Step 2 – WORKBOOK

Identifying Key Stakeholders

Identifying key stakeholders for implementation

Engaging key stakeholders throughout the design, implementation, and monitoring phases of the intervention is critical for success. It is these groups that will influence engagement, uptake, and outcomes.

# Introduction

Welcome to the Stakeholder Mapping exercise, an essential step in designing the implementation pathway[[1]](#footnote-1). This workbook exercise will guide you through the process of identifying and analysing key stakeholders, ensuring that all relevant voices are considered in the planning and execution phases. By systematically mapping stakeholders, you will gain valuable insights into their interests, influence, and potential impact on the service, fostering a collaborative and inclusive approach. This exercise will help you build strong relationships, anticipate challenges, and align your strategy with the needs and expectations of those who matter most.

## Objective

To identify and analyse key stakeholders involved in the implementation of your new health service. This helps you to then manage their interests, and communicate effectively.

## Materials needed:

* Large sheets of paper or a whiteboard
* Sticky notes or index cards
* Markers or pens
* A stakeholder mapping template (provided in this workbook)
* A list of potential stakeholders (start with a brainstorming session)

## Step-by-Step Instructions

### Brainstorm Stakeholders

* 1. Begin by brainstorming a list of all potential stakeholders. Think broadly about who will be affected by or have an interest in the new health service. Consider patients, families, health professionals. healthcare providers, funders, regulatory bodies, community organisations, and any other relevant parties.
	2. Write each stakeholder on a separate sticky note or index card.

### Map Stakeholders

* 1. Draw the grid below on a large sheet of paper or a whiteboard.
	2. Place each stakeholder in the appropriate quadrant based on their level of interest in the project, and their ability to influence its outcome:
		+ **High Influence / High Interest:** These stakeholders are key players in the implementation process. Engage with them closely and manage them actively.
		+ **High Influence / Low Interest:** It is important that you keep this group well informed and keep them satisfied.
		+ **Low Influence / High Interest:** Keep this group informed, but only engage directly with them as needed.
		+ **Low Influence / Low Interest:** Monitor this group, but using minimal resources.-Step Instructions

**HIGH**

**LOW**

**INTEREST**

**LOW**

**HIGH**

**INFLUENCE**

### Analyse Stakeholder Needs and Expectations

Analysing the stakeholder needs and expectations is critical. It helps target the communication strategy, and highlights the different groups that need to be involved to make the implementation a success. Ideally this is a process that is worked through for groups in all quadrants. At a *minimum* though it needs to be developed for those stakeholders that have been identified as having high influence. In this process there are five questions that need to be considered for each stakeholders:

1. **Identify stakeholder roles and responsibilities**: Clearly define their role in relation to the health service intervention. Note their responsibilities, decision making power, and how they contribute to or are affected by the service.
2. **Understand interests and motivations:** Consider what drives each stakeholder’s interest in the health service intervention. Ask questions like: ‘What are their primary goals?’; ‘What do they hope to achieve or gain from this service?’; ‘What are their priorities?’.
3. **Assess influence and power:** Determine the level of influence each stakeholder has over the project’s success. This includes their ability to affect decisions, allocate resources, and sway opinions. Consider both formal and informal influence.
4. **Explore potential concerns or risks:** Identify the concerns or perceived risks that each stakeholder group might have. These might include concerns about changes in their workflow, financial implications, or other negative effects. Understanding their concerns and managing the effectively is critical.
5. **Communication preferences:** Understand how each stakeholder prefers to receive information, e.g. email, meetings, reports, informal conversation.
6. **Level of engagement desired:** Assess how involved each stakeholder wants or needs to be. This is informed by looking at the interest/influence chart you just created. Some may prefer to be closely engaged and involved with decision making, while others may only want periodic updates.

Populate the table below with you answers to the questions for each stakeholder group.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Role & Responsibilities** | **Interests & Motivations** | **Influence & Power** | **Concerns & Risks** | **Communication Preferences** | **Desired engagement level** |
| Stakeholder A | Role A | Motivation A | High | Concern A | Email, meetings | High |
| Stakeholder B | Role B | Motivation B | Medium | Concern B | Update report | Medium |

1. Franco-Trigo, L., Fernandez-Llimos, F., Martínez-Martínez, F., Benrimoj, S. I., & Sabater-Hernández, D. (2020). Stakeholder analysis in health innovation planning processes: a systematic scoping review. *Health Policy*, *124*(10), 1083-1099. [↑](#footnote-ref-1)