



Fact Sheet 4.

Stakeholder Attitude & Influence Analysis



Description

Stakeholder attitude and influence analysis is a quick, desktop tool that enables the identification of stakeholders who can or will affect the achievement of a goal or objective. It assists in the identification of those groups or individuals who should be involved, and how you may involve them.

Though best done by a small group (eg a project team), the analysis may also be conducted by an individual. The analysis requires an assessment of the perceived attitude of the stakeholder towards the goal or objective and the level of influence, positive or negative, that a stakeholder may have in achieving the goal or objective .

Benefits

This analysis is an efficient way to identify the key stakeholders for any particular goal or objective, and how they may be best involved. It is also useful to identify gaps in the understanding of stakeholders or to share different perspectives or experiences with stakeholders.

Limitations

This tool relies on the perceptions of those conducting the analysis. This should be kept in mind, and critically examined. To overcome this limitation, it may be useful to conduct the analysis with a diverse group (eg staff from across programs) to capture the range of perspectives.

Challenges

A key challenge in conducting the analysis is not to immediately jump to an assumption about the stakeholder group or organisation. When populating the template critically assess the information that you have by asking simple questions such as:

- *Is it supported by others?*
- *What is the basis for my thoughts?.*

How hard is it?

- ✓ = low level
- ✓✓ = medium level
- ✓✓✓ = high level

Skills required:

- To set up ✓
- To conduct: ✓
- To analyse ✓

Resources required: ✓

Information required: ✓

Desktop Tool

Snap Shot

When to utilise:

In the initial stages of planning a project or program

Other tools for similar situations:

- Stakeholder identification
- Stakeholder analysis
- Socio-economic profiling

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When should I conduct a Stakeholder Attitude & Influence Analysis?

Stakeholder Attitude and Influence Analysis is a useful technique in the initial stages of planning a project or program.

Steps in conducting a Stakeholder Attitude & Influence Analysis

1. Identify the goal or objective you are trying to achieve. This may be a program or project objective for example.
2. Brainstorm a list of all stakeholders who may have an interest in the goal or objective that you have identified, and list them in the "stakeholder" column.
3. For each stakeholder, briefly describe the nature of their interest in the objective. Examples of this might be "land manager of target area", "regulatory agency required to approve action".
4. For each stakeholder, make an assessment of their attitude to the goal or objective. For example, a scale for this assessment may be: Strongly supportive > Supportive > Neutral > Opposed > Strongly Opposed. Then make an assessment of the level of confidence the participants have in their assessment (eg High > Medium > Low). If there is some discussion or conjecture among the group, a "High" score may not be warranted.
5. For each stakeholder group estimate the level of influence the stakeholder may have in the success or failure of the goal / objective / vision. A scale for this assessment might be: High (for example, if this person or group has a formal or informal power of approval, or action on their behalf is critical for success) > Medium (achievement of the goal is possible without this stakeholder's support, but will not be easy) > Low (the stakeholder has little influence over the desired outcome). Then make an assessment of the level of confidence the participants have in their assessment.
6. Following these assessments, it may be that further information is required to improve confidence in the assessment. This might be obtained by gathering the views of that stakeholder directly, or indirectly.
7. If you feel comfortable in the level of confidence in your assessment, start to brainstorm actions for engaging or involving stakeholders, including identifying the purpose for involving or engaging, to help achieve your goal.

References & links for additional information

Grimble R. (1998) Stakeholder methodologies in natural resource management. Socioeconomic Methodologies. Best Practice Guidelines. Chatham, UK: Natural Resources Institute. <http://www.nri.org/publications/bpg/bpg02.pdf>

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