

Leader Toolkit

Understand your key stakeholders



We are **COLLABORATIVE** and **RESPONSIBLE** leaders.

We build trust, communicate and support each other and act with integrity.

Why use this tool

Your success will depend to a certain extent on people outside your direct reporting line, which makes it imperative that you create and manage coalitions - that you manage stakeholders and collaborate with them. This means determining whom you must influence, who are likely to support and resist your key initiatives and how to persuade the 'swinging voters'.

When to use this tool

Use this tool when you have been assigned or promoted to a new position or when you are about to embark on a major project.

How to use this tool

Step 1 Identify key stakeholders and rate their support and influence.

a. How you identify key stakeholders is important.

- First, identify key interfaces between your unit/business and other areas of the Group and identify key people in each.
- Ask your leader to provide you with a list of the 10 people outside of your business that they feel you should get to know.
- Who are your key customers and suppliers and what influence do they have over your business?
- Identify who are the key opinion influencers in your business. These people may not have authority within the structure or the hierarchy, but may be considered key opinion leaders, so they have the influence to support or resist your initiatives and to influence others to do likewise.

b. Rate their influence and their support.

Step 2 Map to your Stakeholder Management Matrix

Map these people to the framework below based on how you rated their influence and support.

Step 3 Identify actions that will help build their support

Identify actions on how you can approach stakeholders with high influence and build support and add to your **Build your 90 day plan**.

Tips

- You can use the Stakeholder Management matrix in a general sense or for specific initiatives. It has been designed to help you identify whether a stakeholder's support and influence is strong or weak so that you can determine how you approach and build coalitions with your most influential stakeholders to ensure you have and maintain their support.

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Step 1- Identify key stakeholders and rate their support and influence

Name	Title	Support H/M/L	Influence H,M,L

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Step 2. Map to your Stakeholder Management Matrix

S u p p o r t	High	High Support/Low Influence Defenders Show consideration <ul style="list-style-type: none">- Make use of interest through involvement in low risk areas- Keep informed and consult	High Support/High Influence Promoters Manage Closely <ul style="list-style-type: none">- Involve in decision making- Engage and consult regularly
	Low	Low Support/Low influence Apatheticals Least important <ul style="list-style-type: none">- Inform via general communication	Low Support/High influence Latents Keep satisfied <ul style="list-style-type: none">- Engage and consult- Increase interest
		Low	High
		Influence	



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Step 3 - Identify actions for building support

Identify actions on how you can approach stakeholders high on influence and build support and add to your **90 day plan**

Name	Actions to build support