

Stakeholder Engagement: Stakeholder Identification Template

Step 1

List as many stakeholders as possible in columns 1 and 2 in the table. List the actual names of entities/ companies rather than categories or groups of stakeholders. The natural groupings of stakeholders will emerge as they are mapped in Step 3.

Step 2

Score all stakeholders on the following dimensions in columns 3 and 4 in the table:

- The company's impact on the stakeholder i.e. that of the company's decision-making/actions/operations on the stakeholder (1 = Almost no impact, 5 = Some impact, 10 = High impact/the stakeholder is dependent on the company's decisions and/or actions).
- The influence of the stakeholder on the company i.e. how much this stakeholder influences the company through its decisions/activity/operations (1 = Almost no influence, 5 = Some influence, 10 = High influence/the company could be highly influenced by the stakeholder's decisions or actions).

[illegible]



Step 3: Stakeholder Mapping

Using the stakeholder map below, map each stakeholder based on the impact and influence scores allocated (indicate each with either an abbreviation or a number – it must be understandable and easy to access).

Influence	High									
Low										High
		Impact								

Once mapped, review the overall groupings of stakeholders that emerge, and ask:

- Do these groupings of stakeholders make sense?
- Are there any insights that become evident as a result of this exercise?
- Are there any stakeholders which we should re-score/re-look at in light of this?



Step 4: Stakeholder Engagement Strategy

At the centre point of each axis draw a line across the stakeholder map. For each of the four blocks/groups of stakeholders, a broad engagement strategy is overlaid (see graphic below).

Notes per block:

- **Quadrant 1: Low Impact, Low Influence – Communicate**
Management should provide the board with a broad communication strategy targeting those in this portion of the stakeholder map. This should identify the medium/media options for communication, timeframes for communication and accountability.
- **Quadrant 2: High Impact, Low Influence – Actively Manage**
Management should provide the board with a management process that can be activated when the stakeholders in this portion of the are affected by the decisions and actions of the company. This should include the management process, the timeframes required for rolling out management interventions (some of these may be legislated) and who is accountable for the deployment for this strategy.
- **Quadrant 3: Low Impact, High Influence – Consult**
The board and management should develop a consultation process together to ensure that, as far as is possible, the company remains aware of the decisions and actions of these stakeholders. This should include the consultation process, the timeframes required for consultation (some of these may be legislated) and who is accountable for the deployment for this strategy.
- **Quadrant 4: High Impact, High Influence – Involve**
The board should be aware of its role in engaging with these stakeholders. Again, a process for involvement should be designed. Given the importance of these stakeholders, the board's engagement with them is essential.

