Stakeholder Analysis and Management Plan Template Guidelines

**What is it?**

The Stakeholder Analysis template provides a ‘snapshot’ of who the identified stakeholders are and their associated levels of interest and influence over the change. It provides a framework to facilitate the recording of different stakeholders’ attitudes to the change and records proposed actions to manage, communicate and engage with these stakeholders.

**Why have it?**

The Stakeholder Analysis information is utilized to develop the Change/Project Management Implementation Plan which can then focus on the unique and specific requirements of the identified stakeholders. It ensures that any planned stakeholder engagement activities are structured and targeted at each of the different stakeholder groups and their unique requirements.

By putting the stakeholders at the heart of the change management planning, accurately assessing the impact the anticipated change will have upon them, consulting with them early and communicating with them, both regularly and readily, will help to address their concerns.

**How to use it?**

The Stakeholder Analysis and the completion of the stakeholder analysis template must be completed as part of the Department’s ‘Stakeholders’ step of the Change Management Framework.

**Steps:**

1. Identify all of the impacted stakeholders to the change and list them. The stakeholders can be listed at an individual name level or at a group/team level. The more detail this document contains the more valuable it will be. Include people who are not directly impacted by the changes but who can influence the success of your project.
2. What is the type of impact the change will have on these stakeholders? For example, will there be changes to business processes (the tasks and activities they perform), will their role change or will they need new skills and knowledge?
3. What is the level of impact of each of the impact areas identified? For example, is the change to business processes high, medium or low?
4. What is the level of influence each stakeholder group can have over the success of the change implementation? Think here about what would happen if the stakeholder group were unhappy with the changes and actively resisted them.
5. What is the level of support for the project that each stakeholder group is currently demonstrating? If this information is unknown, then further investigation is required as it poses as a potential hidden risk.
6. What is the level of engagement required for each stakeholder group? Again, think here about the consequences of each group’s resistance to the change and rate the required future state of them. Groups who require a high level of support will require more time and attention.
7. When all of the information is collated in the Stakeholder Analysis template, it is important to validate the information with selected stakeholders to ensure the accuracy of the information.

In terms of the documented engagement strategy which is recorded on the Stakeholder Analysis and Engagement Plan, some key points to remember are;

* Stakeholder engagement is important to achieving ownership of the change outcomes which will enhance the chances of success.
* Stakeholder engagement is best addressed from a ‘two-way perspective’ –stakeholders will have valuable insights that can assist with anticipating potential problems in advance.
* There are a large number of ways you can engage stakeholders and make them advocates in the process – helping design the solution and having regular catch up meetings to test the solution with them and genuinelyseeking feedback from them are critical.

**Stakeholder Analysis and Management Plan Template**

### Definition of a ‘stakeholder’: A stakeholder is a person, group or organisation that affects or can be affected by the change and can be characterised by the following:

* will be impacted, positively or negatively by the change;
* are in a position to support or oppose the change;
* can influence the thinking or actions of other stakeholders involved in the change; or
* have the ability to impact the change effort directly or indirectly

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| --- | --- | --- | --- | --- | --- |
| **Program/Project Name:** | | | | | |
| **Stakeholder Name/Group:** | **Key interests or stake in the change and degree of impact (H, M or L?)** | **Level of influence over the change (H, M or L?)** | **Present attitude to the change (in favour or opposed?)** | **Stakeholder management strategies** | **Key points for Stakeholder Engagement and Management Plan** |
| *e.g. Program/Project Board* | *Interest High*  *Impact Medium* | *H* | *Favour* | *Consult and keep informed* | *Two-way engagement essential* |
| *Impacted Business Users* | *Interest High*  *Impact High* | *M* | *Opposed* | *Consult, involve and support* | *Two-way engagement and close support essential* |
| *Suppliers* | *Interest Low*  *Impact Low* | *L* | *Neutral* | *Keep informed* | *One-way communication* |
| *External Customers* | *Interest Low*  *Impact Low* | *L* | *Neutral* | *Keep informed* | *One-way communication* |
| *IT Department* | *Interest High*  *Impact High* | *H* | *Favour* | *Consult and keep informed* | *Two-way engagement essential* |

# Stakeholder Engagement and Management Plan

The stakeholder groups below correspond to those identified above

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder Group** | **Stakeholder Characteristics**  (e.g. attitude to change; information needs; time & availability) | **Anticipated Needs / Concerns** | **Key Messages** | **Primary Method of Engagement** |
| **High Impact** | *Program Board – sponsoring change*  *Impacted Business Users – resistant to change*  *IT Department* | *Regular progress updates and early sight of issues*  *Concerned about new way of working*  *Regular progress updates and early sight of issues* | *Progress against plan and resolution of issues*  *Listening to and responding to concerns – details of help and support available to them*  *Progress against plan and technical updates* | *Program Board meetings, reports and briefings*  *Face to face briefings plus involvement in designing the change*  *Face to face briefings plus involvement in designing and supporting the change* |
| **Medium Impact** |  |  |  |  |
| **Low Impact** | *External Customers*  *Suppliers* | *To be kept informed*  *To be kept informed* | *Progress updates*  *Progress updates* | *News bulletins – one way communication*  *News bulletins – one way communication* |