them more information than they want to receive.

## Quadrant 4 – ‘Manage Closely’

- Stakeholders in this quadrant are key players in the change. Fully engage with them and make the greatest efforts to satisfy them.
- Ensure a developed understanding of the change and full involvement/commitment to it.

# How can you create a Stakeholder Plan?

When you're creating your Stakeholder Plan, focus on the outputs and not the inputs to ensure that you can use your plans for your change.

- The initial project review (the first stage) should be undertaken by the Project Team but they can also be reviewed by employees who can help to identify the stakeholders and the relationships between them.



# How can you create a Relationship Map?

Relationship Mapping will help you to identify how people affected by the change may influence one another.

By completing the Relationship Mapping activities, you'll be able to:

- Identify the relationships between the various stakeholders
- Capture both formal and informal relationships between stakeholders
- Think about how you manage these relationships



# Where does Relationship Mapping fit within the change process?

This work builds on the information you have collected for your Stakeholder Plan.

But whereas your Stakeholder Plan was about looking at who might be affected, Relationship Mapping looks at the relationships between those stakeholders.



# Why is Relationship Mapping important?

The work that you do on Relationship Mapping will really help to add value to the outputs from your Stakeholder Plan.

Whilst your Stakeholder Plan will help you identify current and desired outcomes from people, this activity will add further value by:

- Helping you to understand who influences whom and why
- Giving you a true picture of why the change might be of interest to different people
- Enabling you to create a plan on how to manage these relationships
- Ensure that your approach to engaging with stakeholders is robust
- Ensure that your proposed timings and content of updates are co-ordinated effectively

# How can you carry out Relationship Mapping?



- Use the **Group Review** tool – although this is part of the Stakeholder Planning stage, you can also use it within your Relationship Mapping.
- Now, draw solid arrows to indicate a direct relationship between stakeholders.
- And draw dotted lines to indicate an indirect relationship between stakeholders.
- You might want to break it down into smaller groups in a **Relationship Chart** – but make sure you don't just create an organisational chart.
- Finally, you need to think about how you can influence relationships – and the **Influencing Relationships** tool will help with that.



# How does Relationship Mapping link to other phases in the BCF?

- Your Relationship Mapping documents will need to be reviewed regularly. They are directly related to the Stakeholder Planning tool.
- Relationship Mapping provides great insights into developing an effective approach to communications and engagement.