

STAKEHOLDER IDENTIFICATION CANVAS

<p>Who are all the stakeholders? <i>Individuals, organizations, or groups who are involved with, can influence, or will be impacted by the effort</i></p>	<p>Customer <i>Who is asking us to do this work?</i></p>	<p>Connector <i>Who could help us serve / reach the audience of focus?</i></p>	<p>Audience of focus <i>Who are we serving?</i></p>
	<p><i>Who are the gate keepers? Who might provide permission / resources / access?</i></p>		
	<p>← Tip! Customers may also be Connectors or Audience of Focus, and vice versa. →</p>		
	<p>Build Empathy</p>		<p>Notice Bias & Assumptions</p>
	<p>Who or what will benefit or be burdened? <i>How?</i></p>	<p>Who may have an alternative perspective? <i>How might they help us think differently?</i></p>	
	<p>Who or what is missing? <i>Who or what has (historically) not been involved and needs to be?</i></p>	<p>Have we identified a comprehensive and representative set of stakeholders? <i>How do we know? If not, how might we find out?</i></p>	
		<p>Is our team representative of who we're trying to serve? <i>How might that impact our approach?</i></p>	
<p>Which stakeholders do we need to understand better? <i>Focus on 2 or 3.</i></p>		<p>Next steps:</p>	

*Now look through the list and categorize into like groups. If you're stuck, try using:
 R - stakeholders who give resources
 P - stakeholders who give permission
 D - decision-makers*

TOOL TIPS: Stakeholder Identification Canvas

A quick way to identify stakeholders.

Session Length: 10+ minutes

Group Size: Individual or up to 8 people

Prep Time: 5 minutes

WHEN

Stakeholder Identification is best early in the process but is an important step whenever you need to consider the people involved, interested, or impacted by your project or initiative. Revisiting the stakeholders throughout the phases of an effort will ensure that the right set of people, groups, and organizations are being considered. Use this as an ideation strategy before you begin developing your stakeholder engagement strategy.

WHY

Considering individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected by your effort is essential to project success. Characterizing stakeholders helps provide clarity that will be helpful when developing an Engagement Strategy.

This tool will help you identify a more comprehensive set of stakeholders, including groups who may benefit or become burdened — helping you to be mindful of the needs and priorities of the larger community, encouraging a diverse and inclusive approach to collaboration, and considering secondary and tertiary affects.

HOW

STEP 1: Begin on the left. In the “Who are all the stakeholders” area, quickly write down potential stakeholders for the topic. Once you’re done, take a look through and begin categorizing & marking stakeholders into groups. If you’re stuck, one common marking to use is those who provide resources (R), permission (P), and/or are decision makers (D).

STEP 2: Now move to the top right half of the canvas. Categorize your stakeholders by moving them to the customers, connectors, and audience of focus areas.

STEP 3: Next, move to the middle right half of the canvas. Answer the prompts in the “Build Empathy” and “Notice Bias & Assumptions” areas.

STEP 4: Evaluate whether this is the full set of stakeholders that need to be considered for this effort. If not, continue to ideate until you can answer “yes” with confidence or have identified a strategy for determining how you might determine whether it is the full set or not..

STEP 5: Lastly, move to the bottom portion of the canvas. Based on the prior discussion, narrow down your list to 2-3 stakeholders that the team needs to understand better. Capture any actions that have arisen in the discussion.

TIPS

- Don't spend too much time in the initial “Who are all the stakeholders” area because you can continue to add stakeholders throughout the canvas and categorizing will help to expand your list.
- When Building Empathy, it helps to think about who might experience a difference or consequence from the effort.
- Considering primary, secondary, and tertiary effects of the effort will help you recognize a comprehensive list of stakeholders and vice versa.

Question Bank (to help guide the discussion)

1. Who else is important in the customer's organization?
2. Who receives from the customers?
3. Who are the joint stakeholders?
4. Who has the problem that is being solved?
5. What community is being served (or not)?
6. Who is a beneficiary or becomes disadvantaged in this effort?
7. Who may have been overlooked?
8. Who is delivering or creating approaches (e.g., potential solutions)?
9. Who needs to be involved from the community to help inform or develop the approach?
10. Who is the champion of this effort?
11. Who are the enablers?
12. Who may help us get/create buy-in?
13. Who is an ally?
14. Who provides governance?
15. Who are the decision-makers?
16. Who needs to be involved (esp from the community) in decision-making processes?
17. Who may have a conflict of interest?
18. Who will challenge this effort?
19. Who will block this effort?
20. Who interfaces with whom?
21. Who is this project responsible to?
22. Who must we report to?

POTENTIAL NEXT STEPS

- For any areas of the canvas that remain blank or have little information, do some research to fill in the knowledge gaps.
- It's common for teams to iterate between the process of Stakeholder Identification, Analysis, and Engagement.