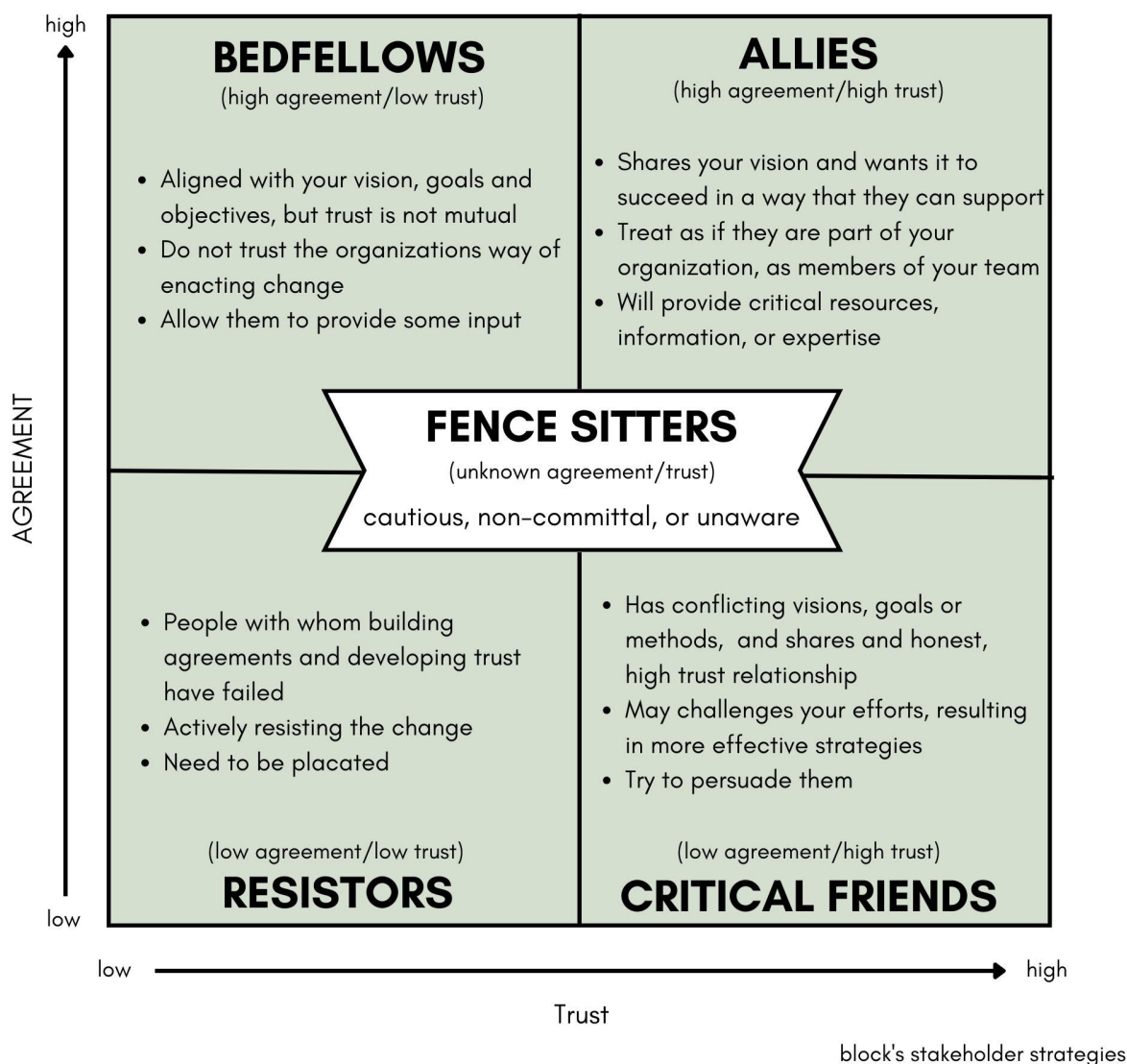


Engagement Plan Stakeholder Analysis

Use: This tool can be used at the beginning of change plans as well as throughout the change process to assess where stakeholders are and to ensure you are approaching groups to move them forward. This can be used to generalize around groups (e.g. elementary parents, principals, teachers) or to consider stakeholders individually (e.g. each board member, each principal in the district, each teacher in a school).

STAKEHOLDERS TYPES:



Block P. 1987. The Empowered Manager: Positive Political Skills at Work. San Francisco: Jossey-Bass Publishers.

Sort your key stakeholders into their appropriate types:

List Your Allies
List Your Critical Friends
List Your Bedfellows
List Your Fence Sitters
List Your Resistors

Strategy for engaging each Stakeholder Type:

Once your stakeholders are sorted into their appropriate type, it is a best practice to prioritize stakeholder engagement in the following order: 1) Allies 2) Critical Friends 3) Bedfellows 4) Fence Sitters 5) Resistors

This prioritization strategy prioritizes relationships and trust over vision. It is easier to move people who trust you towards your vision (and engaging with them will help clarify and refine your vision) while you are spending the time building the trust with your bedfellows and fence sitters, which is critical to sustaining the change.

Stakeholder Approaches:

Listed below are various approaches by Stakeholder Type for maintaining or shifting each levels of commitment.

Allies (High Agreement/High Trust)

An approach for Maintaining Agreement and Trust

Goal: Affirm agreement

1. Reaffirm the quality of the relationship
2. Acknowledge any doubts and vulnerability you have with respect to your vision and project
3. Discuss their issues or concerns with your project
4. Ask them for advice and support
5. Achieve understanding on their role and responsibilities
6. Confirm their commitment to support your project

Critical Friends (Low Agreement/High Trust)

An approach for Shifting Commitment and Maintaining Trust

Goal: Build agreement

1. Reaffirm the quality of the relationship
2. Identify their particular skills and talents and how these connect to your project
3. State your position (case for change, vision for change, benefits to them)
4. State what you think their position is in a neutral way
5. Extend a personal invitation for them to get involved with your project
6. Engage in problem-solving so that you build something together
7. Confirm their commitment to support your project

Bedfellows (High Agreement/Low Trust)

An approach for Maintaining Agreement and Increasing Trust

Goal: Build trust

1. Reaffirm agreement by reiterating the value and importance of their support of your project
2. Acknowledge any caution that exists
3. Make it clear you are not expecting them to get actively involved
4. Ask them how they would like to be updated on the project going forward

Fence Sitters (Unknown Agreement and Unknown Trust)

An approach for Determining Agreement and Level of Trust

Goal: Educate and determine their position

1. State your position (case for change, vision for change, benefits to them)
2. Ask where they stand
3. Ask what it would take for them to support your project
4. Extend a personal invitation for them to get involved with your project

Resistors (Low Agreement/Low Trust)

An approach for Shifting Agreement and Increasing Trust

Goal: Minimize threat to your project

1. Estimate the impact on your project if this person is not on board
2. Identify individuals who can educate you about this person, their issues and concerns
3. State your position (case for change, vision for change, benefits to them)
4. Ask questions that respectfully uncover root cause of their resistance
5. State what you think their position is in a neutral way
6. Identify your own contribution to the lack of trust that exists
7. End the meeting with your plans and no demands
8. If you are going to go around them or over them, tell them your plans
9. Let go; the more you try to convert and pressure them, the more entrenched they will become in their position

Individualized Plan for Identifying Change Agents, understanding the commitment of each stakeholder and what needs to be done to enhance agreement and trust.

Stakeholder	Current Understanding	Ally, Critical Friend, Bedfellow, Fence Sitter or Resistor?	Mutual Interest/ Common Ground	Approach