

## ED PIP: Preparation Phase

Tools: Stakeholder Maps

# Stakeholder Maps – Overview

It's often underestimated how complicated the management of your project stakeholders can be. The stakeholder map is a great tool to proactively address and strategize how you want to manage the interests of various stakeholders

<b>Outcome</b>	<ul style="list-style-type: none"> <li>After using this tool, you will have identified people who have a stake (major or minor, inside and outside the organization) in the change process, as well as their motivations and drivers for why they would want to change or continue in the status quo.</li> </ul>
<b>Definition: 'What is it?'</b>	<ul style="list-style-type: none"> <li>A stakeholder map is a graphic that represents all the human constituents who have a stake in the change idea. It includes the area of interest (e.g. strategic, financial, operational) for each stakeholder, as well as the motivations and drivers for supporting (or not) the change idea.</li> </ul>
<b>Objectives: 'What is it used for?'</b>	<ul style="list-style-type: none"> <li>The stakeholder map is used by managers preparing to propose a change idea in the workplace. It is used to identify all people (staff, patients, etc) who have a stake and suggest why they may or may not currently want to carry out the change idea. These insights allow managers to get to the issues of stakeholders in order to position their pitch for the change idea to best meet the issues at hand, rather than pitching based on a single position. (e.g., negotiate based on issues and not position)</li> </ul>
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>The map will help to identify the varying levels of support for the initiative which can help you plan strategies to gain support of your initiative.</li> </ul>
<b>When to use</b>	<ul style="list-style-type: none"> <li>Stakeholder maps are most useful prior to communication of the change idea, which is usually <i>a week or two</i> before the implementation phase. Stakeholder maps should be done once the change idea is well-defined, because that strongly affects who is or isn't a stakeholder.</li> </ul>

# Stakeholder Maps - Instructions For Use (1/3)



1. **Stakeholder management and communications are strategies to address organizational barriers and to promote support to achieve the project objectives**
2. **Overcoming organizational barriers requires the answers to three questions:**
  - Which stakeholders will be impacted by the change ideas, both within and outside the hospital?
  - Which of those stakeholders warrant active management by the project?
  - Where can the project best focus its efforts to influence these key stakeholders?
3. **Create a list of all stakeholders. Some examples might include:**
  - Customers
  - Functions (finance, operations, sales)
  - Employees
  - Managers and executives
  - Suppliers



- Analyze stakeholders at the level at which you propose to manage them (e.g. you would probably analyze each member of a leadership team individually, a head nurse individually, but might treat the remaining nurses in a department as a group).
- Over the course of a change initiative, the attitudes of stakeholders will change. At the start, many stakeholders often adopt a positive attitude. As the initiative progresses and becomes “real” to each participant, their attitudes may polarize, with some expressing support while others resist the initiative.

# Stakeholder Maps - Instructions For Use (2/3)



## 1. Understand how the stakeholder grid works

- The top row includes the people who are most able to influence a change idea
- The right-most column includes the people who most strongly support the change idea

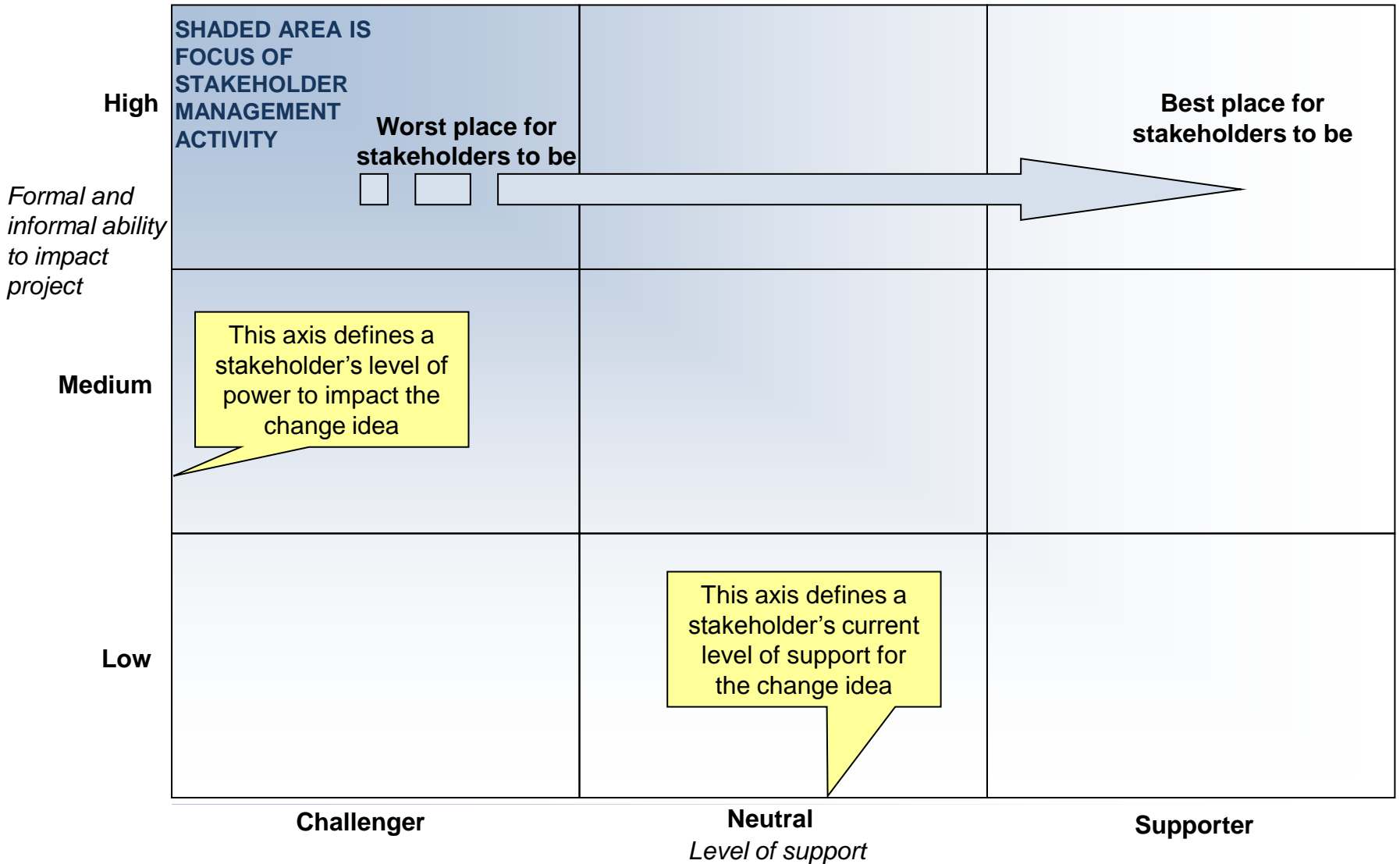
## 2. Place stakeholders on the grid:

- Include individual people wherever possible (especially those with a high ability to influence success), or else create groups where appropriate (e.g., CTAS 1-3 patients, CTAS 4-5 patients, porters, etc)



- If any stakeholders are found in the top left corner of the grid, create an action plan to move them towards the right (stronger support for the change idea)

# Understanding the Stakeholder Grid



# Understanding the Stakeholder Grid

## Ability to Impact Success

### High:

Stakeholder support is critical to success; without required support, the initiative will be unable to deliver its objectives

### Medium:

Stakeholder support is important; absence of support will have a strong impact on some objectives and may inhibit achieving others

### Low:

Stakeholder support will impact some of the objectives, reducing the overall effectiveness of the initiative

## Level of Support

### Supporter:

Stakeholder has or will undergo change in mindset and behaviour required by the initiative. Will “say good things” about the initiative. Those further to the right in the supporter column are willing to actively advocate for the initiative

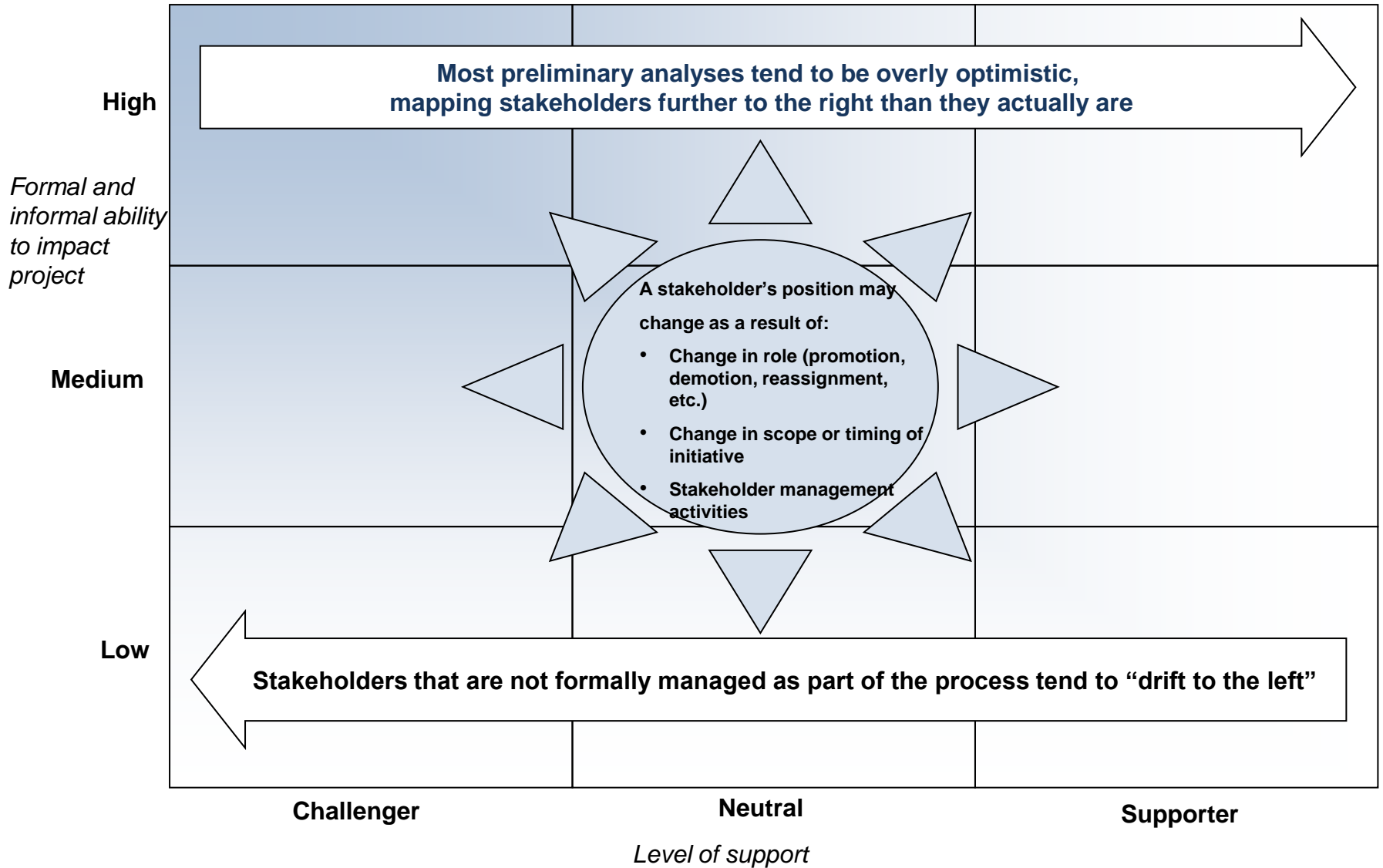
### Neutral:

Stakeholder is either unsure about the change (either because they do not know enough or because they are “waiting to see”) or they are ambivalent because there are some positive aspects resulting from the initiative, but there are also some elements they would like to see changed

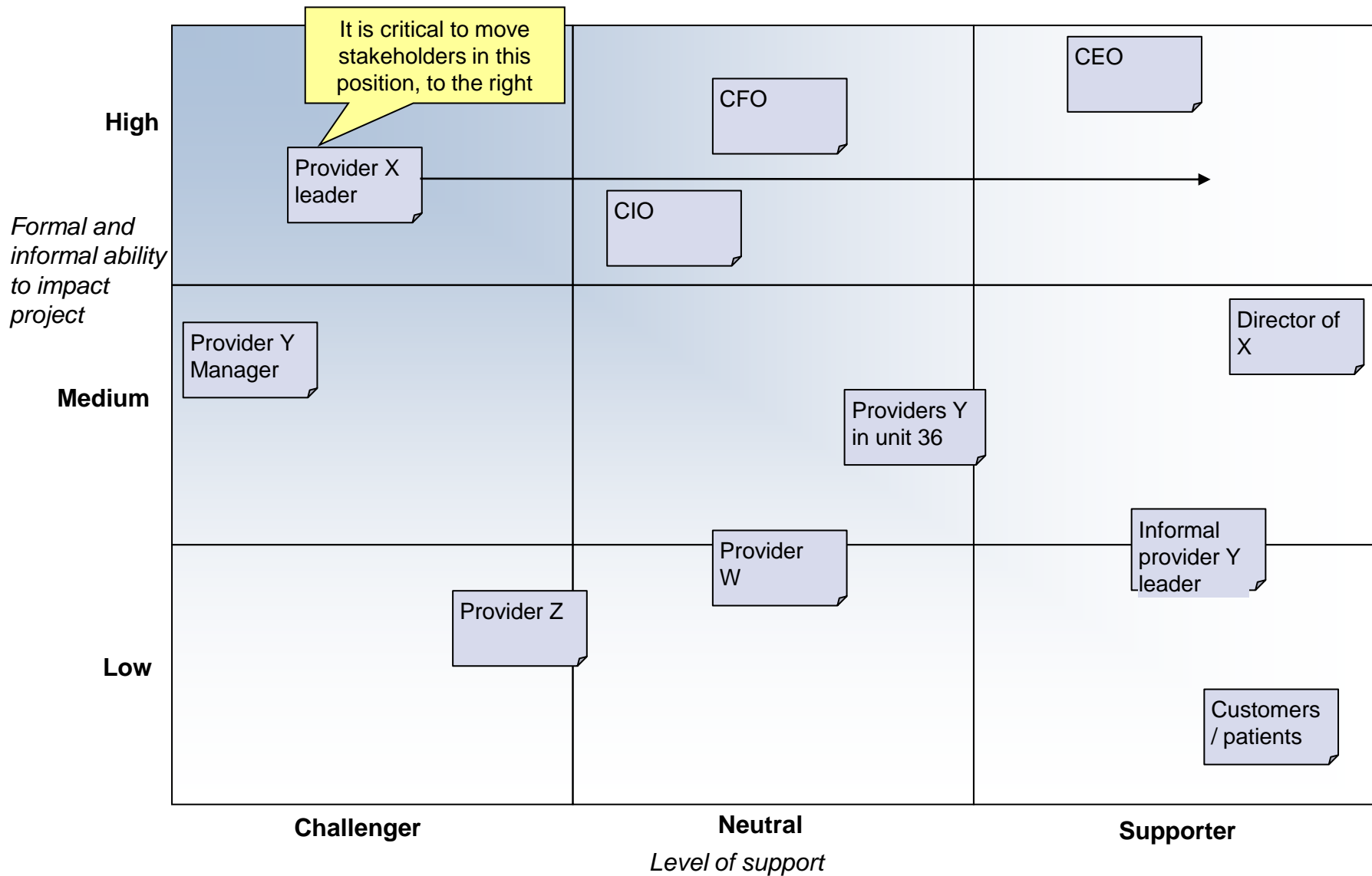
### Opponent:

Stakeholder will not undergo change in mindset and behaviour required by the initiative. Those further to the left in the opponent column are likely to actively undermine the initiative and seek to persuade others to do likewise

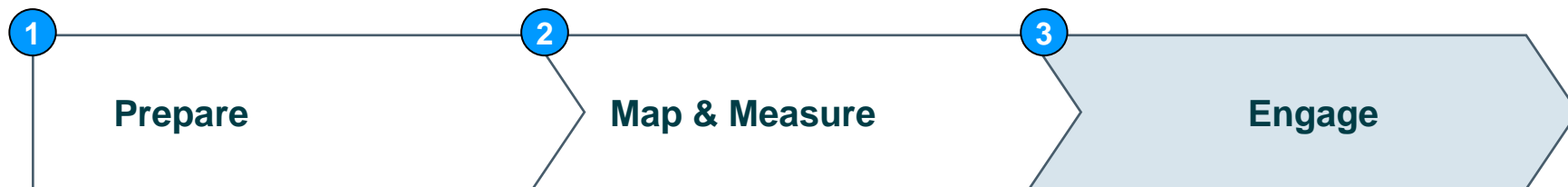
# Understanding the Stakeholder Grid



# Placing Stakeholders on the Grid (illustrative example only)



# Stakeholder Maps - Instructions For Use (3/3)



1. **The closer a stakeholder is to the top left of the grid, the more crucial it is to have a plan to engage them in supporting the change idea.**
  - Determine their interests and attitudes about various aspects of the change idea
2. **Create a plan to engage and keep the stakeholder engaged**
  - Define a “lead” on the improvement team to keep the stakeholder updated
  - For example, set up 30 minute meetings every second week with the stakeholder



- Various aspects about the change idea may include financial, strategic, patient flow, safety – and the stakeholder’s perception of how the change idea may affect each
- Don’t forget about informal leaders! These are the key people in non-lead positions who have the ability to strongly influence their peers and co-workers

# Tips and Tricks for Stakeholder Maps

- Be sure to proactively work at engaging those stakeholders in the neutral position. For those “sitting on the fence”, all it can take is one conversation with an idea challenger to sway them to being negative towards the change idea
- Over time, circumstances can change that affect the position of stakeholders. Be aware of this and continually update the stakeholder map and the stakeholder engagement list
- Find out who the “informal leaders” are; these are informal leaders who have the ability to sway the opinions of their co-workers, and are not necessarily managers or supervisors.



- Treat the stakeholder map like a confidential document; do not circulate it around the organization, as the material is sensitive and may be offensive to someone who inadvertently finds it.