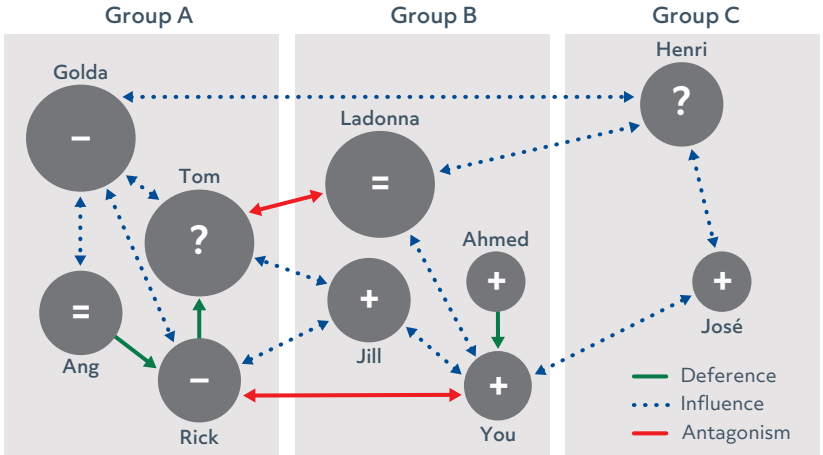


Stakeholder Mapping



Deference

Party A will *almost certainly*

- Do what Party B does, or
- Do what Party B advises, asks, or directs Party A to do

Sources of "deference"

- Hierarchical seniority
- Political power
- Personal respect, admiration
- Expertise, status, reputation
- "Horse-trading"

Influence

Party A is likely to

- Follow Party B's lead, or
- Do what Party B advises, asks, or directs Party A to do

Sources of "influence"

- Shared/aligned interests
- Perceived expertise
- Successful track record
- Personal affinity
- Common values

Antagonism

Party A will *likely not*

- Follow Party B's lead, or
- Do what Party B advises, asks, or directs Party A to do

Sources of "antagonism"

- Conflicting interests
- Perceived lack of expertise
- Personal animosity
- Competing political agendas

Stakeholder Mapping

1. Identify the stakeholders

- Think about who can make or approve a decision, and who could veto or derail it
- Also think about whose buy-in and support will be required for implementation

2. Assess where power resides

- Think not only about who has formal power (based on title and hierarchy) but also about informal power (based on expertise, experience, reputation, etc.)

3. Analyze support and opposition

- Think about the different positive and negative consequences the decision or plan will create for different stakeholders to better understand their (actual or likely) opposition or support
- Don't assume opposition or support too quickly, without sufficient analysis

4. Analyze relationships among stakeholders

- Consider the context. Relationships of influence, deference and antagonism often vary depending on the specific decision or plan in question.

5. Develop an influence strategy

- Try to leverage early supporters to build momentum and persuade opposing stakeholders
- Be wary of failing to engage critical opposing stakeholders early enough in the process. Doing so may make them feel isolated and trigger even greater resistance.