

What is Stakeholder Mapping, and how will it help you?

Stakeholder Mapping is a tool used to analyze and prioritize the engagement of stakeholders when you are planning to implement an initiative. This tool will help you and your team generate information about stakeholders to understand their interests and assess their influence in order to successfully implement and sustain a new initiative.

Stakeholder mapping will help:

- Gain early buy-in of stakeholders on plans and goals
- Obtain input into the initiative design, its implementation, and integration
- Build understanding and manage stakeholder expectations

How to use this tool: (refer to worksheets on pages 3–5)

1. **Outline** the goals and objectives of your initiative and record them on the **Stakeholder Mapping Worksheet**.

Identify key stakeholders for your initiative. Consider those individuals and organizations who may be interested in your initiative or can influence its implementation, either positively or negatively. Include both external and internal stakeholders. List stakeholders in the **Stakeholder Mapping Worksheet** on page 4.

***Example:** A Title X grantee is interested in implementing Screening, Brief Intervention, and Referral to Treatment (SBIRT) at its service sites. The grantee identifies administrators, providers, and staff as internal stakeholders. The Substance Abuse and Mental Health Administration (SAMHSA), the State Department of Health and Human Services (State DHHS), third-party payers, and their EHR vendor are identified as potential external stakeholders.*

2. **Gather information** about each stakeholder to understand their **key interests** and the potential impact of your initiative on the stakeholder. Consider the following guiding questions.

- a. How does successful completion of the initiative benefit the stakeholder? Does the initiative have any negative consequences for the stakeholder?
- b. What could be the stakeholder's expectations for this initiative?

List the potential interests of all the stakeholders in the **Stakeholder Mapping Worksheet**. Decide if the level of interest of each stakeholder is high or low and record.

***Example:** The State DHHS has announced Substance Use Prevention and Recovery grant funds available for local agencies. To achieve targets, the State DHHS would have a high interest in SBIRT implementation.*

3. **Determine the level of influence** of each stakeholder to control key decisions related to the initiative. Decide if the level of influence of each stakeholder is **high** or **low**. Consider the following guiding questions.

- a. What is the stakeholder's current role? How can the stakeholder impact the initiative under consideration?
- b. Is the stakeholder supportive or critical of the family planning or proposed initiative?
- c. Would the stakeholder control decisions related to the initiative and its implementation processes?

Record the level of influence of each stakeholder in the **Stakeholder Mapping Worksheet**.

***Example:** The administrators at the service site would have a high influence on SBIRT implementation. They are likely to control key decisions and have a strong ability to facilitate the implementation of tasks and encourage others to take action.*

4. **Prioritize stakeholder engagement** by determining where each stakeholder is located on the Influence/Interest Matrix. The matrix helps to identify the key stakeholders critical to your efforts and level of engagement that needs to be established and maintained with each stakeholder.

- a. Stakeholders with **high interest** and **high influence** are the major contributors and need to be engaged at the onset of the initiative (*high engagement*).
- b. Stakeholders with **low interest** in the initiative and **low influence** will require minimum effort (*low engagement*).
- c. Stakeholders with **high interest** and **low influence** or power will need to be kept fully informed of major decisions (*moderate engagement*).
- d. Stakeholders with **low interest** and **high influence** need to be kept satisfied, even though they are not interested because they yield power (*moderate engagement*).

		INTEREST	
		Low	High
INFLUENCE/POWER	Low	LOW ENGAGEMENT <i>(Minimal effort)</i> Example: general public	MODERATE ENGAGEMENT <i>(Keep informed)</i> Example: service providers, administrative staff (billing and coding), EHR vendor
	High	MODERATE ENGAGEMENT <i>(Keep satisfied)</i> Example: third-party payers	HIGH ENGAGEMENT <i>(Key players)</i> Example: administrators, funding agencies

Example of prioritization of stakeholders for SBIRT implementation

After mapping the stakeholders on the Influence/Interest Matrix, record the priority of engagement for each stakeholder (high (key players), moderate (keep informed), moderate (keep satisfied), and low (minimal effort)) on the **Stakeholder Mapping Worksheet**.

- 5. **Specify stakeholder roles** in the project to establish stakeholder expectations. Speak to stakeholders to understand their potential roles. List stakeholder potential role(s) on the **Stakeholder Mapping Worksheet**.
Example: A Title X grantee determines that training resources available on the SAMHSA website will be used to train relevant staff and providers on SBIRT implementation and coding for reimbursement.
- 6. **Determine when to engage each stakeholder**, based on the priority and type of engagement. Decide whether you want to engage a stakeholder early on during the planning or the implementation phase. Record the phase in which each stakeholder must be engaged on the **Stakeholder Mapping Worksheet**.
Example: A Title X grantee determines that the administrators at the service site will eventually oversee (control) the implementation of SBIRT, hence needs to be engaged during the exploration phase to secure their buy-in and commitment.
- 7. **The next step is to develop a communication plan** to engage the prioritized stakeholders. A carefully used communication plan validates how stakeholders are included in the implementation of initiatives. Use the **Communication Plan Worksheet** on page 5.
Example: The grantee decides to engage service site administrators biweekly to discuss the implementation plan for SBIRT.

Sample Stakeholder Mapping Worksheet



Project under consideration: SBIRT

Implementing Agency: XYZ

Project goals: The main goal for SBIRT is to improve community health by reducing the prevalence of adverse consequences of substance misuse, including SUDs, through early intervention and, when needed, referral to treatment (IOM 1990).

STAKEHOLDER NAME AND STATUS (Internal/ External)	NAME OF CONTACT PERSON (Title)	KEY INTERESTS [the effect of project implementation and outcomes on the stakeholders]	LEVEL OF INTEREST (High/Low) [the interest of stakeholders in key decisions related to the project]	LEVEL OF INFLUENCE (High/Low) [the power of stakeholders to control key decisions related to the project]	PRIORITY OF ENGAGEMENT [High (Key players), Moderate (keep informed), Moderate (keep satisfied), Low (minimal effort)]	ROLE	PHASE OF ENGAGEMENT (during planning, and/or during implementation)
SAMHSA (external)		-Achieve key federal target -Training and technical assistance	High	High	High (Key players)	-Informs Standards of practice -Training provider	Planning
State DHHS (external)		-Achieve key state targets -Fund substance use prevention and recovery initiatives	High	High	High (Key players)	Primary funding agency	Planning and then as per reporting requirement for the grant
Service site administrators (Internal)		-Achieve project targets -Return on investment -Expansion of organization portfolio -Increase in clients served	High	High	High (Key players)	Oversee SBIRT implementation	Planning and implementation
Providers and staff (Internal)		-Expand skill level -Time to provide SBIRT -Comfort with SBIRT	High	Low	Moderate (keep informed)	Program implementers	Planning, and implementation
Third-party payers (external)		-Reimbursement for SBIRT	Low	High	Moderate (keep satisfied)	Informs billing and coding for SBIRT	Planning, and implementation

Stakeholder Mapping Worksheet



Project under consideration:

Implementing Agency:

Project goals:

STAKEHOLDER NAME AND STATUS (Internal/ External)	NAME OF CONTACT PERSON (Title)	KEY INTERESTS [the effect of project implementation and outcomes on the stakeholders]	LEVEL OF INTEREST (High/Low) [the interest of stakeholders in key decisions related to the project]	LEVEL OF INFLUENCE (High/Low) [the power of stakeholders to control key decisions related to the project]	PRIORITY OF ENGAGEMENT [High (Key players), Moderate (keep informed), Moderate (keep satisfied), Low (minimal effort)]	ROLE	PHASE OF ENGAGEMENT (during planning, and/or during implementation)

Communication Plan Worksheet



Who is the stakeholder?	What information or message needs to be shared?	What is the modality of sharing the information? (email, conference calls, in-person meetings, etc.)	How often do we share the information?	Who is responsible for sharing the information?
Example: service site administrators	implementation plan for SBIRT	in-person meeting or conference call	biweekly	The coordinator is responsible for scheduling the meeting, and the Title X grantee director is responsible for sharing the implementation plan and seeking input.

References:

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2. Smith, L. W. (2000). Stakeholder analysis: a pivotal practice of successful projects. Paper presented at Project Management Institute Annual Seminars & Symposium, Houston, TX. Newtown Square, PA: Project Management Institute.
3. Singh, M., Gmyrek, A., Hernandez, A., Damon, D., & Hayashi, S. (2017). Sustaining Screening, Brief Intervention and Referral to Treatment (SBIRT) services in health-care settings. *Addiction*, 112, 92–100. doi: 10.1111/add.13654
4. Newcombe, R. (2003). From client to project stakeholders: a stakeholder mapping approach. *Construction Management and Economics*, 21(8), 841–848. doi: 10.1080/0144619032000

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