

STAKEHOLDER POWER CATEGORIES

| Assess | | Notice and reflect | | | | |
|---|--|---|--|--|---|---|
| <p>Stakeholder list</p> <div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); background-color: #e1f5fe; padding: 5px; margin-right: 10px;"> HIGH Impacted by the effort LOW </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 10px; vertical-align: top;"> <p>Q1 Highly impacted but hold little power. Prioritize Q1 so they can shape the outcomes that will directly affect them</p> </td> <td style="width: 50%; padding: 10px; vertical-align: top;"> <p>Q2 Highly impacted and hold lots of power. Likely already at and accustomed to being the only ones at the table; they may need help sharing power with those in Q1</p> </td> </tr> <tr> <td style="padding: 10px; vertical-align: top;"> <p>Q3 Lightly impacted and hold little power. Could be consulted for their experience</p> </td> <td style="padding: 10px; vertical-align: top;"> <p>Q4 Lightly impacted but hold lots of power. Should be involved (might be gatekeepers, key allies, or advocates); they may need help sharing power</p> </td> </tr> </table> <div style="margin-left: 10px; margin-top: 10px;"> <div style="display: flex; align-items: center; gap: 20px;"> LOW Power over the effort HIGH </div> </div> </div> | | <p>Q1 Highly impacted but hold little power. Prioritize Q1 so they can shape the outcomes that will directly affect them</p> | <p>Q2 Highly impacted and hold lots of power. Likely already at and accustomed to being the only ones at the table; they may need help sharing power with those in Q1</p> | <p>Q3 Lightly impacted and hold little power. Could be consulted for their experience</p> | <p>Q4 Lightly impacted but hold lots of power. Should be involved (might be gatekeepers, key allies, or advocates); they may need help sharing power</p> | <p>What does status quo power look like in this effort?</p> <p>How might it be changed or disrupted?</p> <hr/> <p>How might we increase participation, ownership, and self-governance of those who are highly impacted (Q1 and Q2) by the effort?</p> <hr/> <p>How might we reduce barriers to participation?</p> <ul style="list-style-type: none"> • Alternatives for those without internet access • Changing meeting times & locations • Meals • Monetary compensation • On-site childcare • Transportation • Something else: _____ <hr/> <p>Is our team representative of those who are highly impacted (Q1 and Q2) by the effort?</p> <p>If not, how might we improve?</p> |
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| Assess | <p>What have we learned/discovered about which stakeholders are important to prioritize?</p> | <p>Next Steps <i>(These can be internal or external actions)</i></p> <p>For _____, we need to _____</p> <p style="text-align: center; font-size: small;">(stakeholder name/quadrant) (team action)</p> | | | | |

TOOL TIPS: Stakeholder Power Categories

Use this canvas to quickly categorize and prioritize which stakeholders to engage.

Session Length: 60+ min **Group Size:** Individual or up to 8 people **Prep Time:** 10 min

WHEN

Engaging with stakeholders falls into three general steps - figuring out who is in the space already (identification), figuring out which to engage (analysis), and figuring out how to best engage with them (engagement). This tool is best used in the analysis step, after you have identified a comprehensive and representative set of stakeholders. You can revisit this tool as the effort evolves, to ensure the right set of stakeholders are involved.

WHY

Stakeholder engagement can be time-intensive, and this tool helps you quickly categorize and assess which ones to engage based on power and impact.

Another goal of this tool is to highlight impacted stakeholders and to ideate on how to elevate their roles on the effort. Oftentimes, collaborating with and deferring to those that are impacted will result in their endorsement of the effort and better outcomes for all.

HOW

PREP STEP: Begin by listing all stakeholders on the left side of the canvas

If you haven't created this list yet, consider starting with the ITK Stakeholder Identification Canvas.

STEP 1: Categorize whether each stakeholder is impacted by the effort (the y-axis). For steps 1 & 2, don't worry about ranking or quantifying within each quadrant.

Consider impact such as financial, professional, health, communal or social opportunities, access, experience, etc.

For each stakeholder, ask: Will this stakeholder be significantly affected by the effort? Does the effort provide a significant opportunity, benefit, or gain to this stakeholder? Does the effort impose a significant burden or harm to this stakeholder?

- If you answered yes to *any* question, put that stakeholder in quadrant 1 (Q1).
- If you answered no to *every* question, put that stakeholder in quadrant 3 (Q3).

STEP 2: Categorize the amount of power each stakeholder has over the effort (the x-axis).

Consider power in different forms, including having availability, resources, information, knowledge of how to navigate a process, and the real or perceived ability to influence others or outcomes.

For each stakeholder, ask: Can this individual or group significantly shape, regulate, or influence the effort and/or another stakeholder?

- If the answer to this question is yes, move that stakeholder to the quadrant on the right:
From Q1 -> Q2 or Q3 -> Q4

STEP 3: Reflect on the patterns that have emerged. Read the quadrant descriptions to better contextualize the power categories. Then, move to the "Notice & Reflect" section on the right side. You can answer the questions in any order.

STEP 4: Summarize the key takeaways and next steps in the "Assess" section at the bottom of the canvas.

DEFINITIONS

For this activity, *power* refers to the ability to influence or control the behavior of people. Power comes in many forms: individuals have power, history has power, systems and the status quo have power, laws and norms have power, ideas and values have power, money has power, etc. This *power categories* tool asks you to categorize how one person or organization might benefit at the expense of another.

Stakeholders are the individuals, organizations, or groups who are involved with, can influence, or will be impacted by the effort. *Lived experience* means having personal knowledge or first-hand experience of the problem. *Community partners* is sometimes the preferred term for stakeholders with lived experiences.

QUESTION BANK (to help guide the discussion)

1. Is everyone who is impacted included in our list of stakeholders?
2. Whose perspective do we need in order to take informed action?
3. How might this stakeholder help us think differently?
4. What key connections does this stakeholder create for the effort?
5. Can the stakeholder convene others? (a form of influence)
6. What are the goals of each stakeholder?
7. Who is already engaged in this space? Consider grassroots and community-based organizations.
8. Who is already established in this space? Consider grassroots and community-based organizations.
9. How might we better understand any historical harms that surround certain stakeholders/communities?
10. Are there any quadrants that are over- or under-represented?
11. If we imagine that our team moves on to another effort, how might we empower stakeholders to continue this work?
12. What is the team's vision for local, community ownership over this effort?

TIPS

- You may find it useful to go through all steps for a single stakeholder, then repeat all steps for each stakeholder.
- If you need to better understand a particular stakeholder, consider working through the ITK Quickstart Stakeholder Engagement Canvas.
- Facilitator tip: If you have a large set of stakeholders, consider assigning a numbering or an alphabet schema to conserve space in the graph. E.g., on the graph, plot stakeholders as 1, 2, 3 or A, B, C, etc.

BUILDING OFF THE WORK OF OTHERS

Power analysis. <https://www.portland.gov/sites/default/files/2020-02/equality-toolkit-decision-support-tool.pdf> Section C
Power analysis. https://naeo.org/data/sites/1/documents/publications/13-0376_0549_000208-KOEWLER_FINAL_cover.pdf
Power definition. http://www.nationalforum.com/Electronic_Journal_Volumes/Fuqua,_Jr.,_Harold_E._Leadership_and_the_Effectives_Use_of_Power.pdf P. 1-2
Power definition. <https://www.gobeyonddiversity.com/single-post/2016-1-29-here-are-some-definitions-about-power-privilege-and-oppression>
Lived experience definition. <http://systemschangeeducation.com/educational-innovations/valuing-lived-experience/> See "Being a 'Lived Experience Leader'"
Engagement approaches. https://d3n8a8oro7vnmx.cloudfront.net/facilitatingpower/pages/53/attachments/original/1596746165/CE20_SPECTRUM_2020.pdf?1596746165