

# Stakeholder Analysis

Global Studies Experience Day



# Why?

Students pick Global Studies because they want to wrestle with tricky societal issues

If you want to contribute to a solution, you need to be able to manage your stakeholders

# Defining Stakeholders

- Any individual, group, organization or institution that can be positively or negatively affected by your initiative, project, policy
- Any actor who can influence the project
- Any influential actor who must be considered in case they choose to involve themselves
- Any actor with an interest in the project who could involve themselves without having a direct stake

# Examples of Stakeholders

- Businesses
- Communities
- Employees
- Employers
- Influencers
- Interest groups
- Investors
- Knowledge holders
- Management
- Policy makers
- Politicians
- Shareholders
- Technology holders
- Unions

# Starting Your Stakeholder Analysis

- Who are your stakeholders?
  - What is their role?
  - How do they relate to other stakeholders?
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- What are their interests and vulnerabilities?
  - What are their strengths and weakness?
  - What changes in their situation would be advantageous or disadvantageous to them?
  - How likely are they to occur?

Big picture:  
players & connections

Per player:  
What does their world look like?

**You've been doing  
stakeholder analysis  
for most of your life...**



# Purposes of Stakeholder Analysis

- Seeing a broad picture
- Understanding the range of interests (and resulting opportunities)
- Developing your initiative on the basis of a well-understand mapping of interests:
  - Capitalizing on aligned interests
  - Resolving or minimizing negative effects caused by conflicts

# Mitchell, Agle & Wood's Prioritization Criteria

Power	Legitimacy
stakeholder who can achieve their goals or impose their will on you or the situation	stakeholder who is accepted as having sway over the situation



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Power	Legitimacy	Urgency
stakeholder who can achieve their goals or impose their will on you or the situation	stakeholder who is accepted as having sway over the situation	critical stakeholder with a time-sensitive claim or relationship

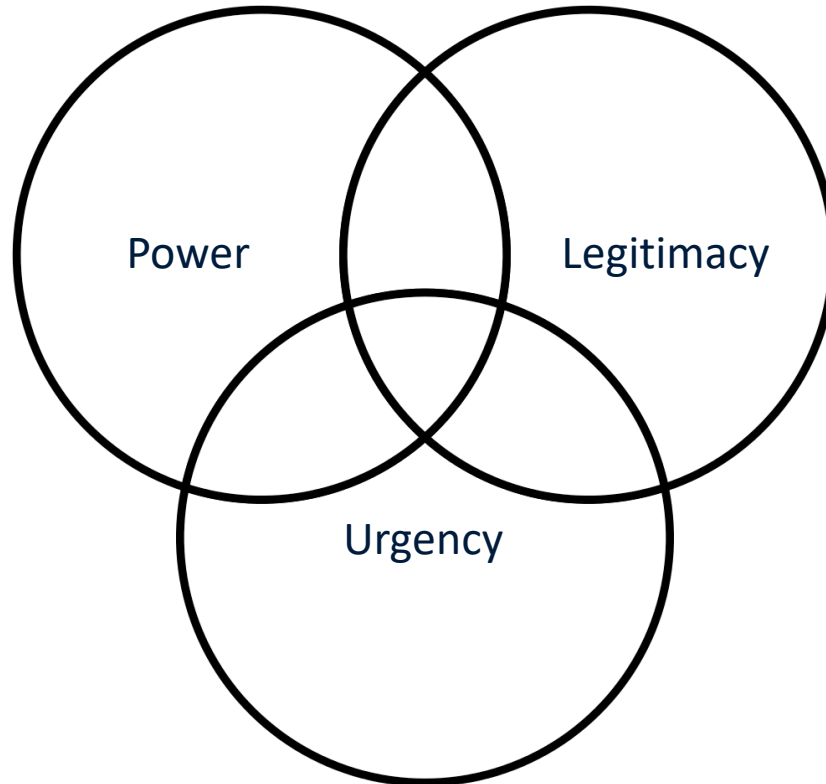
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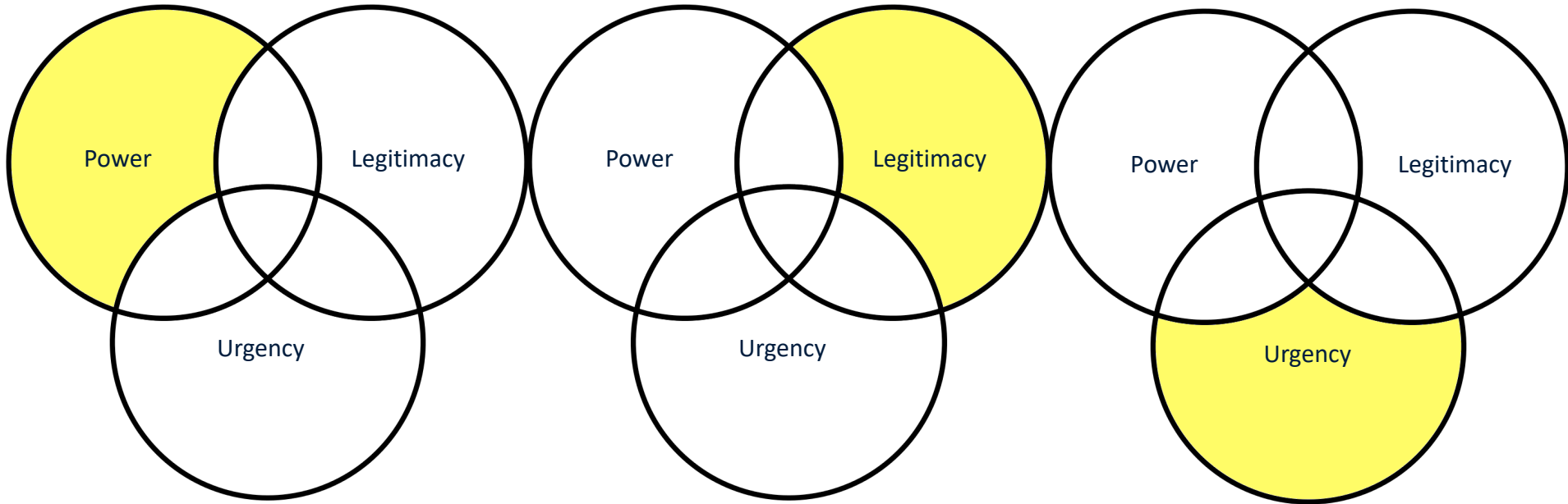
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A **salient stakeholder** is a stakeholder who will be prioritized over others by virtue of their **power, legitimacy and urgency**

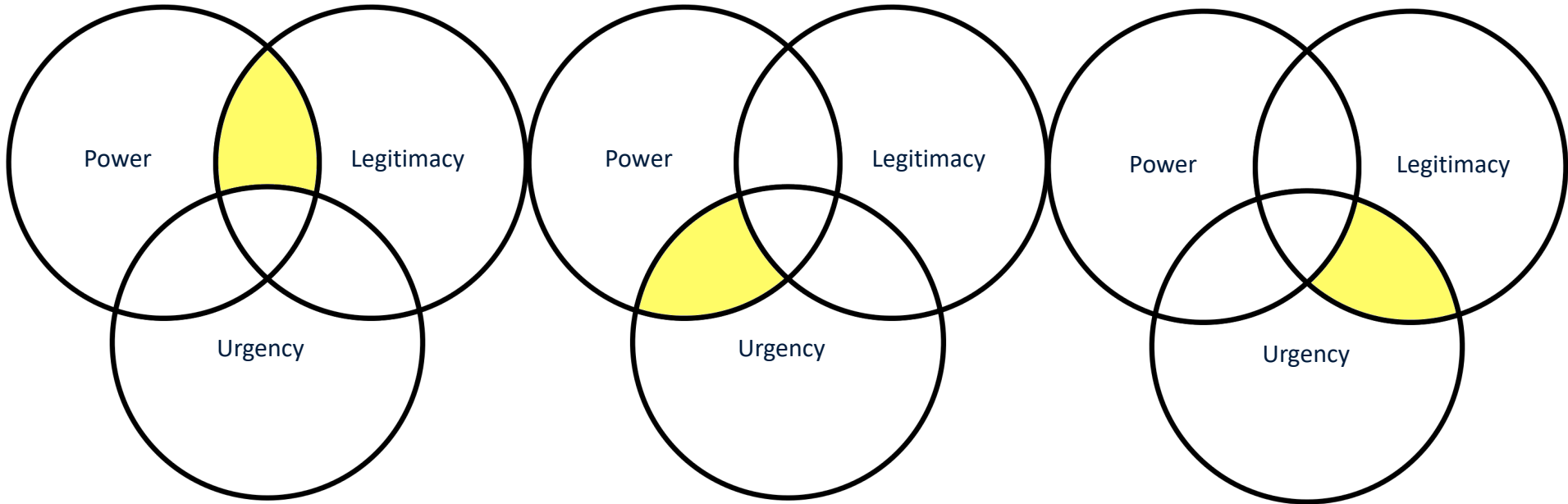
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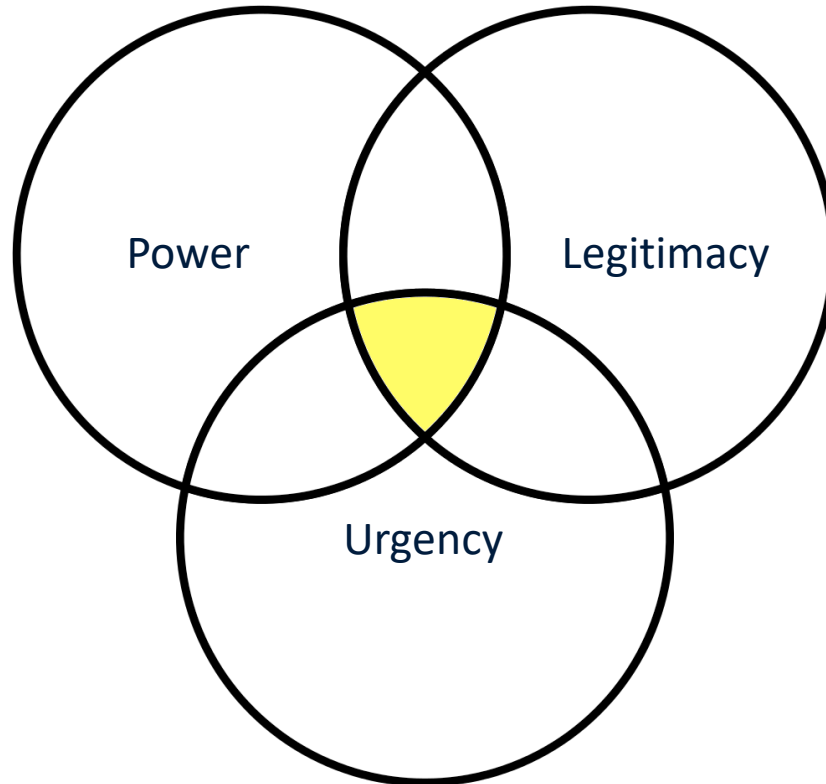
# Low Salience Only One Ingredient



# Medium Salience Two Ingredients



# High Salience A Trifecta



# Enjoy Your Analysis!

**Time to help the  
tea farmers!**

