INTERNAL STAKEHOLDERS

maximising relationships

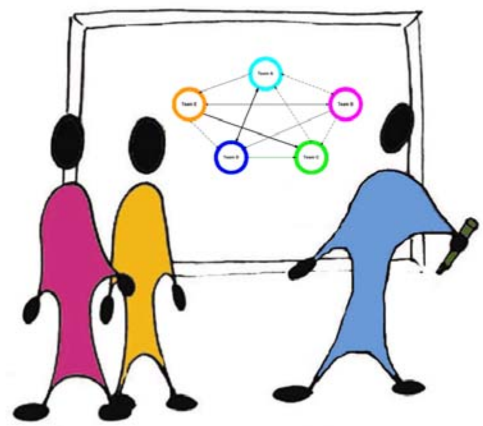
If a team is to make the most of its place in the world, it must understand how it interacts with its stakeholders. Reviewing its existing relationships may reveal ways to transform them into more mutually beneficial associations.

What are Stakeholders?

Your stakeholders are any individual or group:

- with an interest in the outcome of your objectives
- upon whom the short and/or long-term success of your objectives depends
- who can have an impact on the success of your team

Internal Stakeholders operate within the team's immediate but wider department or programme. **External Stakeholders** sit outside the team and may be internal or external to the company.



Mapping Your Internal Stakeholders

Creating a visual map can help you see the relationships between all your Internal Stakeholders more clearly. Here's how you run a Mapping Session:

You will need:

- **External Stakeholder** map (if available)
- Copies of Internal Stakeholders Worksheet (see below – amend as necessary to suit your requirements)
- Chisel tip marker pen
- Roll of white or brown paper, flip charts, large post-its
- Flip chart prepared for action capture

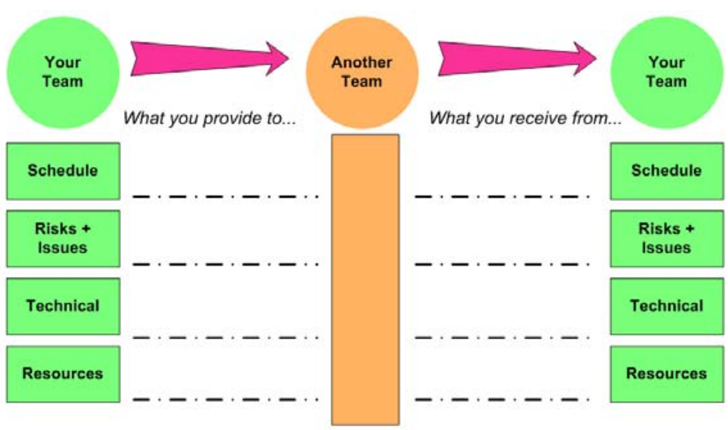
Preparation:

- Create a list of all Internal Stakeholders on a flip chart. This will include any separate elements within the team plus other key stakeholders (e.g. Quality) and relevant individuals (e.g. Team Leader).
- If the list contains more than ten names, rationalise to a manageable number in order to ensure the session reaches a successful conclusion.
- Make sure that all Internal Stakeholders are represented at the mapping session.

Step 1 – Define Internal Stakeholder Relationships Individually

- Agree the proposed list of Internal Stakeholders.
- Agree the categories you will use to define your Internal Stakeholder relationships. Some examples of these categories are:
    - Schedule or Day to Day Operations
    - Risks and Issues
    - Technical
    - Resources

  Make sure your categories fit your situation.
- Using the Internal Stakeholder Worksheets (below), define each individual's relationship with all the other Internal Stakeholders.
- Each stakeholder should complete a sheet for every other stakeholder. Their notes need to be detailed enough to hold a two-way conversation, so ensure they are legible and easy to understand.



Step 2 – Confirm Internal Stakeholder Relationships

- In 'rotating pairs', get the individuals representing the stakeholders to discuss their thoughts about each relationship with their opposite number in that relationship.
- Discussions should cover:
    - Detailed descriptions of the relationship and any discrepancies between the perceptions of the two parties.
    - The type and direction of the current relationship (see below).
    - Whether the current relationship is 'fit for purpose'.
    - What actions are needed to make the relationship 'fit for purpose'.
    - Any issues which cannot be resolved.
- Relationships can be considered to be:
    - Distant/Minimal (e.g. monthly)
    - Frequent (e.g. weekly)
    - Close/Continuous (daily)

  Where they are somewhere in between, a judgement should be made to align them with one of the above. These are illustrated by different line strengths on the map.
- Relationships also have direction:
    - One way
    - Two way
    - Two way (with one way stronger)

  This is shown by arrows at either end of the lines

Step 3 – Map Your Internal Stakeholders

- Put a large piece of paper up on the wall.
- Write the names of the Internal Stakeholders on large post-its using the marker pen and position them in a circle around the edge of the paper.
- When a relationship has been agreed between the two parties, draw in the relevant lines and arrows between the post-its.

- On the prepared flip chart, capture any actions and ensure that the stakeholders involved both commit to implementing improvements.
- The individuals should update their worksheets in line with the agreed relationship.

Step 4 – Act on Your Findings

- Record all the outputs of the mapping session.
- Monitor the agreed actions and ensure that they are carried out.
- Using the working version created in the mapping session, create a clean copy of the Internal Stakeholder map for future reference (an example is shown below).