

Built for Zero: Stakeholder Analysis



Engaging key stakeholders effectively is a critical step to build the will necessary to end homelessness. In each phase of the work (quality by-name list and data analysis, reducing to functional zero for Veterans and Chronic, sustaining functional zero, and zero for all - families, youth, and all other single adults who are literally homeless), communities must assess the key stakeholders needed to reach their goals, and bring them on board.

In your Built for Zero work, what are you trying to accomplish now?

Once you clarify your aim and phase of work, you can identify the stakeholders — the people, organizations, agencies, coalitions, etc. who are involved. These could be people who are currently contributing OR people who are NOT YET contributing, but who you need to contribute.

Stakeholder Faction Analysis

A faction analysis will help you determine which stakeholders you need to have on board, and which ones you can focus less on.

The Factions:

- **Leaders** - People who traditionally are seen as leaders for the work. They play the main coordinating role, set strategy, make decisions. You either need them on board or need to have a strategy for them not to stand in the way.
- **Contributors** - Will not lead the effort but are willing to participate and do work with you if you have a clear message, a plan and some leadership. They provide concrete action or resources for success.
- **Gatekeepers** – you just need them to not be against you, so your efforts should be focused on making sure you're at least keeping them neutral. Gatekeepers might also be supportive of your efforts, but they don't need to be active or take a hard step to work with you. Their support or opposition unlocks key contributors or adversaries.
- **Bystanders** – their support is immaterial. Bystanders might seem important but actually they have no power and neither help nor hinder your work. You don't need to spend time getting a bystander to work with you.
- **Adversaries** - Two types – positive adversary and negative adversary. With a positive adversary, you stand to gain something from their opposition (the fact they are against you actually drives others to work with you). Negative adversaries require you mitigating their resistance, muting them or turning them into a bystander (what would it take?)

A Faction Analysis won't help you get people to the table, but it will help you think about whom you need at the table. It is a concrete exercise to make sure that all stakeholders you're courting are associated with concrete actions you need them to take.

Stakeholder Faction Analysis Worksheet



- Think of some organizations or stakeholders that are currently at the table, as well as those who are not at the table.
- Complete the table below, listing the stakeholders within their faction.
- Think about each stakeholder you've listed, and identify "What's In it For Me" — **from that stakeholders perspective**, what do they gain by coming to the table?
- This table should reflect your understanding of each stakeholder in a category and what will motivate them to join you in your effort.

Faction Type	Your Stakeholders	What's In It For Me? <i>(from the STAKEHOLDERS perspective)</i>
Leaders		
Contributors		
Gatekeepers		
Bystanders		
Positive Adversaries		
Negative Adversaries		
Others?		