**Stakeholder Engagement Process**

Leaders can create readiness by:

- ✓ Consulting all stakeholders in the decision-making process
- ✓ Giving clear direction on the change
- ✓ Acknowledging and validating any concerns

Involving stakeholders in the selection and evaluation of an intervention:

- ✓ Helps create awareness
- ✓ Generates buy-in
- ✓ Identifies and acknowledges any resistance
- ✓ Aids in the assessment of need, fit, feasibility, capacity, and readiness

### Key Questions

**Identify**
- Who will contribute to this objective?
- Who will benefit from it?
- Who can influence it, directly or indirectly?

**Analyze**
- How are they affected?
- What will we need from them?
- How important is the objective to them?
- How much influence do they have?

**Map**
- What is the appropriate level of engagement?

**Plan**
- What are the barriers and enablers of engagement?
- What is the engagement plan?
- Who is responsible?

**Tools & Resources**

- Stakeholder Analysis Tool (Column 1)
- Stakeholder Analysis Tool (Columns 2-3)
- Levels of Engagement Stakeholder Matrix
- Stakeholder Analysis Tool (Columns 4-5)
- Stakeholder Engagement Plan
### Stakeholder Analysis Tool – Template

<table>
<thead>
<tr>
<th>Step 1 – Identify</th>
<th>Step 2 - Analyze</th>
<th>Step 3 – Map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Stakeholder</td>
<td>Stake in Objective(s)</td>
<td>Input Needed</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>How does it affect them/their interests?</td>
<td>What do we need from them for the objective(s) to be realized?</td>
</tr>
</tbody>
</table>

Step 3 – Levels of Engagement

Co-Creation
Two-way engagement to empower specific stakeholder groups affected by the work and often not included in decision-making to make decisions and take action

Collaborate
Two-way engagement with joint learning, decision-making and actions; partner in the process

Involve
Two-way engagement with limits to their responsibility; they are part of the process.

Consult
More limited part of the process – involved, but role is limited – stakeholders are asked questions and they respond

Inform
Using pull communication (information is made available and onus is on stakeholder to find it) or push communication (information is actively broadcasted to stakeholders)

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### Step 3 – Stakeholder Matrix

<table>
<thead>
<tr>
<th>Importance of the objective to the stakeholder</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform or Consult</td>
<td>Inform or Consult</td>
<td>Collaborate or Involve</td>
</tr>
<tr>
<td>Consult or Involve</td>
<td>Consult or Involve</td>
<td></td>
</tr>
</tbody>
</table>

Influence of the stakeholder over the objective

- Low
- High
## Stakeholder Engagement Plan – Template

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>Level of Engagement</th>
<th>Potential Barriers to Engagement</th>
<th>Potential Enablers of Engagement</th>
<th>Engagement Plan</th>
<th>Responsibility for Engagement</th>
</tr>
</thead>
</table>
| Stakeholder      | □ Inform □ Consult □ Involve □ Collaborate | Prompts:  
  - *What could they lose?*  
  - *Lack of connections to them?*  
  - *External influences?*  
  - *Have they previously expressed resistance?*  
  - *Are they likely to be resistant?*  
  - *Is significant effort needed from them?* | Prompts:  
  - *How could they benefit?*  
  - *Existing connections to them?*  
  - *External influences?*  
  - *Have they previously expressed interest?*  
  - *Are they likely to be interested?*  
  - *Is minimal effort needed from them?* | With the barriers and enablers in mind, identify engagement activities with associated timings and resources. Activity examples:  
  - *Meetings*  
  - *Phone calls*  
  - *Press events*  
  - *Letters*  
  - *Newsletters*  
  - *Websites*  
  - *Advertising* | Name of individual(s) |