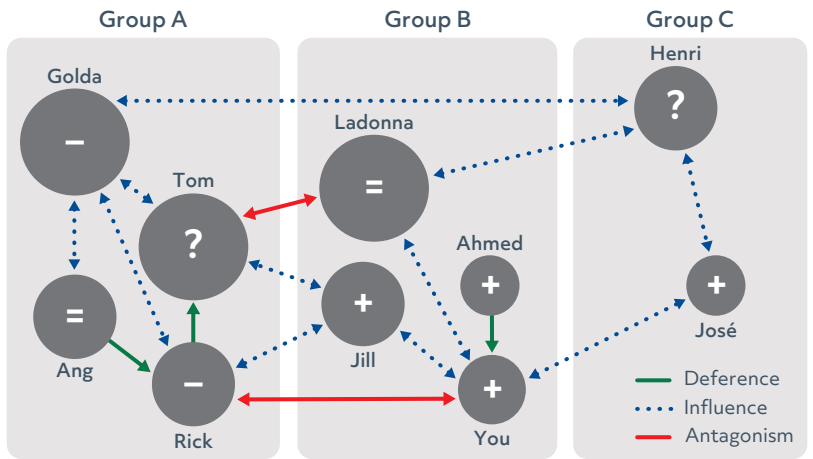


Stakeholder Mapping



Deference	
Party A will <i>almost certainly</i>	Sources of "deference"
<ul style="list-style-type: none">■ Do what Party B does, or■ Do what Party B advises, asks, or directs Party A to do	<ul style="list-style-type: none">■ Hierarchical seniority■ Political power■ Personal respect, admiration■ Expertise, status, reputation■ "Horse-trading"
Influence	
Party A is likely to	Sources of "influence"
<ul style="list-style-type: none">■ Follow Party B's lead, or■ Do what Party B advises, asks, or directs Party A to do	<ul style="list-style-type: none">■ Shared/aligned interests■ Perceived expertise■ Successful track record■ Personal affinity■ Common values
Antagonism	
Party A will <i>likely not</i>	Sources of "antagonism"
<ul style="list-style-type: none">■ Follow Party B's lead, or■ Do what Party B advises, asks, or directs Party A to do	<ul style="list-style-type: none">■ Conflicting interests■ Perceived lack of expertise■ Personal animosity■ Competing political agendas

Stakeholder Mapping

1. Identify the stakeholders

- Think about who can make or approve a decision, and who could veto or derail it
- Also think about whose buy-in and support will be required for implementation

2. Assess where power resides

- Think not only about who has formal power (based on title and hierarchy) but also about informal power (based on expertise, experience, reputation, etc.)

3. Analyze support and opposition

- Think about the different positive and negative consequences the decision or plan will create for different stakeholders to better understand their (actual or likely) opposition or support
- Don't assume opposition or support too quickly, without sufficient analysis

4. Analyze relationships among stakeholders

- Consider the context. Relationships of influence, deference and antagonism often vary depending on the specific decision or plan in question.

5. Develop an influence strategy

- Try to leverage early supporters to build momentum and persuade opposing stakeholders
- Be wary of failing to engage critical opposing stakeholders early enough in the process. Doing so may make them feel isolated and trigger even greater resistance.