

## Tool: Stakeholder Analysis

### WHAT IT IS

A technique for identifying the parties-at-interest in a change effort. These are people who are affected by the change, have an interest or expectation of the change, and/or can influence how the change is implemented.

### WHEN TO USE IT

During all phases of the change process to identify stakeholders, their interests, and level of support or resistance for the change and to determine what level and type of involvement each should have. The analysis can also be used to plan strategies for building support and overcoming resistance.

### HOW TO USE IT

1. Create a table with the following column headings: "Stakeholders," "Position," "Reason for Position," and "Proposed Strategy."
2. List key stakeholders in the "Stakeholders" column.
3. Identify whether these people or groups will resist the change (–), support the change (+), or be neutral (0). Put the appropriate symbol in the "Position" column.
4. Describe the reason for their position in the "Reason for Position" column.
5. Identify any strategy or action you can take to maintain or increase support or overcome resistance. Write this in the "Proposed Strategy" column.

A sample format of a Stakeholder Analysis follows:

STAKEHOLDERS	POSITION			REASON FOR POSITION	PROPOSED STRATEGY
	+	0	–		