The Journey

Exploration

Improvement
Why Map Your Stakeholders?

To get there!

Directly
Effectively
Efficiently

Where?
MAPPING

ENGAGING

MANAGING STAKEHOLDERS

**insight** and understanding
- opportunities
- barriers

builds **legitimacy**

facilitates optimal **change**

your reasons?
Ownership

Who owns the **process**

Who has a vested interest in the **outcome**

Marketing
Corporate affairs
C-Suite
Define the starting point
Metaphorically Speaking

simplified model of reality

- value driven construction
- selective

Well, it looked Warm in the guidebook!
Metaphorically Speaking........

Mapping applies to landscapes

A landscape is a system

- Interconnected parts
- Network
- A complex whole
When to Map Stakeholders

Process based activity
Map development should be iterative
especially for social and business landscapes

Your landscape is in motion
When to Map Stakeholders

- **Mapping**
- **Engaging**
- **Managing Stakeholders**

MAP

- **Impact**
- **Engage**
- **Strategise**

ANSWERED
Familiar Mapping Output

Ref: change-management-toolbook.com
Familiar Mapping Output

- High Interest, High Power: Engage as project Champions / Advocates
- High Interest, Low Power: Keep Informed
- Low Interest, High Power: Engage Infrequently to Help Resolve Issues
- Low Interest, Low Power: Partner Closely With

Ref: philipegaspar.com
Stakeholder Systems Mapping

More 3-dimensional

Acknowledges **complexity**

Emphasises **relationships** between entities
Stakeholder Systems Mapping

**“hard”**

Engineering based
Assigns values

- precise
- controlled
- reductionist

**“soft”**

**Soft Systems Methodologies (SSM)** - Peter Checkland

- potentially imprecise
- follows logic
- expansive

Methodological range

Choice in line with organisational **STYLE**
Soft Systems Methodology

Provides **process** for problem or situation assessment

Most appropriate for plural contexts, **complex** scenarios

Engages all/ **co-creationist** - includes learning cycle of debate. Assumes that improvements/beneficial interventions in a system will most likely come through sharing of perceptions

Incorporates **human** element in analysis, as landscapes are populated

Analysis from **within** the system. Analysts/problem solvers need to be **interactive**

Ref: Edwards & Yearmouth; 2011; Bridging from Phenomenological Research Methods to Systems Interventions
SSM Stakeholder Assessment

Fits into accepted 4 step approach:

1. **Define** your stakeholders
2. Explore and **examine** each
3. **Plot** each relative to others
4. Prioritise

- CATWOE
- relationship map
- primary/secondary matrix
1. Define your stakeholders

2. Explore and **examine** each

3. **Plot** each relative to others

4. **Prioritise**

- Owners
- Customers
- Employees
- Industry
- Community
- Environment
- Government
- Civil society organisations

**Brainstorming TIPS**

- Think wide
- Past and future
- Trawl social media
- The noisy and the quiet
- Internal and external
1. Define your stakeholders
2. Explore and examine each
3. Plot each relative to others
4. Prioritise

- Customers
- Actors
- Transformation
- Worldview
- Owners
- Environment

Jointly constructed

Per stakeholder

Examines perspectives/ develops a collective picture

Structures and supports elicitation

Considers environmental context
1. **Define** your stakeholders
2. Explore and **examine** each
3. **Plot** each relative to others
4. **Prioritise**
1. **Define** your stakeholders
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**Value Network Analysis**

Ref: Google images – System Architecture Lab stakeholder map of NASA’s Earth Observation stakeholders, where the width of the arrows indicates an analysis of the importance of each need.
1. **Define** your stakeholders
2. Explore and **examine** each
3. **Plot** each relative to others

**4. Prioritise**

Ref: Subramaniam, A; 2009; Stakeholder Mapping
1. **Define** your stakeholders
2. Explore and **examine** each
3. **Plot** each relative to others
4. **Prioritise**
Holistic Stakeholder Systems Mapping

1. Define your stakeholders
2. Explore and **examine** each
3. **Plot** each relative to others
4. **Prioritise**

**REPUTATION ASSESSMENT RESEARCH**
- Perceptual
- Behavioural
- Gap analysis

"hard"  "soft"

CATWOE
- relationship map
- primary/secondary matrix

empirically informs
Reputation Assessment Research

- Co-create dimensions/ internal agreement of **mapping boundaries** and **features**
- Trackable/ repeatable data
  - For **measuring** and **monitoring** over time
- Provides **feedback loop** fundamental to systems/ **validity check**
- Generates **insights** into stakeholder reality
Reputation Assessment Research

Supercharges your strategic management cycle

- **Develops** accurate mapping
- **Informs** strategy
- **Supports** engagement
- **Measures** impact
Best chance of extended integration into action

Maximum impact

http://www.informationisbeautiful.net/visualizations/the-middle-east-key-players-notable-relationships/
Select the Right Tools

Your landscape
Your environment
Your organisational style

CUSTOMISE
strategise
engage
impact

Customers
Actors
Transformation
Worldview
Owners
Environment
Stakeholder Mapping Today

It’s a process, organic and **iterative**

Consider **interrelationships**

Integrate **feedback** loops — measure and monitor

Include **multiple perspectives**

**Visual** output for maximum impact

Relate to **value creation** throughout
Stakeholder Measurement, Monitoring, Mapping, Analysis

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