

# Stakeholder management guide

Use this tool to identify different types of stakeholders and plan strategies for obtaining buy-in. We recommend using this tool after reviewing the *Stakeholder impact assessment*.

## Step 1: Evaluate your stakeholders by stake and stance

Determine each stakeholder’s source of stake and their stance (supporter, undecided, dissenter) on the initiative.

There are three sources of stake to consider

- **Power:** holds the authority to prevent or allow change
- **Agency:** responsible for carrying out change
- **Consistency:** impacted by change or concerned about the results

Source of stake

Stance

Stakeholder name	Source of stake			Stance			Strategy to address
	Power	Agency	Constituency	Supporter	Undecided	Dissenter	

Stakeholder can be an individual or a group

Use the matrix on page 2 to determine your strategy

## Step 2: Determine your stakeholder strategy

Use this matrix to identify strategies you can use to solicit buy-in from and collaborate with each stakeholder. If you have limited time, try to prioritize stakeholders who have both power and a negative stance.

		Source of stake		
		Power	Agency	Constituency
Stance	Undecided	<b>Obtain acceptance</b> Gain firm commitment to change initiative	<b>Tap into knowledge</b> Employ information to design or refine change	<b>Gain compliance</b> Convince to participate in change, alter behavior
	Supporter	<b>Leverage power</b> Utilize support to obtain resources, influence stakeholders	<b>Delegate ownership</b> Designate responsibility for process components	<b>Build momentum</b> Use support to withhold or exert pressure to change
	Dissenter	<b>Overcome dissent</b> Use variety of methods to offset influence	<b>Work around</b> Find support with knowledge to counter negative messages	<b>Negate urgency</b> Block any effort to unity as veto power