

Category Management Toolkit

Stakeholder Management Plan

What is Stakeholder Management?

A *stakeholder* is defined as anyone who has an interest in the change and can influence or impact the success of the change. Stakeholder management involves building and maintaining the active support and commitment of these people to facilitate the timely implementation of the change or project. By understanding an individual's motives and position, it becomes possible to influence, in a positive way, the process of change, and to minimise or resolve issues which may have become a barrier to change.

This approach will be applicable to internal and external stakeholders (not suppliers) such as trade associations, interest groups, regulatory bodies.

A stakeholder management approach typically encompasses:

- Stakeholder assessment and stakeholder mapping
- Identification of key concerns, risks and mitigating actions
- Using output of stakeholder mapping for communications and other interventions
- Monitoring stakeholder plan

Where does it fit in with Category Management?

Throughout the Category Management process

What is included in this guide?

- Stakeholder Mapping
- Sample stakeholders management plan

Which processes does the tool apply to?

Demand Management, SRM and Strategic Sourcing

Which other tools link to this guide?

- Stakeholder Relationship Analysis
- Communications Plan
- Stakeholder Interview Plan

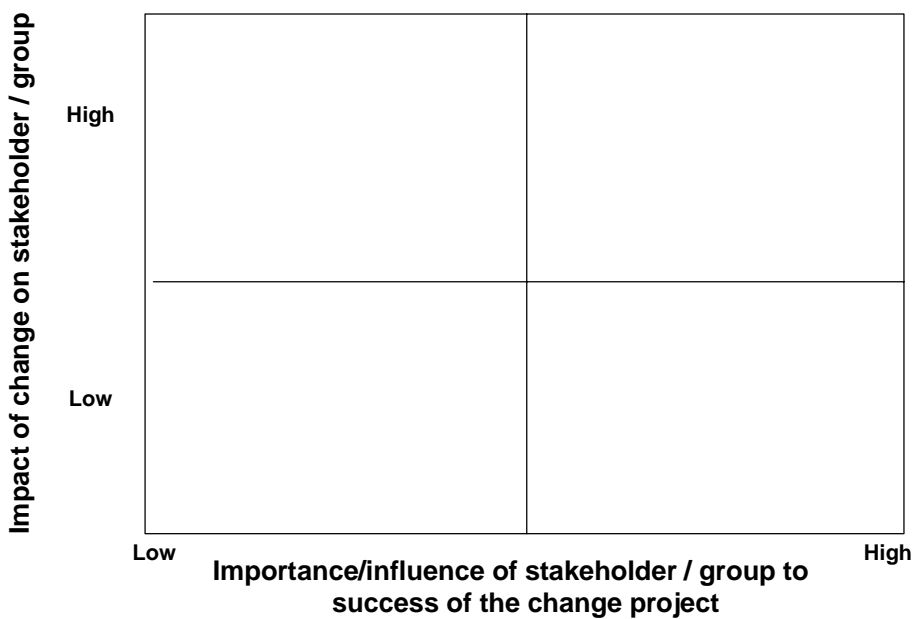
Stakeholder Mapping Process

- List and profile the key stakeholder groups and individuals

Stakeholder – individuals or groups	Likely Impact of the change on stakeholder	Potential Issues & Concerns	Potential risks to the change if concerns not addressed

- Map stakeholders on a Stakeholders Matrix according to the level of impact of the change on them and the importance these stakeholders to the success of the change project

Stakeholder Matrix



- Assess stakeholders as follows and consider how to manage them:

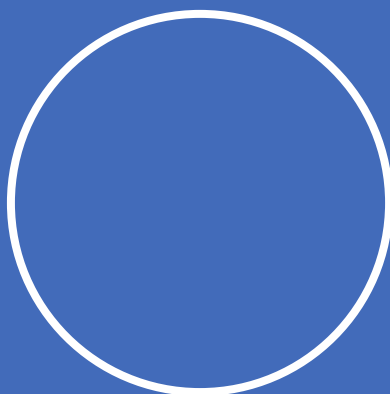
Assessment	Definition	How to Manage
Advocates	<ul style="list-style-type: none"> • Only group driving the change or project • 'Internal' champions and sponsorship 	<ul style="list-style-type: none"> • Active communications, keep regularly involved • Input to key milestones and decisions • Use for internal promotion of objectives and benefits
Opponents	<ul style="list-style-type: none"> • Has high understanding but low agreement to the project • Will potentially 'lose out' in some way from the activity 	<ul style="list-style-type: none"> • Initiate discussions and understand reasons for low acceptance • If the loss is perceived but not real, then convert using facts and data • Counter the reasons for low acceptance
Indifferent	<ul style="list-style-type: none"> • Individual or groups yet to take a definitive position on the project • Have a medium understanding and medium agreement 	<ul style="list-style-type: none"> • Identify gaps in knowledge and seek to fill them • Seek their views on key issue and address concerns • Be careful not to make them opponents
Blockers	<p>Shows resistance to the project or its aims. Principally due to having a low understanding and low agreement. This can be driven by:</p> <ul style="list-style-type: none"> • A lack of communication • A (perceived or actual) loss from project • Knowledge of error in project assumptions 	<ul style="list-style-type: none"> • Proactive communication • Interview and meet • Explain and overcome fears • Use conflict management techniques • Seeks views once understanding starts to develop
Followers	<ul style="list-style-type: none"> • Have a low understanding of project aims and objectives • Support the project and tend to "go with the flow" 	<ul style="list-style-type: none"> • Increase their understanding for future benefit • Keep informed and positive • Avoid the temptation to exploit

- Use the previous analysis to map stakeholders onto a Stakeholders Map as follows:

Stakeholder	Impact	Importance/Influence	Position	AIH	LIH	HIH	MIH	Concerns	Actions
				X			→		
					X		→		
					X	→			
						X	→		
						X			
					X		→		

Key: AIH – Against it happening; LIH – Let it happen; HIH – Help it happen; MIH – Make it happen

- Indicate where the stakeholders are and where you want them to be – AIH, LIH, HIH or MIH?
- Use the Actions column as the basis for developing an action plan for moving the stakeholder to the desired position.
- A further means of identifying potential stakeholder involvement is to use a RACI analysis:
 - **Responsible** - the individuals who actually completes the task and are responsible for action and implementation.
 - **Accountable** - The individual who is ultimately responsible for the achievement of the change
 - **Consulted** – The individuals who should be consulted prior to a final decision or action.
 - **Inform** – The individuals who need to be informed after a decision or action is taken.
- Prepare an action plan for managing the stakeholders using the information in the stakeholders map.
 - The action plan should identify who is responsible for managing the stakeholder, what actions need to be taken and timescales.
 - The action plan should be consistent with communications planning for the project



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