

# How to build a stakeholder map

[Accompanying Slides](#)

First, set an objective.

What are you trying to accomplish? For example:

1. We are trying to change our outreach policies so that we can ensure comprehensive and total coverage of our geographic area.
2. We need to recruit 10 more landlords to accept VASH vouchers.
3. We need to obtain \$10 million of additional funding for a high-needs care coordination team.

Second, identify all of the stakeholders (people, organizations, and affected populations).

Make a list, and make sure it's comprehensive! For example, for the objective of changing your outreach policies, you might list out:

1. All of the providers currently conducting outreach who are contributing to HMIS.
2. All of the providers conducting outreach who are not contributing to HMIS.
3. All of the funders of outreach programs.
4. All of the stakeholders who determine outreach policies or procedures in your community. (think HUD requirements, CoC requirements, political pressure/requirements)
5. Additional partners who are making contact with folks experiencing homelessness but aren't yet accounted for in your system (coffee shops, law enforcement, schools).

Third, assign each stakeholder a “type” to understand their relationship to power and the success of your objective.

### Stakeholder Types:

- **Leaders** - They play the main coordinating role, set strategy, make decisions. (Hint: one of these is you!)
- **Contributors** - They provide concrete action or resources for success.
- **Gatekeepers** - Their support or opposition unlocks key contributors or adversaries.
- **Adversaries** - You must either mitigate their resistance *or* take advantage of it to gain support from other key contributors
- **Bystanders** - They often *seem* important or are assumed to matter. In reality, they have nothing to offer and little ability to interfere.

Finally, consider what you need them to do:

For each participant, consider their:

#### 1. **Role within the system**

- Title/Role - What authority do they have regarding tasks related to meeting results or people attending the meeting?
- Organization - Who are they accountable to and for what?

#### 2. **Impact, influence, and leverage**

- Who can the participant influence formally and informally?
- What does the participant have direct control over?
- What can the participant do through connections and relationships?
- What's in it for them, or how can I make sure that in the process of getting what I want, that person gets what they want, too?
  - What are the participant's passion, values, commitment, and knowledge?

**Initial Analysis:**

Person	Stakeholder Type	What do we need them to do?	What's in it for me?

**Next Steps:**

Person	Stakeholder type	How do we get them involved?	Who will contact them/ Who owns the next step?