Stakeholder Analysis Worksheet

Proposed Solution or Plan:

STEP 1: LIST. Brainstorm a list of all possible stakeholders (individuals or groups) who are affected by your proposed solution/plan.

STEP 2: SELECT. Select the key stakeholders from the list above. Enter them into the "Stakeholders" column, below.

STEP 3: PRESENT STATE (X). Identify where each stakeholder is now in regard to the proposed solution/plan. Mark that position with an X.

STEP 4: DESIRED STATE (O). Identify where each stakeholder needs to be in regard to the proposed solution/plan. Mark that position with an O.

STEP 5: CONNECT. Draw an arrow between the PRESENT STATE (X) and the DESIRED STATE (O).

STEP 6: ACTIONS. For each stakeholder that requires movement, list some actions that you could take to gain support (i.e., move the X toward the O).

Stakeholders	Strongly Oppose	Moderately Oppose	Neutral	Moderately Support	Strongly Support	Possible/Required Actions

OmniSkills

Stakeholder Analysis FAQs

What is the purpose of a Stakeholder Analysis?

Stakeholder Analysis does these things: identifies the people or groups affected by a plan...assesses where they presently are in relation to the plan…examines where they need to be to support the plan…and devises actions that would help bridge those gaps.

What/who is a stakeholder?

"Stakeholders are parties on whom the company depends in some way for full realization of the plan or who depend on the company for the realization of their own goals. Stakeholders have a vested interest in the plan." (Mason, R. & Mitroff, I. (1981) *Challenging strategic planning assumptions: theory, cases, and techniques.* New York: Wiley)

How do I identify the stakeholders?

In most cases, you know from the outset who most of the stakeholders are. To help you identify all possible stakeholders, consider these questions (provided by Laura Barbero Switalski, Darwin Associates):

- Who is affected by the plan?
- Who has in interest in the plan and its outcomes?
- Who can affect the plan's adoption or implementation?
- Who has relevant responsibilities?
- Who are the sources of reaction or discontent to what is going on?
- Who shapes or influences the opinions about the issues involved?
- Who has clear roles in the situation (e.g., customers, employees, shareholders)?
- Who are in areas adjacent to the situation?

How does a Stakeholder Analysis fit into Creative Problem Solving?

A Stakeholder Analysis can be used as a tool of contextual thinking, which occurs during the CPS stage Exploring Acceptance (in the Thinking Skills Model), or in the stage Plan for Action (Plain Language Model).

OmniSkills