Stakeholder Analysis 101

Deciding who you need on your team and motivating them to join you

COMMUNITY SOLUTIONS

What This Slide Deck Covers

1. What really motivates others to take action?

2. Mapping the market and identifying what you need from each stakeholder

3. Identifying what motivates your stakeholders and why they should take action

What Really Motivates Action?

Managing Without Authority

1. You can't achieve your goals alone, but you don't control everyone else's behavior.

2. You must identify the people you need on your team, *and* motivate them to take action

What Makes a Good Behavior Change?

- Clear and concrete
- Measurable/verifiable
- An action, not just a belief or value
- Advances your goal

Mapping the Market

Mapping through Stakeholder Analysis



- Always begin by asking: **What stakeholders are *really* critical for success?**
- A common mistake is to either overestimate how many people you need to make a change or certain people's importance, or to underestimate how many people are needed or how much power one player has.
- **Key tool:** Stakeholder Analysis

Stakeholder Analysis

- **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.

Stakeholder Analysis: My toddler wants a fourth cookie

Faction	Leader	Contributor	Gatekeeper	Adversary	Bystander
My toddler (who wants a fourth cookie)	X				
Their grandmother (she's making the cookies, and she knows how to win an argument with me)		X			
My husband (he's a pushover)			X		
Me (I think they've had enough sweets)				X	
Their sibling					X

Stakeholder Analysis

What it looks like

Stakeholder	Type	What I Need Them to Do			
1					
2					
3					
4					
5					

Stakeholder Types:

- Leader
- Contributor
- Gatekeeper
- Adversary
- Bystander

Mapping Motivations

What Motivates Each Stakeholder?



- Once you've mapped your stakeholders and identified what you need from them, decide what *they* need from *you.*
- Key tool: What's in It for Me (WIIFM) Analysis

What's In It for Me?

- A WIIFM (What's in it for me?) analysis helps you identify and map what matters to the stakeholders you're trying to influence. For each stakeholder, imagine them asking you the question, "What's in it for me?" How would you answer that question for each stakeholder?
- Your primary message creates the container for your work with them. A WIIFM analysis can help you customize that container for others.

Reminder: Not All Stakeholders Are Alike

Each of your stakeholders may be **motivated by something different**: their funding sources, political pressure, the unique needs of their client base, or organizational culture.

Identifying what's in it **for them** will help you identify alignment and tailor your communication directly to their needs/ priorities.

WIIFM Analysis (What's In it For Me?)

Faction	Type	What I Need Them to Do	"WIIFM?"		
1					
2					
3					
4					
5					

Secondary Messaging

Building Secondary Messaging

Stakeholder	Type	What I Need Them to Do	WIIFM?	Secondary Message	
1					
2					
3					
4					
5					

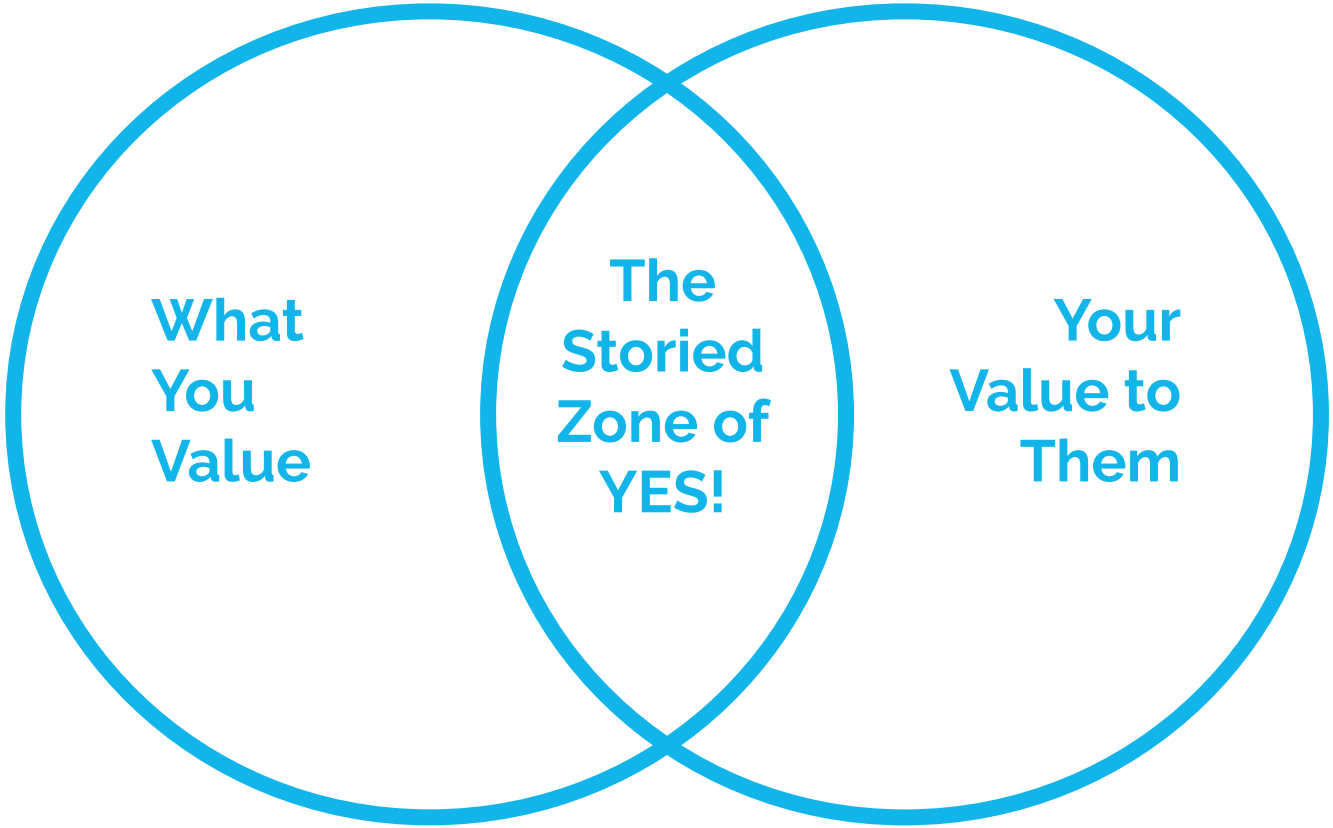
Why Do I Need Secondary Messages?

1. Achieving your goal will require action from multiple stakeholders

2. Not all stakeholders value the same things

3. Waste no will!

Finding the Sweet Spot



Elements of a Good Secondary Message

- Targeted to a specific person or group
- Appeals to a key motivation of that person or group
- Calls for a specific action or behavior
- Does not require, but also does not contradict, alignment with your primary message