Stakeholder Analysis
Stakeholder Identification

Identify people who:

1) Have a **point of view or a stake** in the work you are focused on

2) May or may not have a point of view in the work but **shares strong ties with the people involved**

3) With **formal power in the system**

4) With **informal power in the system**

5) Are or will be **affected directly or indirectly** by improving your outcome and/or in the work you are focused on

6) Have **Something to lose** if your work works
Stakeholder Factions

• **Partners/Allies** – people with the most to gain. Allies = support but no risk; partners = support & all in (risk is fine)

• **Opposition** – Actively impede progress, usually have the most to lose.

• **Casualties** – who will be left behind, disregarded, fired

• **Troublemakers** – people who sound the alarm about need for change but marginalize themselves in the process

• **Authorities** – people who hold considerable formal and informal power

• **Yourself** – your own people who may have competing commitments that will impact your choices
Understand Values, Loyalties & Losses

**Values:** What do they value based on their behavior (not what they say)

**Loyalties:** Who might this person feel beholden to or responsible for? These loyalties may make it hard for the person to support you even though they might really want to.

**Losses:** What could this person lose if progress is made? Potential losses could be – identity, competence, comfort, reputation, time, status, security, power, independence, resources...