



Australian Government

Land & Water Australia

Department of the Environment,
Water, Heritage and the Arts

Stakeholder Attitude and Influence Analysis

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Description

Assessing stakeholder attitudes and influence helps in understanding the influences that different stakeholders may have and how this may affect the achievement of a goal or objective. It also assists in identifying those groups or individuals who should be involved, and how you may involve them. The analysis requires an assessment of the perceived attitude of the stakeholder towards the goal or objective, and the type and level of influence (positive or negative) that a stakeholder may have in achieving the goal or objective. Stakeholders may influence activities in a range of different ways. Some have direct influence on budget decisions; these can be reviewed using the Budgetary Influence Mapping tool.

Benefits

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

Limitations

This analysis relies on the perceptions of those conducting the analysis. This should be kept in mind, and critically examined. To overcome this limitation, it may help to:

- ▶ Be cautious not to jump to assumptions about a stakeholder group
- ▶ Involve a diverse group in the analysis (eg staff from across programs) to capture a range of perspectives.

Engagement & Planning Tool

When to use

In the initial stages of planning a project or program

Other tools for similar situations

Stakeholder analysis
Socio-economic profiling

Companion Tools

NRM practice change planning framework
Stakeholder identification
Influence mapping: budget

What is required?

- ✓ **Skills** It is helpful to involve people with an understanding of the stakeholders, whilst recognising any biases.
- ✓ **Resources** This is best done by a small group (eg a project team), but may also be conducted by an individual if required.
- ✓ **Information** Information about stakeholder groups and influences will enable a more informed assessment.

✓ = LOW LEVEL

✓✓ = MEDIUM LEVEL

✓✓✓ = HIGH LEVEL



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GHD Hassall

Making Successful Investments in NRM Practice Change

A RESEARCH PROJECT FUNDED BY LAND & WATER AUSTRALIA, THE AUSTRALIAN GOVERNMENT AND PARTICIPATING REGIONAL NRM BODIES

Overview

This process is focused on stakeholder influences for a particular goal or objective. It is ideally done by a small group using a workshop style approach. The attached template may be useful to prompt and record this discussion.

Key steps

1 **Identify the goal or objective** you are trying to achieve. For example, a program or project objective.

2 **List all stakeholders** who may have an interest in this goal. Brainstorm and group them as Investors, Resource Managers, Partners, Policy influencers or Other (see Fact Sheet "Stakeholder Identification").

3 **Briefly describe the nature of each stakeholder's interest** in the objective. For example, 'land manager of target area' or 'regulatory agency required to approve action'.

4 For each stakeholder, **make an assessment of their attitude** to the goal or objective, using a scale such as:

Strongly Supportive > Supportive > Neutral > Opposed > Strongly Opposed.

Make note of how confident the group is of the Step 4 assessment (eg rank High > Medium > Low).

5 **Identify the type and degree of influence** that each stakeholder group may have in the success or failure of the goal. For example, types of influence may include advocacy, engagement of others, budgetary decisions or direct participation.

A scale for the degree of influence might be:

- ▶ **High** (their action is critical for success, eg the stakeholder has a formal or informal power of approval)
- ▶ **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).

Again, make an assessment of the level of confidence the group has in their assessment.

Where the influence is on budgetary decisions, refer to the companion Fact Sheet "Influence Mapping: Budget".

6 **Further information** may be required following these assessments, to improve confidence in the assessment. This might be obtained by gathering the views of that stakeholder directly, or indirectly.

7 **Identify actions** for engaging or involving stakeholders to help achieve your goal. Identifying the purpose for involving or engaging, and ways to overcome negative influences and make the most of positive influences, is also useful.

For further information

This fact sheet is one of a series prepared for the Making Successful Investments in NRM Practice Change project.

For further fact sheets and information visit the NRM Practice Change website:

www.hassall.com.au/australian_division

REFERENCES & LINKS

- ▶ 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>
- ▶ Companion Fact Sheets in the NRM Practice Change series include:
 - Influence Mapping: Budget;
 - Stakeholder identification

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