


NONPROFIT INSTITUTE

at the  COLLEGE of SOUTHERN MARYLAND

Much At Stake: A Short Course in Stakeholder Mapping



HOWARD CONSULTING

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Linda Howard, PMP, CMC
www.howardconsultingllc.com

Linda Howard, PMP, CMC

- Helps nonprofits and government agencies build stronger teams and businesses
- Believes that better project management contributes 100% to an organization's mission, impact and results
- Conducts programs to help organizations improve efficiency, effectiveness, and workplace relationships
- Everything DiSC® and 5 Behaviors of a Cohesive Team® Facilitator
- Project Management Professional (PMP)
- Certified Management Consultant (CMC)



Mobile: 703-307-4497

www.howardconsultingllc.com

lhoward@howardconsultingllc.com

Today's Focus

01

Stakeholder Management 101

02

Identifying Stakeholders

03

Analyzing Stakeholders

04

Stakeholder Mapping Tools

05

Putting it all together

What is a “Stakeholder”?



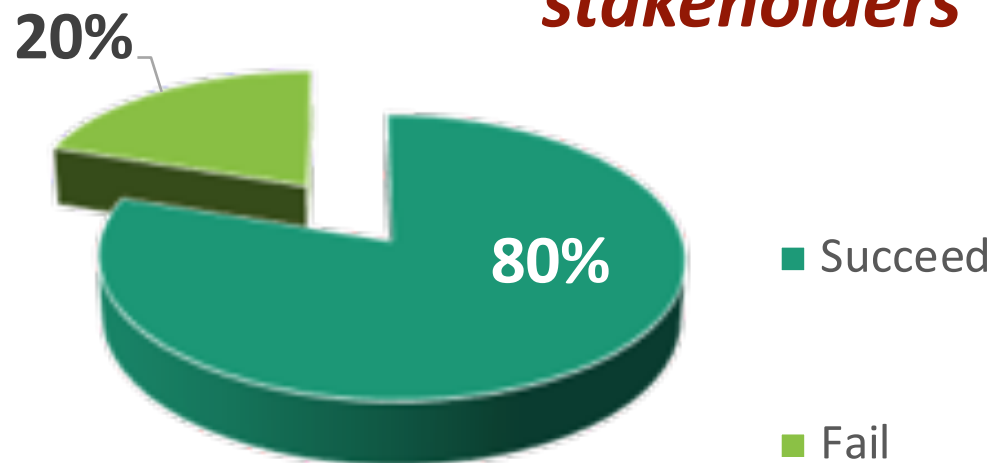
Any individual, group,
or organization that
has an interest in your
nonprofit fulfilling its
mission



What's so
important about
Stakeholders?

Did You Know....

One out of five projects fails to meet its original goals and business intent because of ***ineffective communications with stakeholders***



(PMI, May 2013)

[Student, parent engagement topic of Santa Maria-Bonita school board forum](#)

Santa Maria Times

... (LCAP) **stakeholder engagement** process — which draws parents and community members to advise the district on student and community needs.

[HHS teams up with USDS for IT hires](#)

FCW.com

HHS is seeking candidates who can demonstrate analytical ability, the ability to manage without formal authority, **stakeholder engagement**, ...

[Mid Coast, Maine Health merger gets final go-ahead](#)

Press Herald

... exploring integration in early 2019 and underwent an extensive exploratory process with comprehensive community and **stakeholder engagement**.

[Project Management Communication Skills When in Crisis](#)

Software Advice

While there are many reasons **stakeholder engagement** can be down, your communication skills can come in handy, no matter the root cause.

['Socialization' Key to Proposed Government Reform and Reorg](#)

MeriTalk (blog)

... it's finding modest success in some areas but has somewhat faltered on initiatives where it did not cultivate appropriate **stakeholder engagement**.

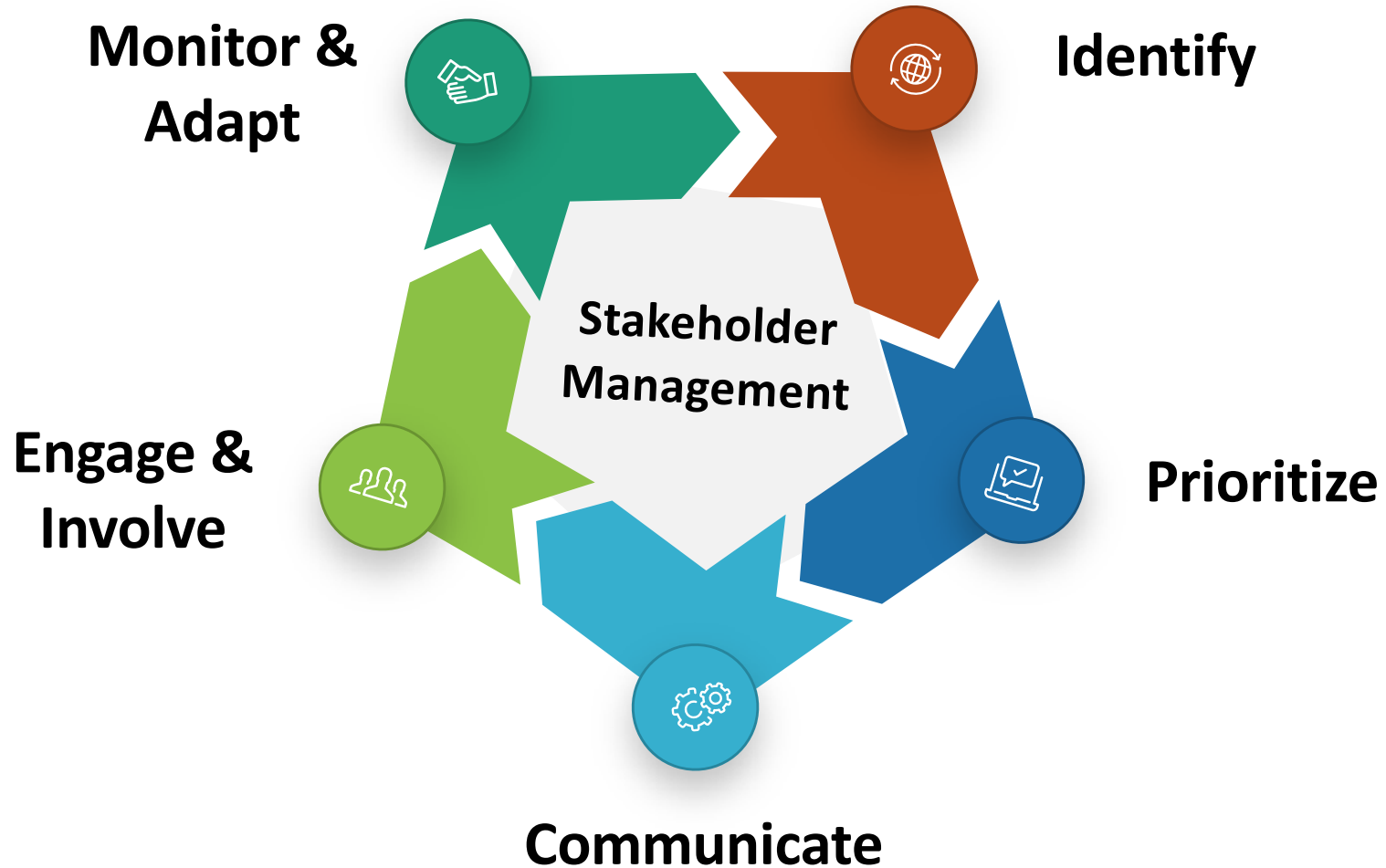
What are your
biggest challenges
with stakeholder
management?

Discuss in Pairs

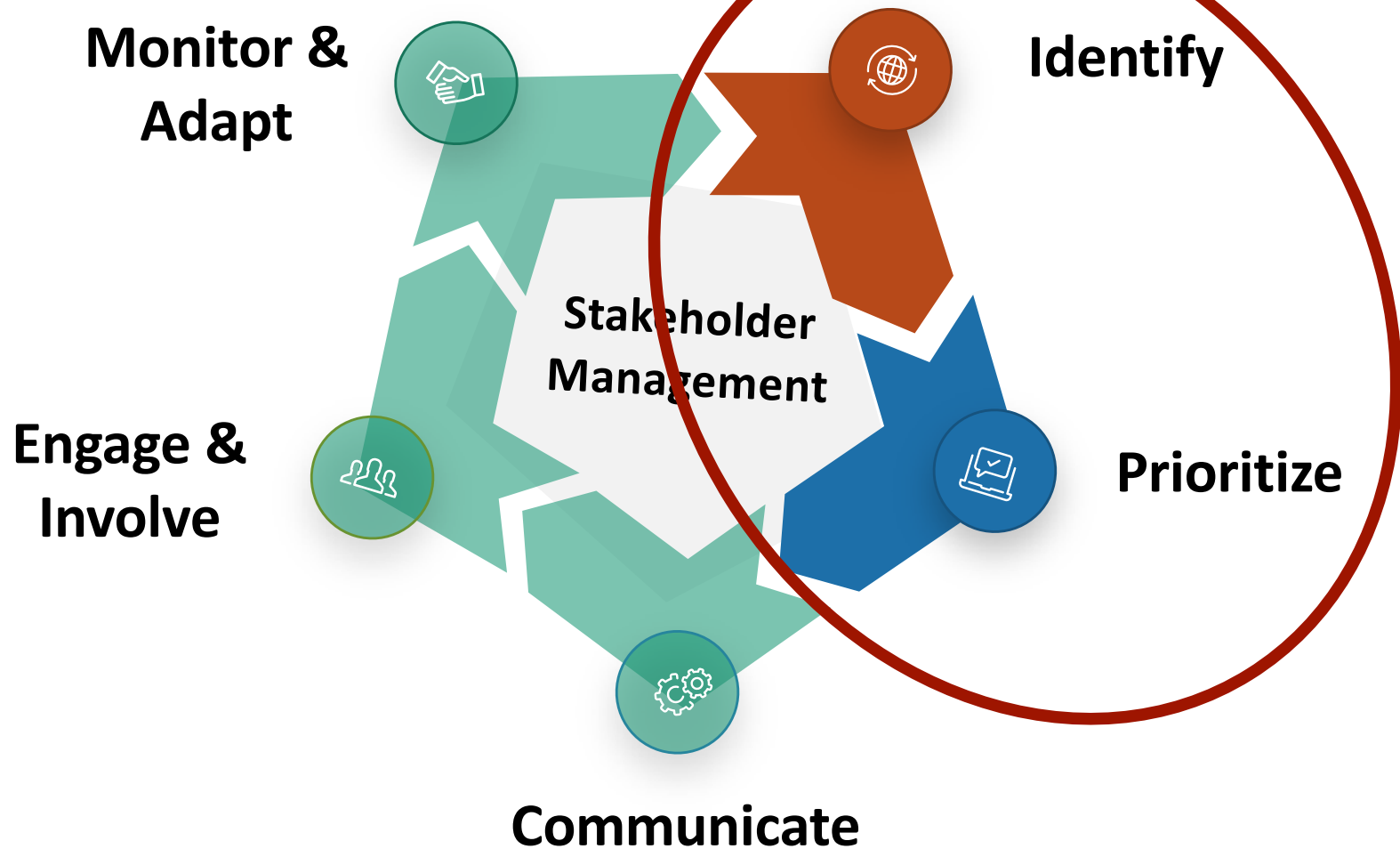


Photo by [Lexie Barnhorn](#) on [Unsplash](#)

5 Steps to Stakeholder Management



5 Steps to Stakeholder Management



4-step approach to Stakeholder Mapping



Identifying - listing groups, organizations, and people




Analyzing - understanding stakeholder perspectives and interests



Mapping - visualizing the relationship to objectives and other stakeholders



Prioritizing - which are most relevant? Where to spend your time and resources?



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Scope of the Stakeholder Map



- What are we mapping Stakeholders for?
 - Entire organization
 - Program or set of programs
 - Specific project
 - Decision
 - Policy
 - Other
- What do you need them to know, do, or believe?
- Start with the end in mind

Identify Stakeholders

- Be a sleuth
- Start early
 - Review program initiation docs
 - Review any available data
 - Evaluate touchpoints
 - Interview subject matter experts
 - Use Internet and Social Media



Photo by [Josh Olalde](#) on [Unsplash](#)



WHO...

- Is served by it
- Needs to know about it
- Is funding it
- Is using it
- Is impacted it
- Is for/against it
- Can influence it
- Is making a profit from it

Create a List of your
Stakeholders



Not Like This

A photograph of a woman with long blonde hair, wearing a blue shirt, sitting at a table and writing in a spiral notebook. She is holding a black pen. To her left is a white coffee cup on a saucer. The background is slightly blurred, showing other people and what appears to be a cafe or office setting. A dark, semi-transparent banner is overlaid at the bottom of the image, containing the text "More like this!".

More like this!


Common Nonprofit Stakeholders

- Employees
- Members
- Volunteers
- Board Members
- Beneficiaries of your Services or Customers
- Donors & Other Funding Sources
- Community Partners
- Other Nonprofits
- Federal, State, and County Governments





Who are YOUR Stakeholders?



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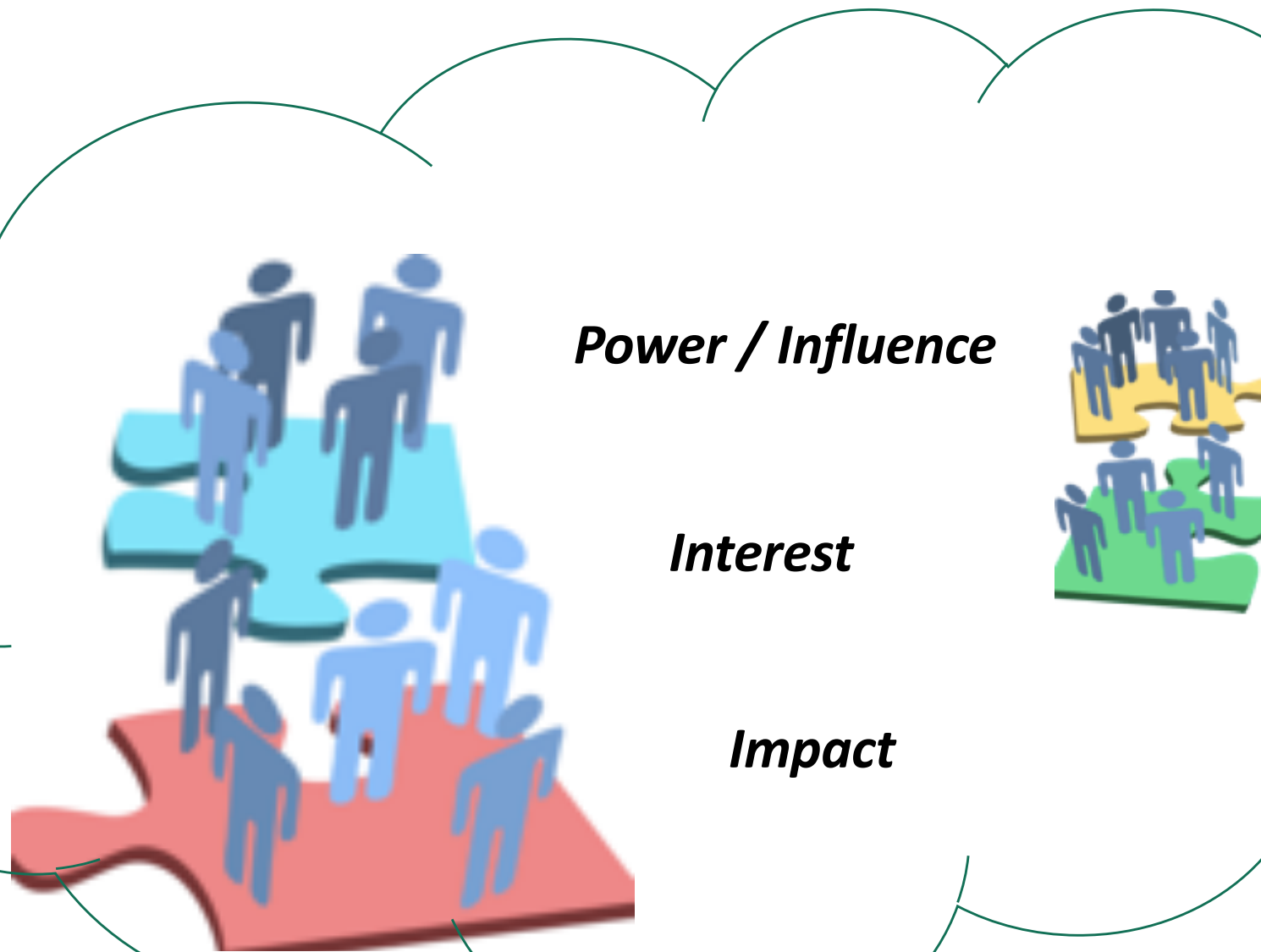
04

Stakeholder Mapping
Tools

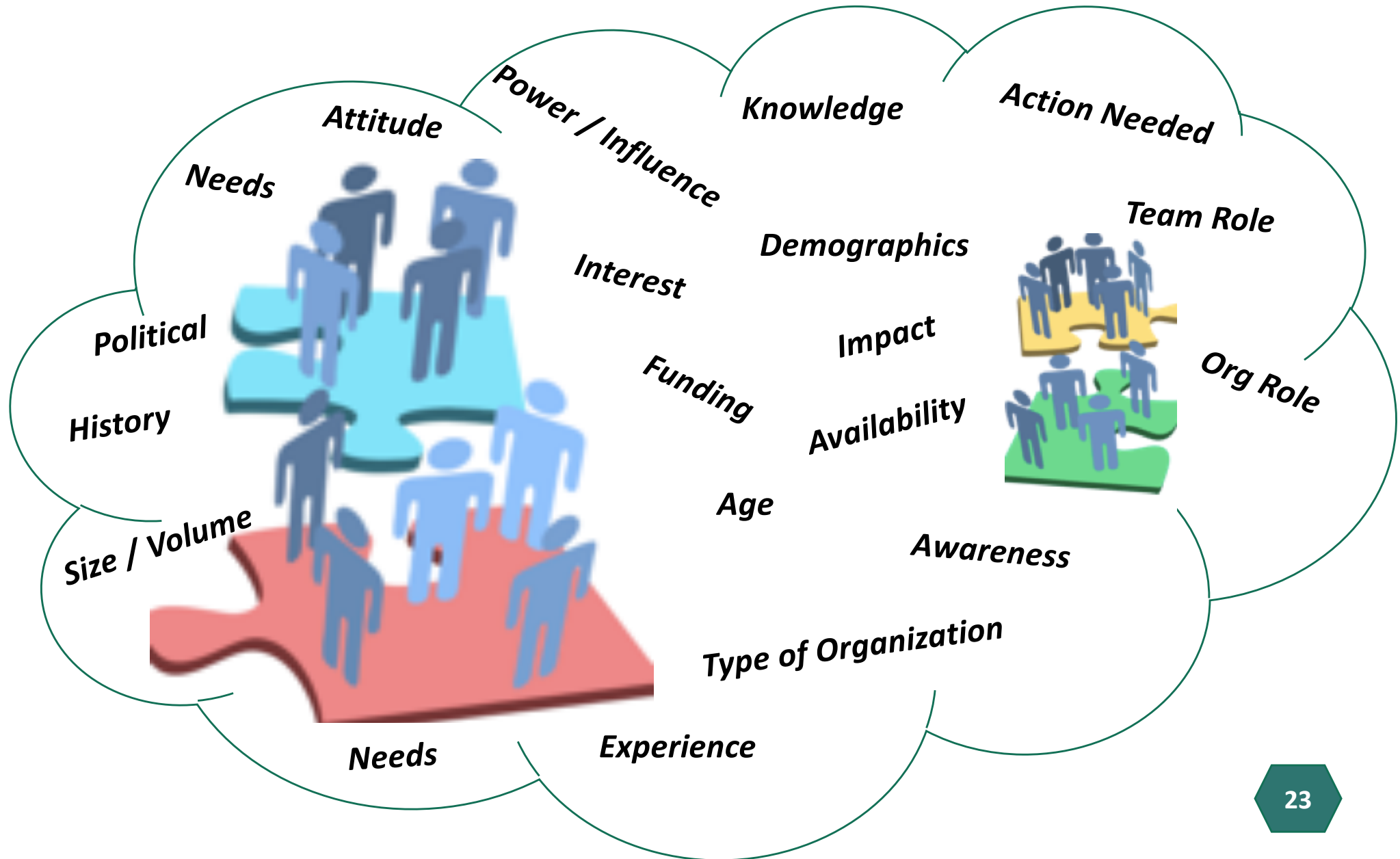
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Putting it all together

Stakeholders Are Not Created Equal

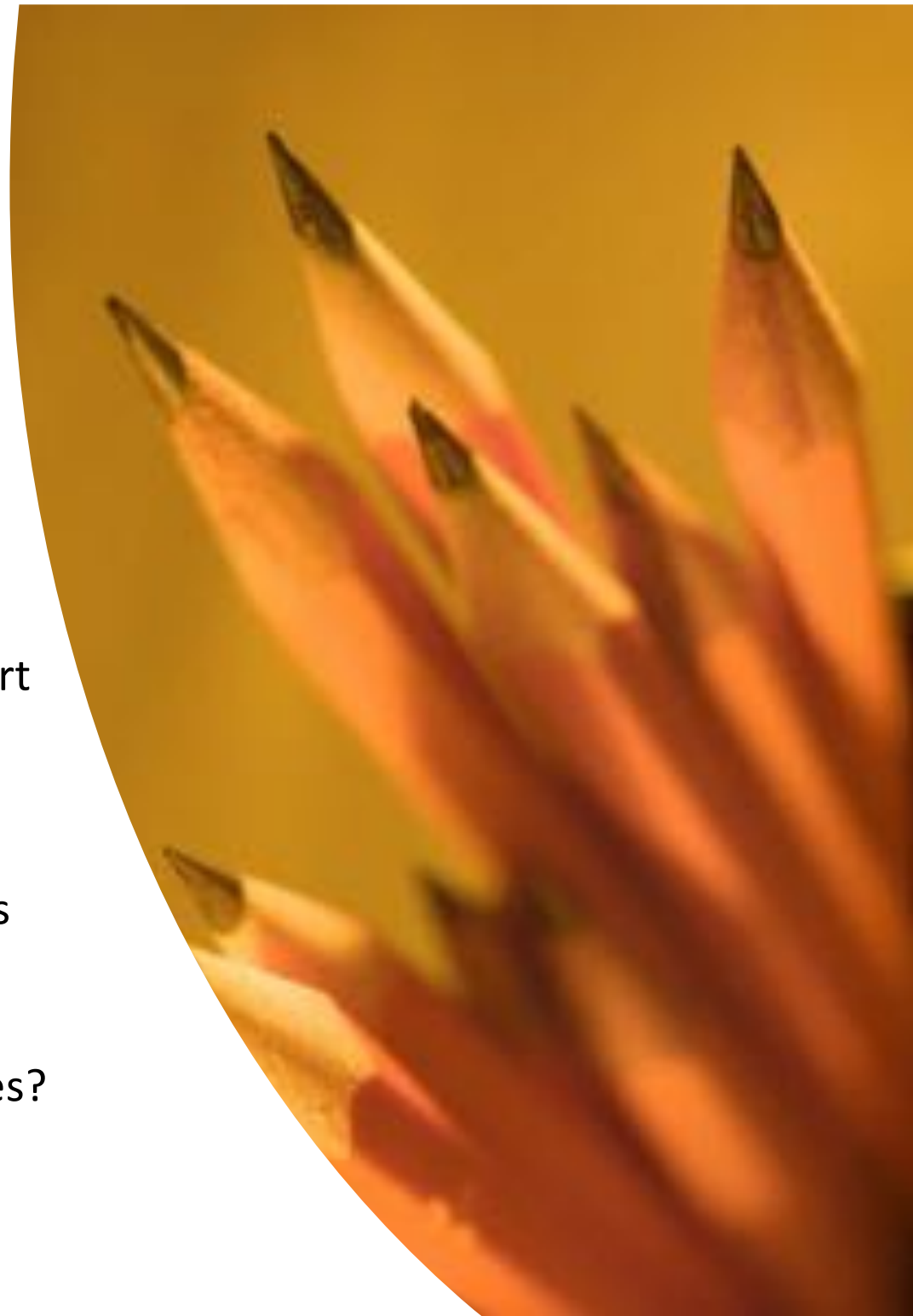


Stakeholders Are Not Created Equal



Analyze Stakeholders

- What do we need to know?
 - Level of influence, power, leadership
 - Current attitude / Level of support
 - Impact
 - Level of awareness
 - Past history with Sponsor
 - Alliances with other Stakeholders
 - Needs/requirements
 - Demographics
 - Can they mobilize other resources?
- Analysis drives strategies



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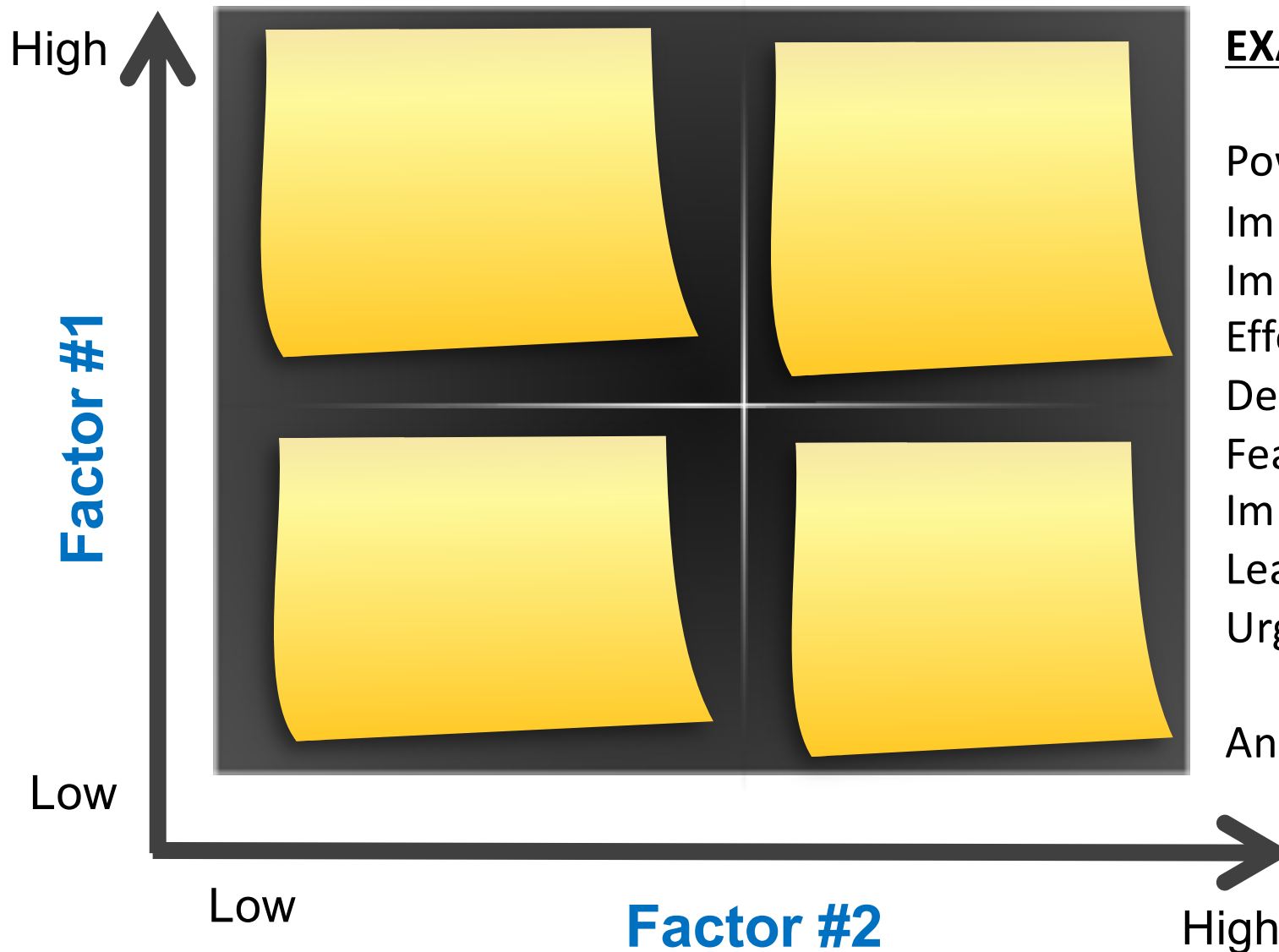
04

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Putting it all together

Decision-Making -- 2 x 2 Matrix



EXAMPLES:

Power vs Interest
Impact vs Effort
Impact vs Cost
Effort vs Cost
Desirability vs
Feasibility
Impact vs Likelihood
Leadership vs Power
Urgent vs Important

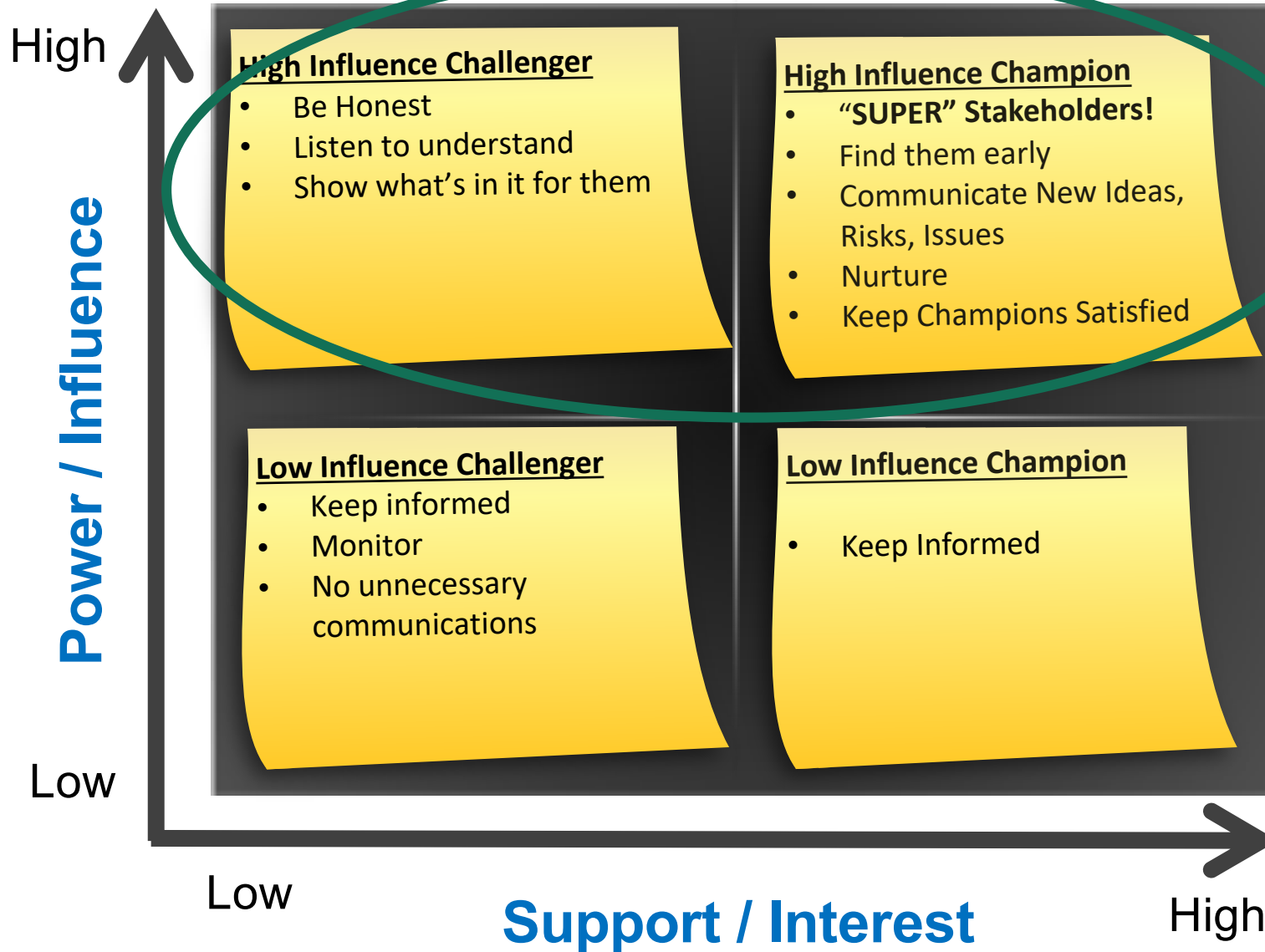
And more...

Stakeholder Quadrant

Move Challengers to Champions

Neutralize Challenges

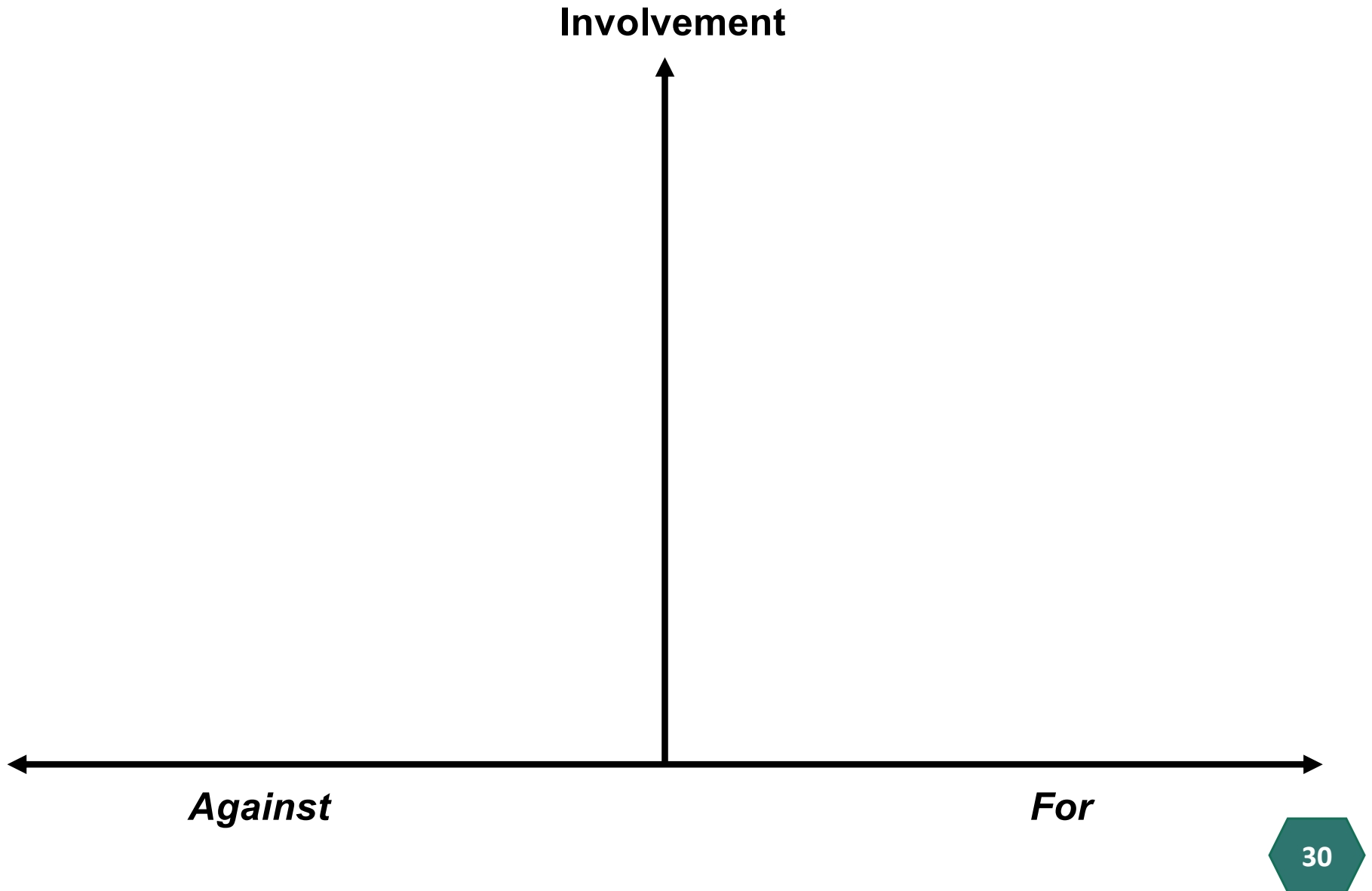
FOCUS!



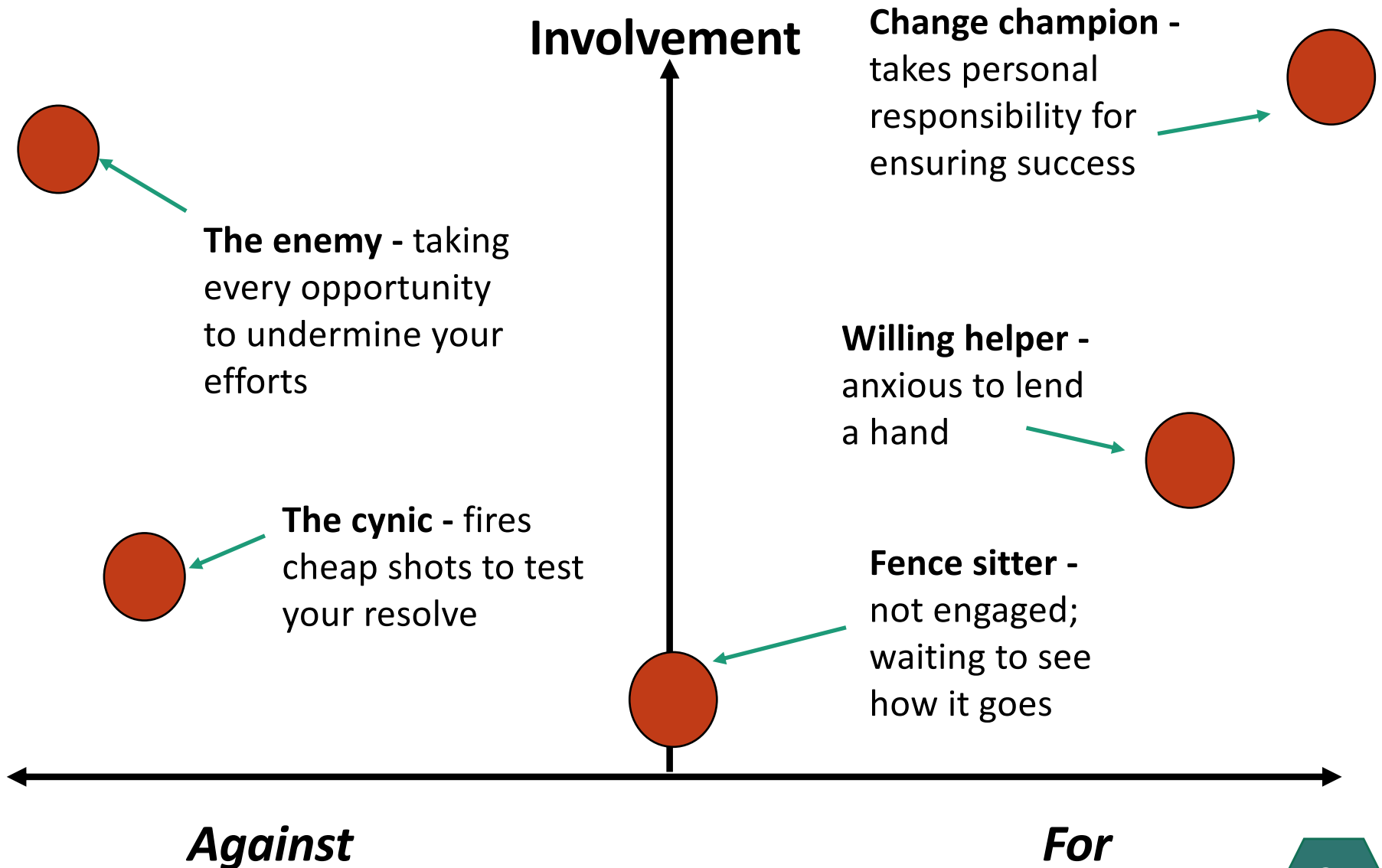


Stakeholders	Impact	Level of Commitment			
		Opposed	Indifferent	Accepting	Helpful
Mnet Board	10		X	→	→
DLO	10		X	→	→
DPA	10	X		→	→
SECTOR HEADS	10		X	→	→
BD.	10			X	→
X company (C)	10			X	→
X company (JI)	10			X	→
SECTOR DEPT'S	10		X	→	→
Procurement.	10			X	→
CEP	10			X	→
CONTRACTS	10			X	→
DSTL	10			X	→
Q-Q	10			X	→
TAS	10			X	→
BES, EAS	10			X	→

Stakeholder Disposition Map

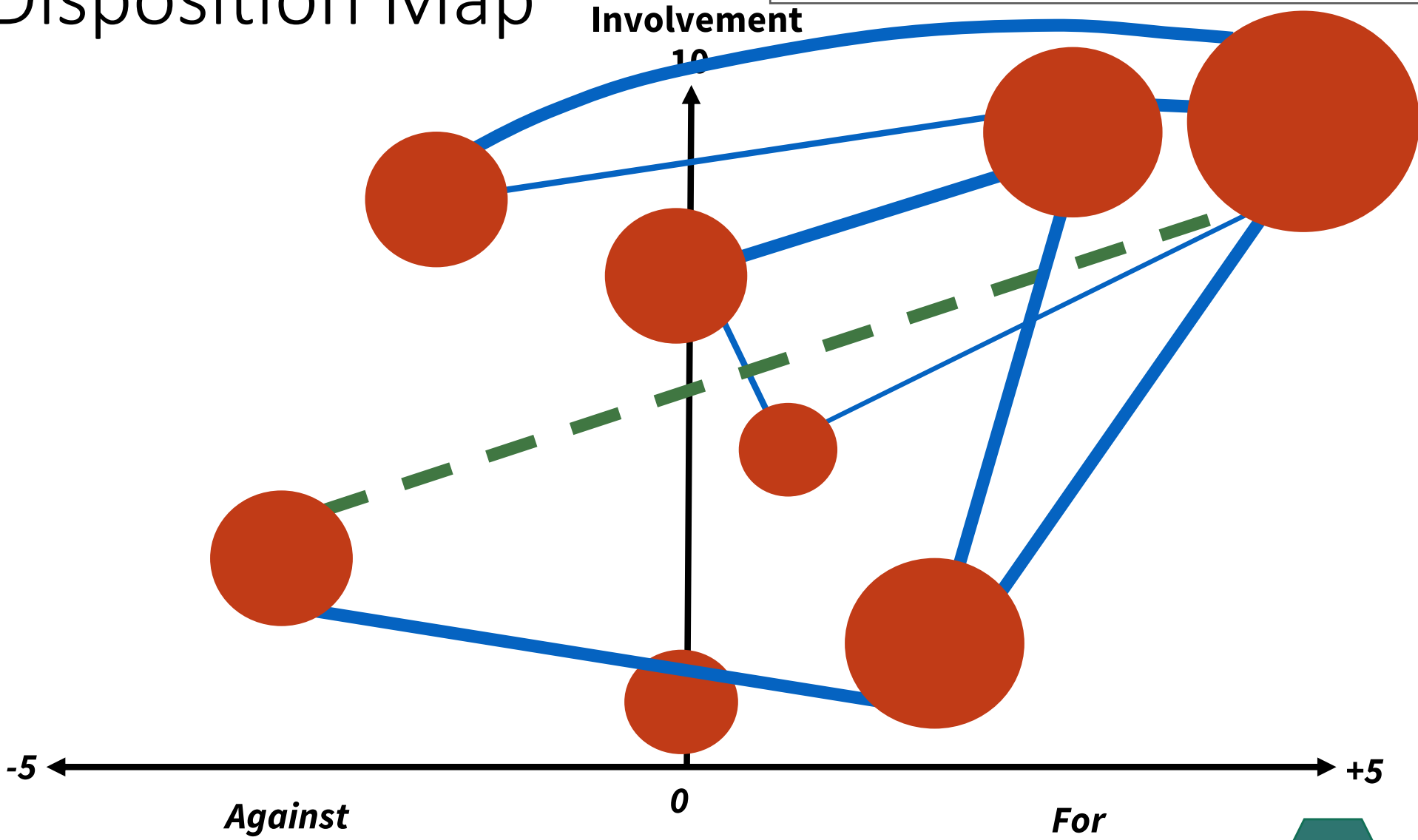


Example dispositions



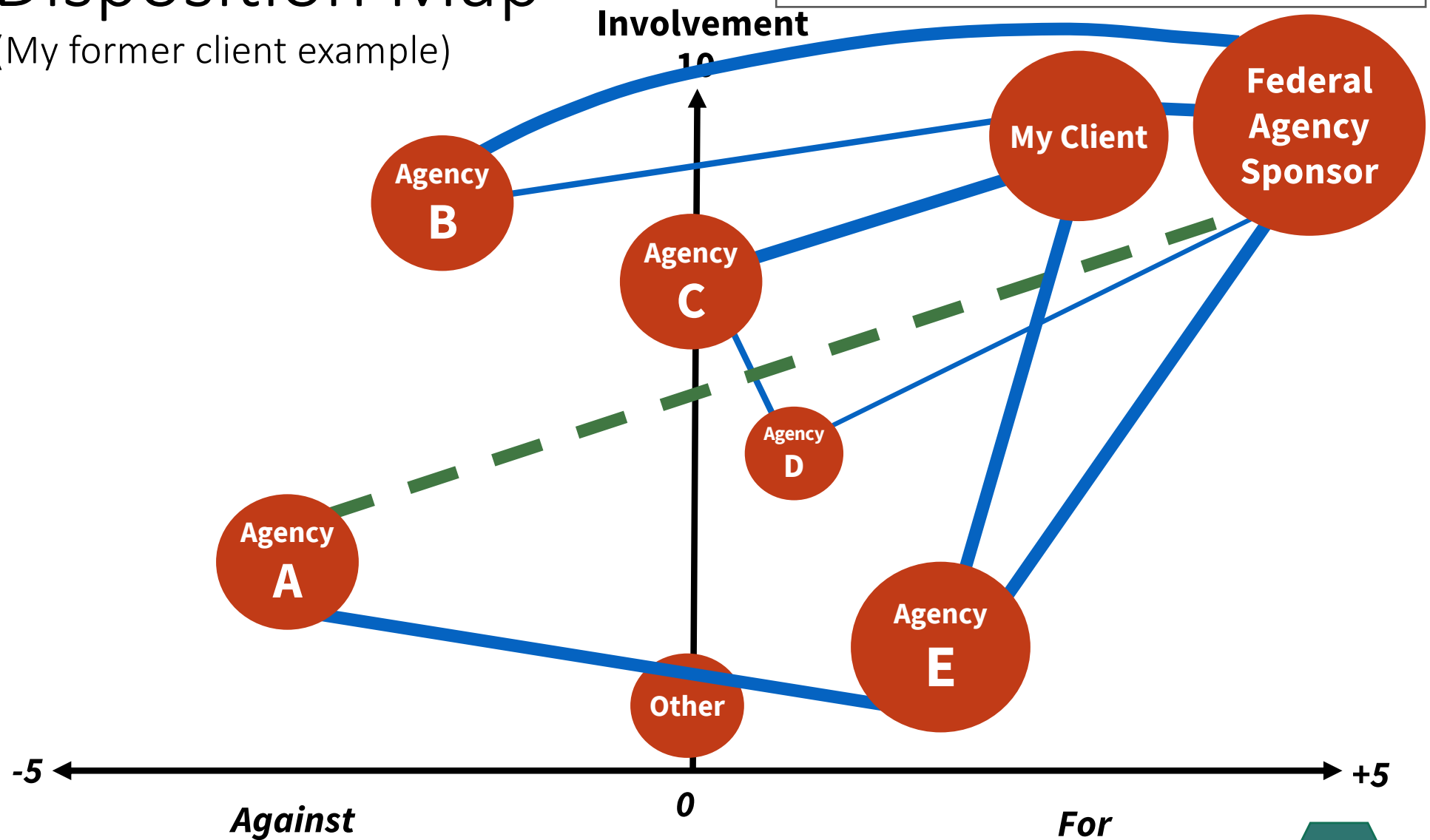
Stakeholder Disposition Map


Key: Size of circle = degree of influence on change
Thickness of line = strength of relationship
Solid line = positive, Dotted Line = Negative



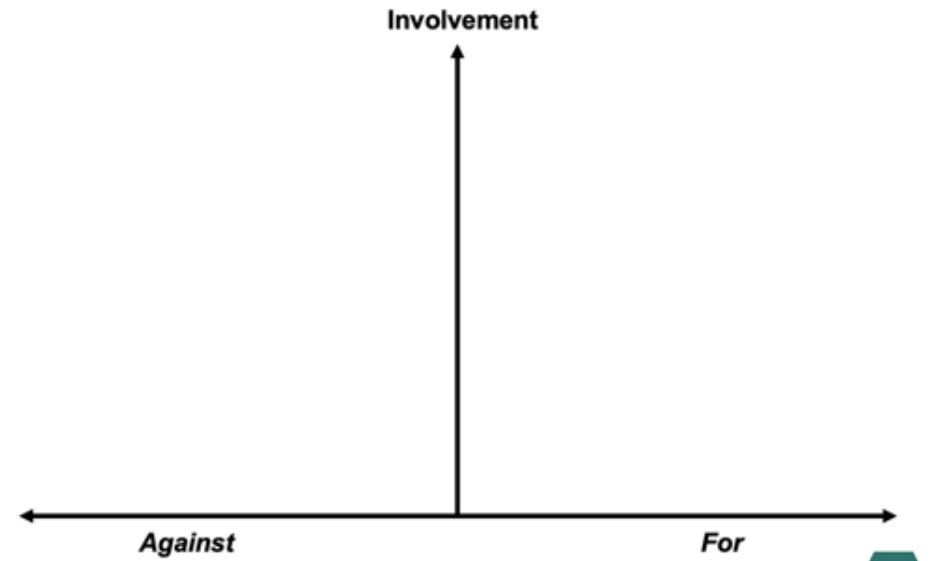
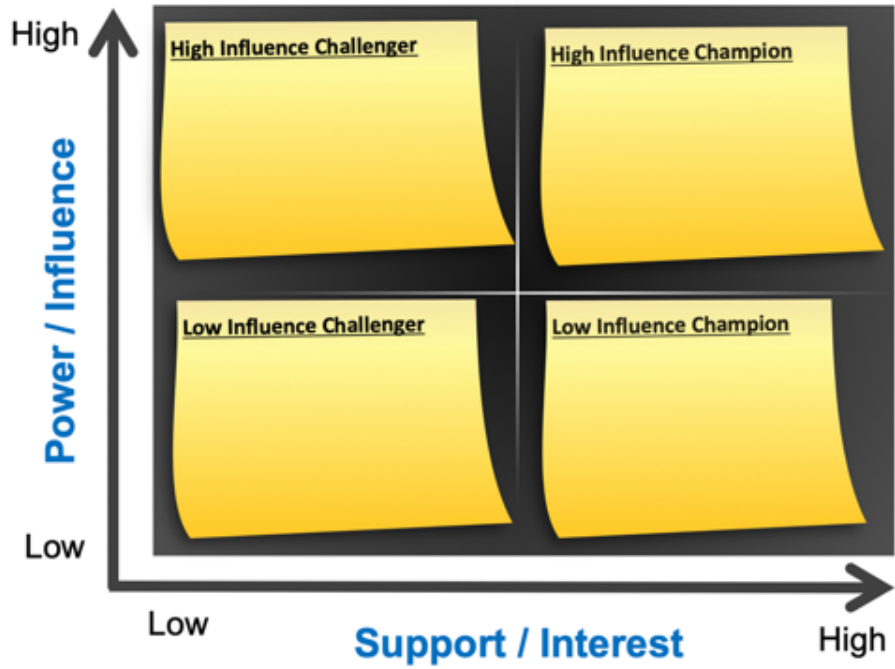
Stakeholder Disposition Map

(My former client example)



A stack of red napkins is placed on top of a stack of yellow napkins. The napkins are folded and appear to be made of a textured paper. The background is a solid, light gray color.

Create your own
Stakeholder Map



Choose your model – or – make up your own

How “right” is your list?

No “right”
list!

Stakeholders
are
constantly
evolving

Focus enough to

- Prepare for engagement
- Reduce resistance

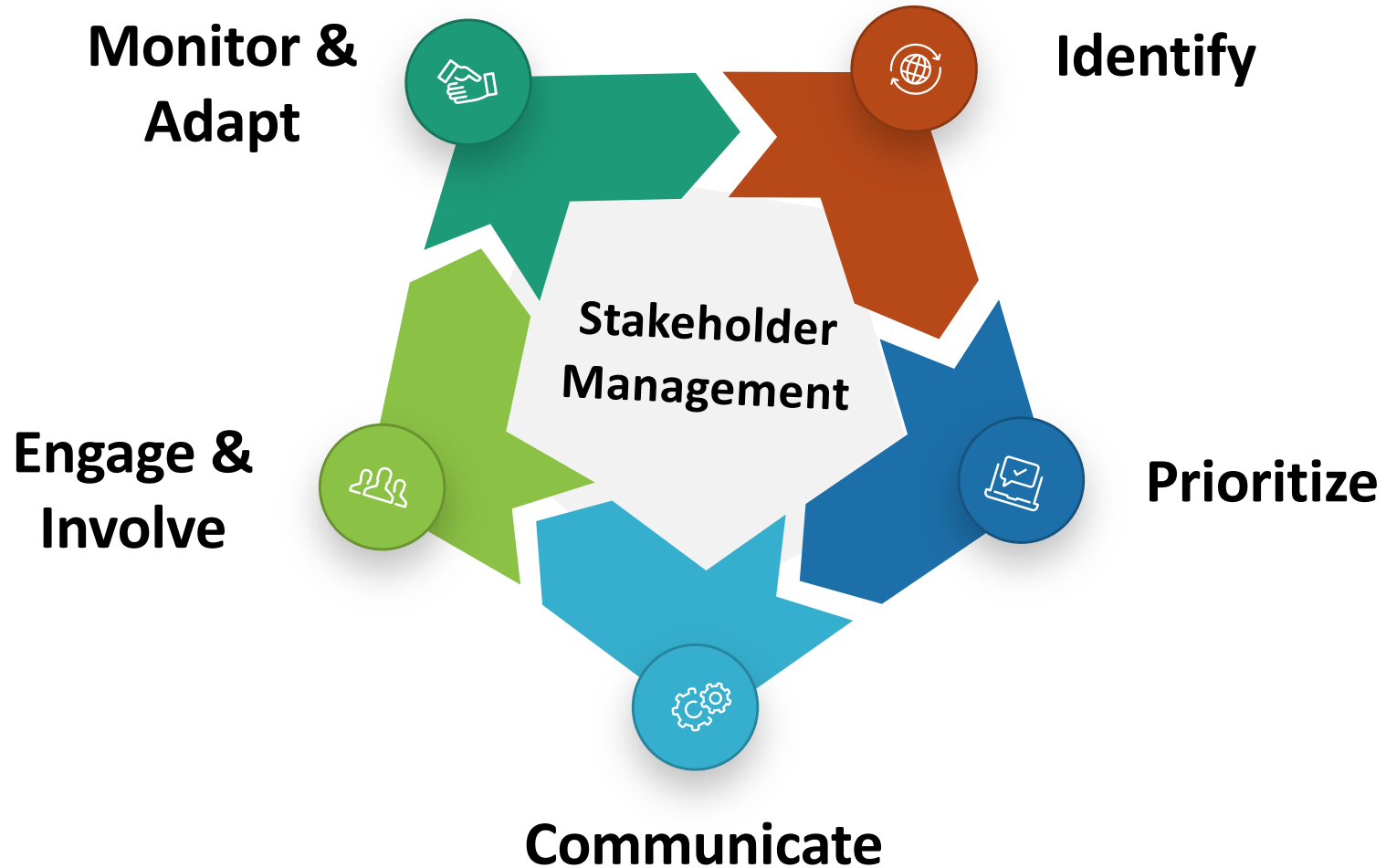



RESISTANCE

ANY FORCE THAT SLOWS OR
STOPS MOVEMENT.”

-- Rick Maurer

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Are your Strategies Working?

Are people taking the action you need them to take?

Are you seeing “ownership” over the change?

Are attitudes shifting – either positively or negatively?

What are your measurements for success?

How often are you evaluating them?

Take the “pulse” periodically

Adapt as needed



Key Takeaways

- Start as early as possible
- Be conscious and deliberate with your strategies
- Take steps now – even small steps
 - Identify stakeholders
 - Prioritize them and focus your resources
 - Communicate & engage to achieve your goals
 - Keep tabs on their progress and support
- Adjust as needed

Questions & Reflections



What ideas do plan to
implement?



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Linda Howard, PMP, CMC

Howard Consulting, LLC

LHoward@HowardConsultingLLC.com

703-307-6048

www.HowardConsultingLLC.com

Easiest way to reach me

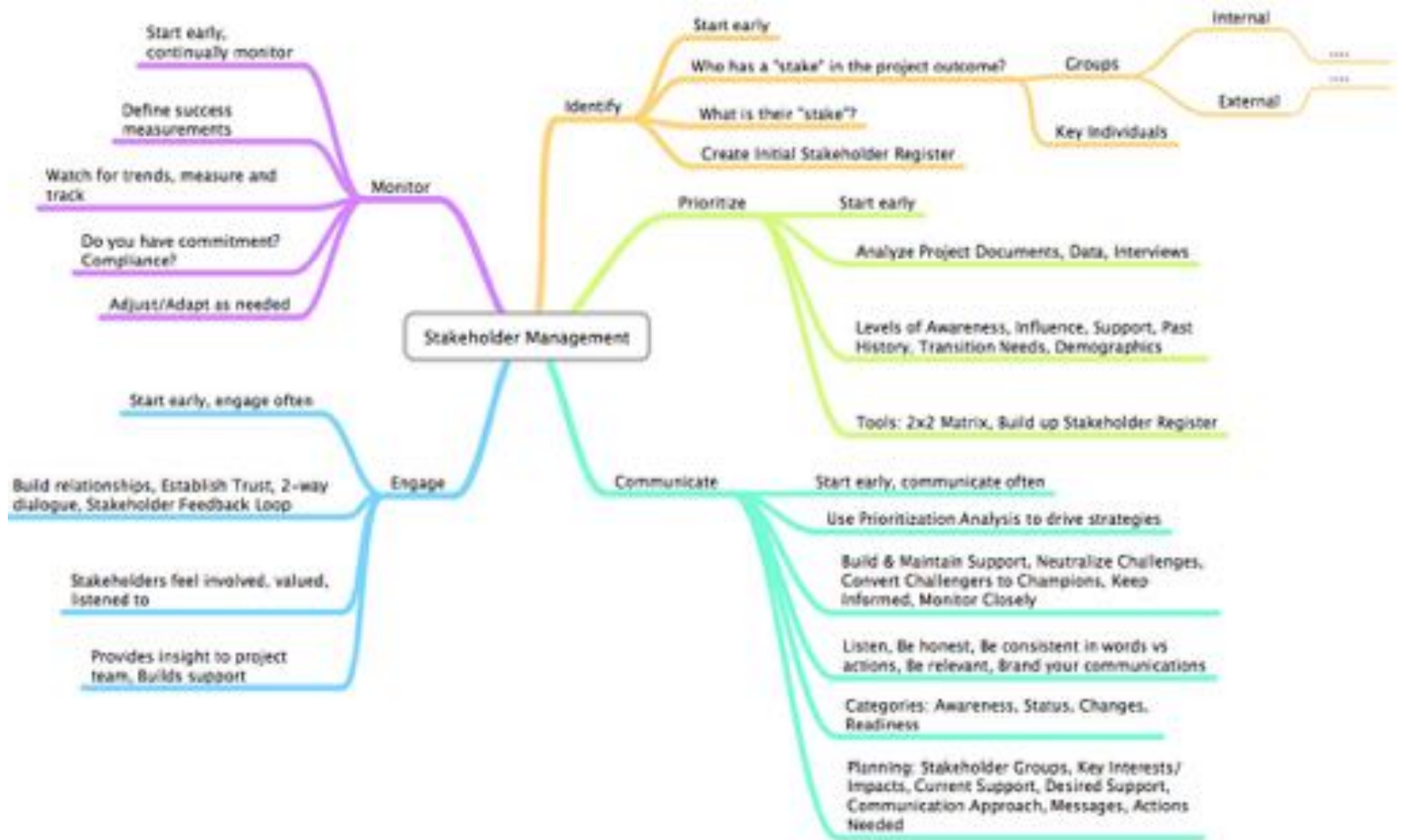
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Additional Resources

Stakeholder Management MindMap



Potential uses for Stakeholder Analysis

- Provide input for other analyses
- Support action planning to increase support for policy or program
- Guide a participatory, consensus-building process
- Allow you to see who you might need to involve more
- Help you craft better messaging directly to the people who care most about your work
- Helps prioritize performance measures or focus your attention on the outcomes that make the most sense
- Helps you selecting more strategic community partners who have a stake in what you do

Strategies

- Maintain the support of those stakeholders who are currently supporters
- Increase power and leadership of the supporters
- Convert the opponents to supporters
- Weaken the power and leadership of the opponents
- Convert the neutral stakeholders into active supporters (i.e., convince them to support the effort)

What do we need to know?

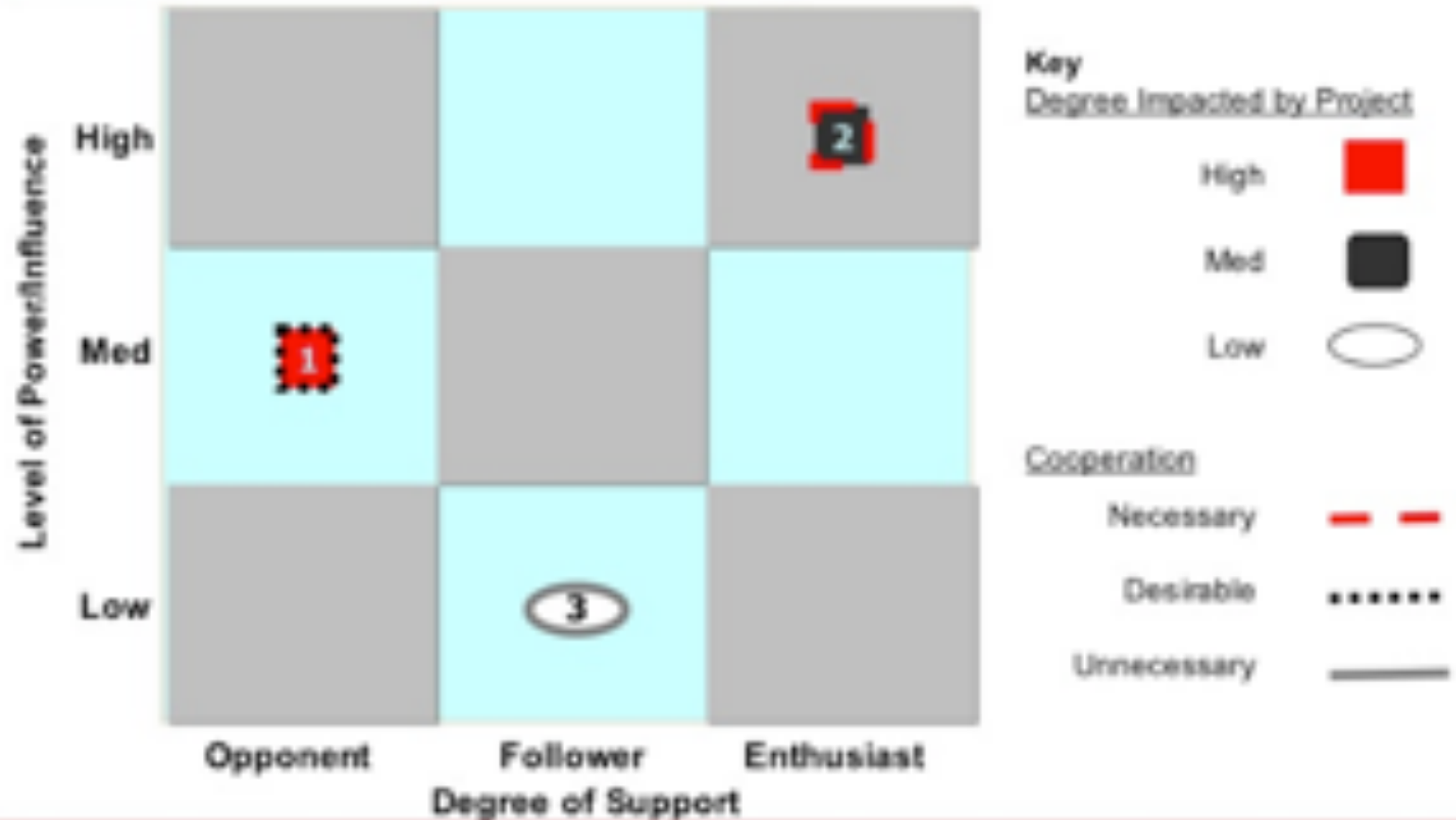
- Expertise/Knowledge
- Willingness to engage
- Influence
- Necessity of involvement
- Specific Subject Matter expertise

TIP: Use these criteria to create a chart with short descriptions of how stakeholders fulfill them. Assign values (low, medium, or high) to these stakeholders.



More Examples of Stakeholder Maps

Stakeholder Mapping



Stakeholders – Primary & Secondary



Stakeholder Map – Primary & Secondary

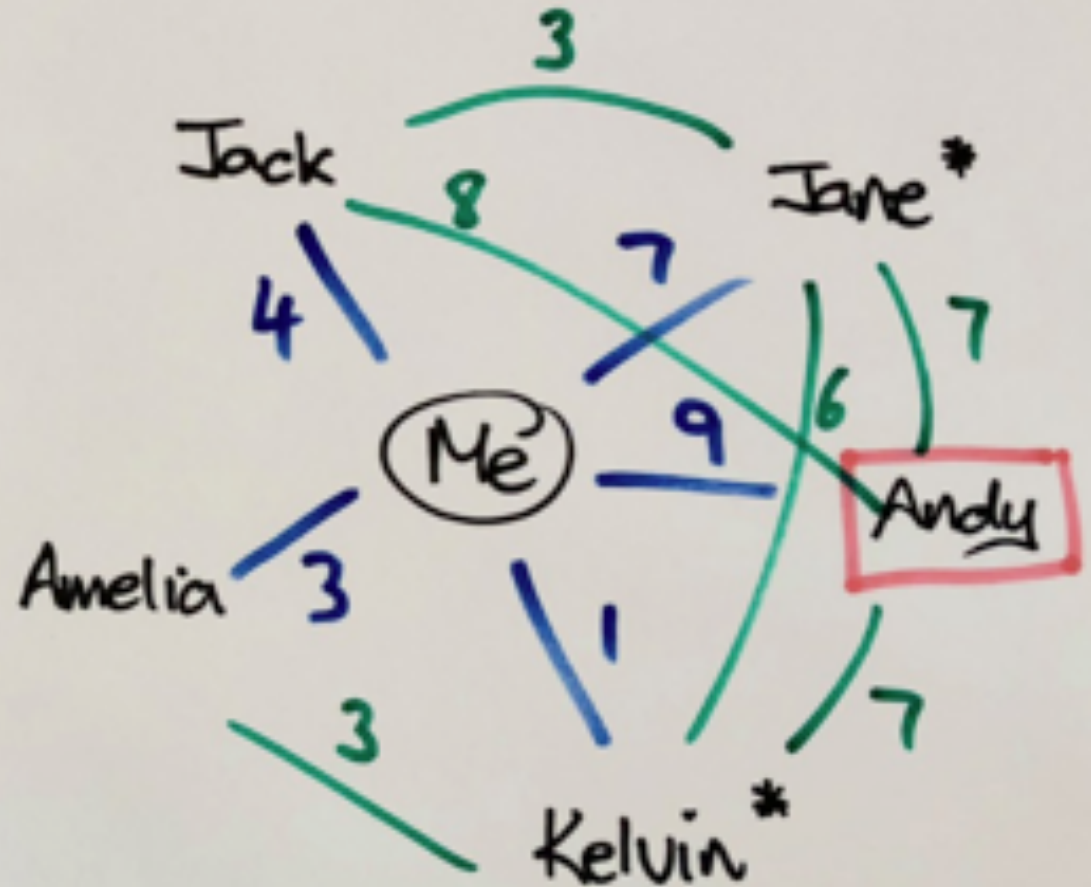


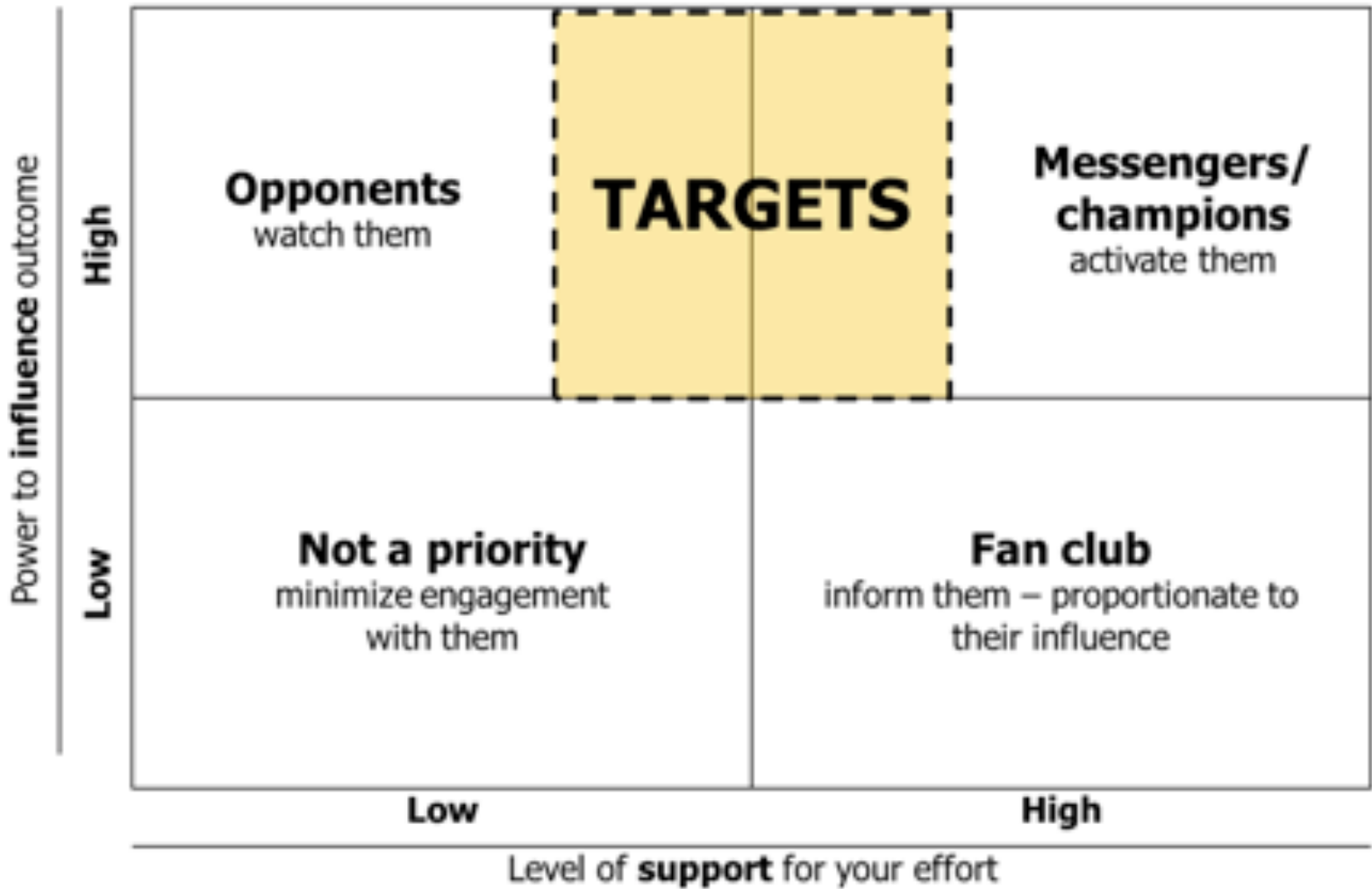
Example – Current & Critical to Success



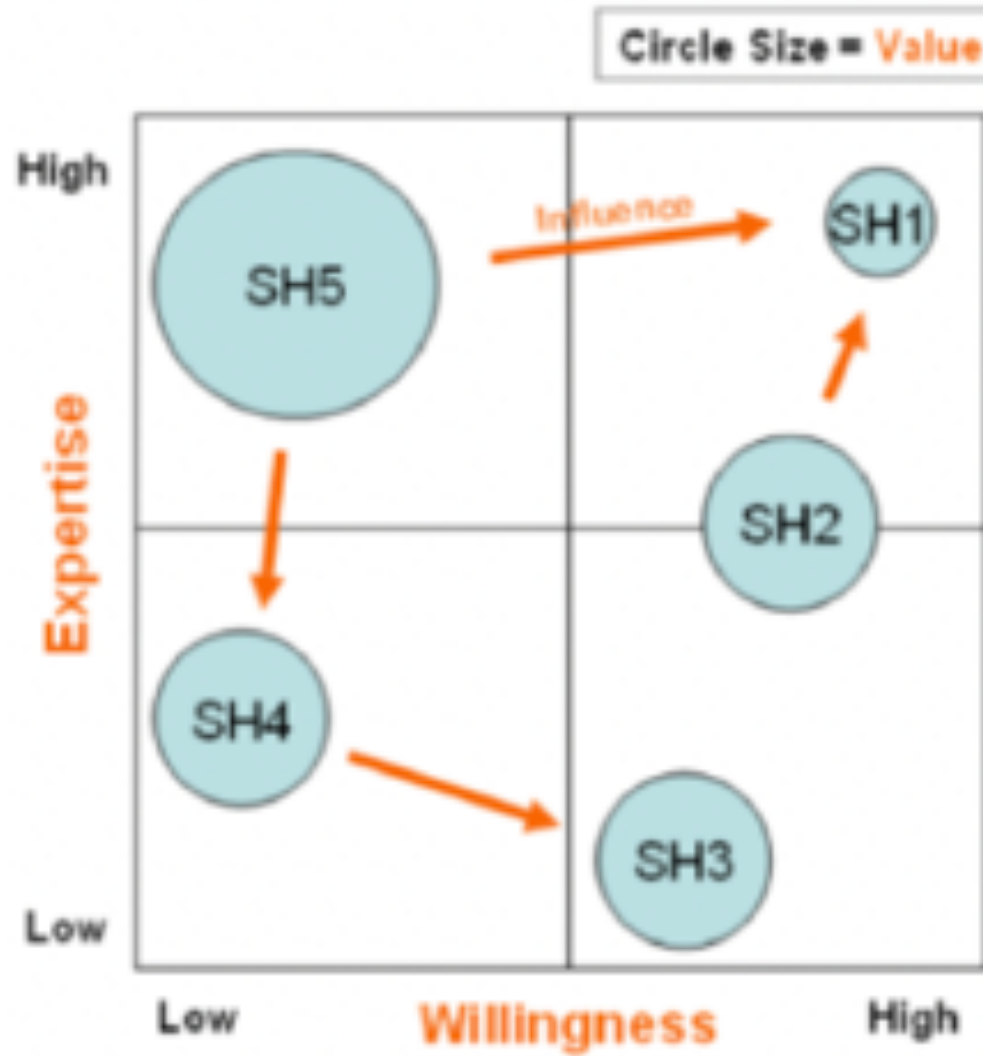
STAKEHOLDER MAP

1. MAP WHO
2. MAP YOUR CONNECTIONS
3. MAP THEIR CONNECTIONS
4. FIND THE LEVERAGE POINTS





Sample Mapping





Where to learn more

- Freeman, R.E. 1984. *Strategic Management: A Stakeholder Approach*. Boston: Pitman
- Project Management Institute, Inc. *Pulse of the Profession*. March 2013
- Project Management Institute, Inc. *Pulse of the Profession – In-Depth Report: The Essential Role of Communications*, May 2013
- LinkedIn Group: *Stakeholder Engagement Professionals*
- LinkedIn Group: *Stakeholder Management*
- Maurer, Rick. Levels of Resistance. 2010. www.rickmaurer.com
- Maurer, Rick. The Energy Bar. 2014. www.rickmaurer.com
- Most photos and images sourced from Pixabay (www.pixabay.com), Unsplash (www.unsplash.com) and DepositPhotos (www.depositphotos.com)

Pleasure/Displeasure List

Person/Group	Pleasure	Displeasure

Template available at www.herdingchickens.com