

**THE
CHANGE
CATALYST
SERIES™**

Stakeholder Engagement Tools and Worksheets

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Managing Key Stakeholders

List your key stakeholders.

For each one, consider:

- What do you need them to think/feel/do?
- What are they trying to achieve?
- What is important to them?
- What value can you add to them?
- What are they expecting from you?
- What are their key concerns/potential barriers?
- How can you make their life better or easier?
- Look for common ground, shared objectives you can deliver together

How will you influence your key stakeholders?

Stakeholder	What do you want them to do?	What are they seeking to achieve? Why?	What obstacles are in their way?	How can you help them?	Why should they help you?	Action Plan

Influencing your key stakeholders

Stakeholder	Reciprocity	Scarcity	Authority	Consistency	Liking	Consensus / Social Proof

Handout cheat sheet



Reciprocity

Key points

People are obliged to give back to others the form of behaviour that they have received.

Those that give first benefit the most in the long-term.

It's important to move from a space of 'who can help me?' to 'who can I help first?'

Scarcity

Key points

People are more motivated by loss than gain in exactly the same situation.

Leaders can use both 'loss' and 'gain' tactics to influence and persuade people.

Authority

Key points

Become an authority in the minds of those you are seeking to influence.

Get others to proclaim your expertise: to say how good / knowledgeable you are.

Consistency

Key points

Small changes can lead to bigger ones.

Leaders that want to spark consistency in their team should encourage their people to make small, voluntary, **public commitments** so that they follow through.

Liking

Key points

People prefer to say yes to people they like.

We like people who: share similarities with us that are uncommon, pay us compliments, make cooperative efforts.

What do you like about the person you are interacting with? What will they like about you?

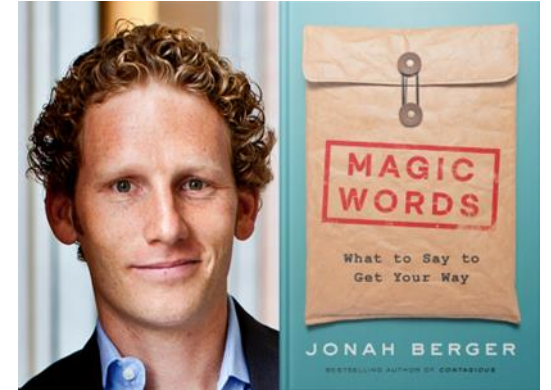
Consensus

Key points

People's behaviour will be influenced by the behaviour of others.

Seeking the approval of others is a basic human need. Behaviour can be influenced by pointing out desirable behaviour of others you want people to copy/adopt.

The language of influence



1. Turn actions into identities
2. Display confidence and certainty
3. Use pauses rather than fillers

Change projects
stakeholder engagement

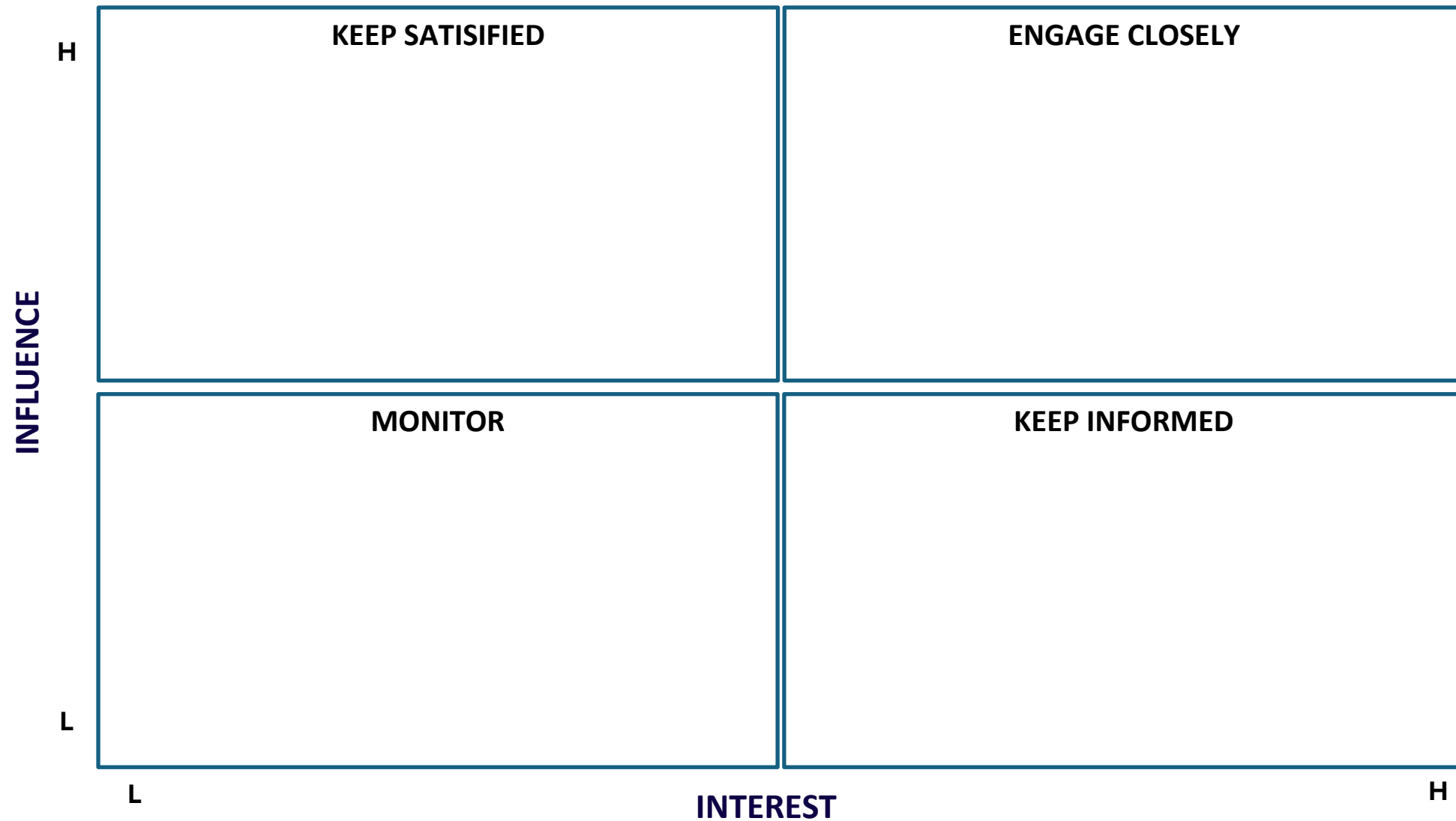
Stakeholder segmentation: project

Advocates <i>For the change and influential</i>	Acceptors <i>Likely to go along with the change</i>	Neutrals	Sceptics <i>Able to be persuaded</i>	Resistors <i>Against the change</i>	Saboteurs <i>Against the change and influential</i>

Project stakeholder assessment and action plan

Key Stakeholder	Influence on the project <i>(L/M/H)</i>	Impact of the change on them <i>(L/M/H)</i>	Benefit to them of the change?	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

Stakeholder impact map



Managing Upwards

What does he/she think of you? Why? What could you do to change/enhance this perception?

How do they like to operate?

What do they value?

How would they like you to behave?

What would they like you to do?

How can you make their life better or easier?

What can you learn from them?

How can they get the best out of you? Have you told them?

How can you make them look good?

How can you help them to succeed?