**Resource 1**

**Stakeholder Mapping**

Stakeholder mapping is an integral part of the change management and transformation process. At the beginning of this organisational change process (workforce planning), it is good practice to establish who the main people and organisations are, whom may have a vested interest in your workforce planning process. This mapping process enables you to take a targeted approach to dealing with and engaging with stakeholders.

The recommendation is that initially, with a small group of obvious stakeholders, or people who will be carrying out the workforce planning process with you, adopt the following process:

* List all the potential stakeholders
* Discuss and place each stakeholder in the matrix
* Decide how you will communicate and involve each stakeholder, or at least to what extent.

Remember: Your stakeholder map will change over time. People and organisations will move around the matrix because the environment is dynamic.

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| KEEP SATISFIED | MANAGE CLOSELY |
| These stakeholders have low interest in your workforce planning activities yet could potentially be quite influential in the process. This “power” could be political, their position in the system/locality, or even their personality.  You may decide that part of your engagement plan is to encourage and influence this stakeholder to take much more of an active interest in what you are doing. This would mean they “move” into the MANAGE CLOSELY category.  If a stakeholder remains in KEEP SATISFIED, then this will determine how much attention you pay to them in your engagement and communications. | These stakeholders have a high (and probably active) interest in your workforce planning activities, but also hold a lot of “power” within the system.  You have identified them because you know they have the capacity to either help or hinder the workforce planning process and the workforce changes required for the future workforce.  This will determine how you communicate and engage with these stakeholders. For example, the frequency of connection and the method of connection. |
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| MONITOR (MINIMUM EFFORT) | **KEEP INFORMED** |
| These stakeholders have very little interest (or at least active interest) in your workforce planning activities, and even if they did, they hold very little “power” to be able to influence workforce planning.  You will have to decide what this means for your engagement and communication plan. For example, you may decide that you would like the stakeholder to increase interest and capacity to influence because it makes sense for what you are trying to achieve. You will need to be realistic about the extent to which you can support this happening. | These stakeholders are actively interested in your workforce planning activities yet have little capacity to influence within the system. It can be a mistake to ignore these stakeholder as it is possible, they will gain some “power” and influence if circumstances change.  This will determine how you go about engaging and communicating with the category of stakeholder. |
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