

WEEK 3

Stakeholder Analysis & Communication

Identifying stakeholders, understanding their influence and planning effective communication



Identify



Analyse



Communicate



WEEK 3



WORK TOGETHER



PLAN – ANALYSE – COMMUNICATE

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- What is a stakeholder?
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- How to identify stakeholders
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Recap of Week 2

- project initiation
 - project aim and objectives
 - deliverables
 - scope
 - the Iron Triangle
- By now, each group should have:
 - *one shared project aim*
 - *2–4 objectives*
 - *2–4 deliverables*
 - *a scope statement*
 - *an in-scope / out-of-scope table.*

What is a stakeholder?

- A stakeholder is any person, group or organisation that:
 - is affected by the project
 - can influence the project
 - has an interest in the project
 - may benefit from the project
 - may be negatively affected by the project

- **Stakeholder = Anyone who matters to the project**

- This may include:
 - *people the project is for*
 - *people who support the project*
 - *people who approve it*
 - *people affected by the outcome*
 - *people who may resist or challenge it*

Why do stakeholder analysis?

- Stakeholder analysis helps a project team to:
 - understand who matters most
 - identify who has power or influence
 - understand stakeholder interests and expectations
 - improve communication
 - reduce conflict and confusion
 - build support for the project

Types of stakeholders

- **Internal stakeholders:** people inside the organisation or project team
 - *For example:*
 - *project team members*
 - *managers*
 - *staff*
 - *finance team*
- **External stakeholders:** People outside the organisation or team
 - For example:
 - customers
 - users
 - suppliers
 - sponsors
 - community members
 - external partners

- Another useful way to think about stakeholders
- Some materials also classify stakeholders as:
 - *Drivers – those who shape the project outcome*
 - *Supporters – those who help the project move forward*
 - *Observers – those who are interested but not directly involved*

Example: Student networking event

- Possible stakeholders:
- students
- local employers
- academic staff
- project sponsor
- event venue staff
- student organisers

How do we identify stakeholders?

- **Step 1: Look at the project aim**
- **Step 2: Ask:**
 - **Who is this project for?**
 - **Who will benefit?**
 - **Who will be affected?**
 - **Who can influence the project?**
 - **Who needs to be informed?**
- **Step 3: Make a list of all possible stakeholders**
- **Step 4: Group them into categories**

Tools:

- **Tool 1: Stakeholder list** - the first step before any analysis.
- Example:
 - *Project sponsor*
 - *Students*
 - *Employers*
 - *Academic staff*
 - *Venue manager*
 - *Project team members*

Tool 2: Stakeholder table

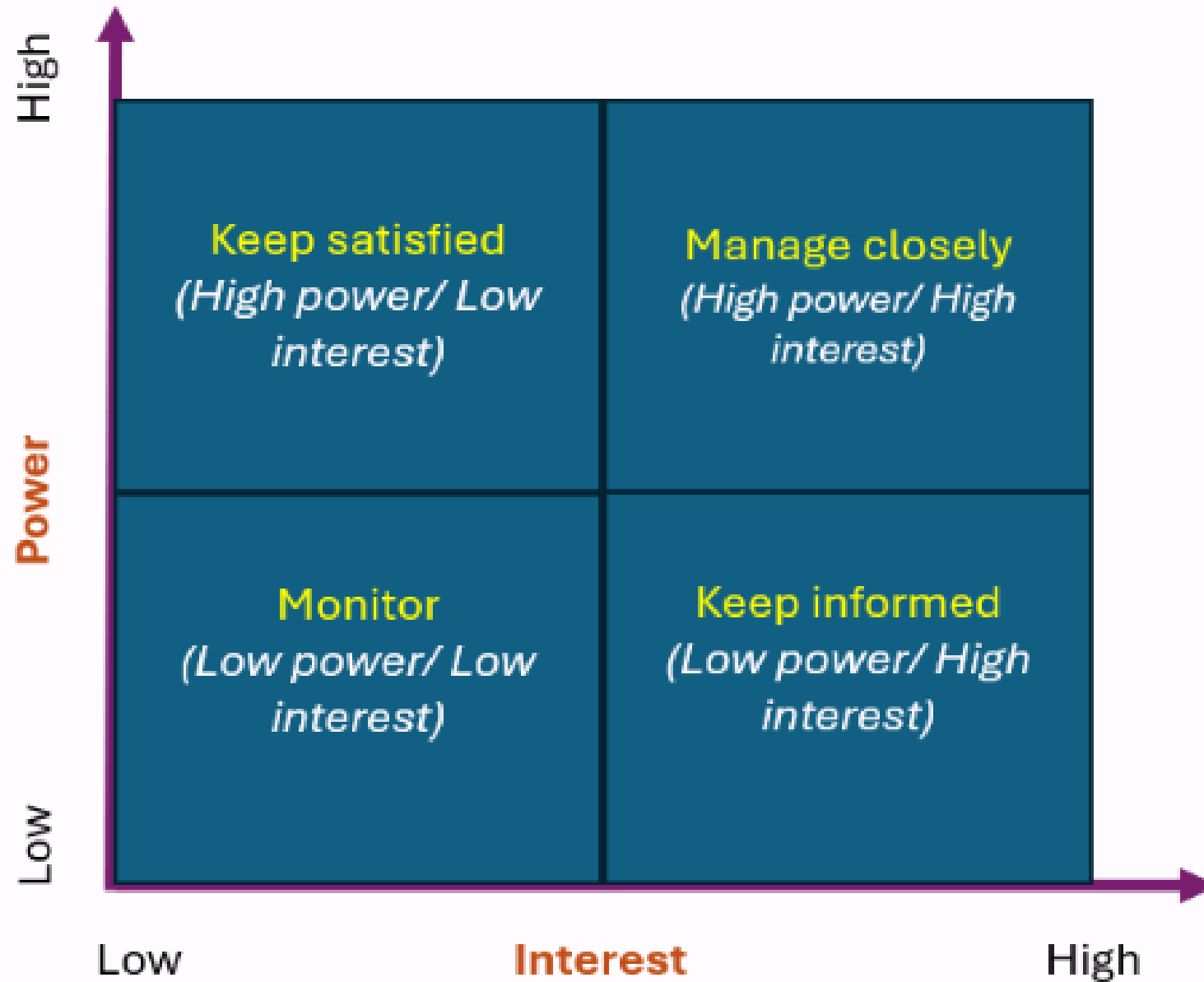
- A stakeholder table is a structured list that helps a project team understand who their stakeholders are and how important they are to the project.
- A stakeholder table helps teams organise their thinking.
- A stakeholder table might include:

<i>Stakeholder</i>	<i>Internal / External</i>	<i>Interest</i>	<i>Influence</i>	<i>Notes</i>
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Stakeholder	Internal / External	Interest	Influence	Notes
Students	External	High	Medium	Main target audience
Sponsor	Internal	High	High	Needs updates and approval
Employers	External	High	Medium	Important participants
Project team	Internal	High	High	Responsible for delivery
Senior manager / Dean	Internal	Low	High	May not need detailed updates, but may still influence decisions
Venue staff	External	Medium	Low	Helpful for event logistics, but not central to project decisions
General public	External	Low	Low	May be aware of the project, but not directly involved
Other university staff	Internal	Low	Low	Limited involvement unless directly connected to the event
Finance office	Internal	Low	Medium	Relevant if budget approval or payment is needed
Community groups				May have some interest.

Tool 3: Power-Interest Grid

- A power-interest grid helps us prioritise stakeholders.
- It asks two questions:
 - *How much **power** does this stakeholder have?*
 - *How much **interest** do they have in the project?*



Power-Interest Grid

	High Interest	Low Interest
High Power	Manage closely	Keep satisfied
Low Power	Keep informed	Monitor

Example: Networking event power-interest grid

- sponsor
- project team leader
- senior staff member
- department manager
- students
- employers attending the event
- people not directly involved in the event.

	High Interest	Low Interest
High Power	Manage closely Sponsor • Project team leader	Keep satisfied • Senior staff member • Department manager
Low Power	Keep informed • Students • Employers attending the event	Monitor • People not directly involved in the event

Quiz

- Question 1: a student group is organising a networking event. Which of the following stakeholders is most likely to be high power and high interest?
- A. A student who may or may not attend the event
- B. The project sponsor who approves the event and expects updates
- C. A member of the public who sees a poster
- D. A student's friend who hears about the event informally

- Question 2:
- A project team places students attending an event in the low power / high interest category.
- What is the best communication strategy for this group?
 - A. Ignore them until the end of the project
 - B. Keep them informed with clear and timely updates
 - C. Only contact them if a problem occurs
 - D. Ask them to approve all project decisions

- Question 3:
- A group says: “All stakeholders are equally important, so we should communicate with all of them in exactly the same way.” What is the best judgement?
- A. Correct, because fairness means equal treatment
- B. Correct, because communication should always be identical
- C. Incorrect, because stakeholders differ in power, interest and communication needs
- D. Incorrect, because only internal stakeholders matter

- *Stakeholder analysis helps teams understand that stakeholders do not all have the same:*
- *level of influence*
- *level of interest*
- *communication needs*

Discussion:

- A group is planning a student wellbeing campaign. They list the following stakeholders:
 - *students*
 - *the project team*
 - *university support staff*
 - *the Dean*
 - *local media*
 - *parents*
- **Choose two stakeholders that you think are the most important, and explain:**
 - why they matter most
 - whether they have high or low power
 - whether they have high or low interest
 - how the group should communicate with them

Stakeholders and communication

- Stakeholder analysis is closely linked to communication.
- Once a group knows:
 - *who the stakeholders are*
 - *how important they are*
 - *how much influence they have*
- they can then decide:
 - who needs to be contacted
 - what information they need
 - when they need it
 - how to communicate with them

What is communication planning?

- Communication planning means deciding:
 - *who needs information*
 - *what information they need*
 - *when they need it*
 - *how that information will be shared*
- Good communication helps prevent misunderstanding, delay and confusion.

Communication methods

- Possible communication methods include:
 - email
 - Microsoft Teams
 - WhatsApp
 - meetings
 - posters
 - social media
 - phone calls
 - shared documents
- The best method depends on the stakeholder and the project.

How to choose the right communication method

- Ask:
- **Who** is the stakeholder?
- **What information** do they need?
- **How formal** should the communication be?
- **How often** do they need updates?
- **Which method** is realistic and effective?

Example:

- A project sponsor may need:
 - *formal updates*
 - *email*
 - *brief progress reports*
- Students attending an event may need:
 - *posters*
 - *social media*
 - *simple reminders*

Step	Tool	What students do	What this tells them	How it leads to the communication plan
1	Stakeholder Table	List the main stakeholders and note whether they are internal or external, their role, and their level of interest / influence	Helps students identify who is involved, who is affected, and who matters to the project	Students begin to see who needs communication
2	Power-Interest Grid	Place each key stakeholder into the correct category: high power / high interest, high power / low interest, low power / high interest, low power / low interest	Helps students decide which stakeholders should be prioritised	Students can decide who needs more communication, who needs less, and who should be managed closely
3	Communication Plan	Decide what each stakeholder needs to know, how they should be contacted, and how often	Helps students match communication to stakeholder needs	Finalises who to contact, what to say, how to say it, and when

Tool 4: Communication planning table

Stakeholder	What do they need to know?	Communication method	When / how often?
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Stakeholder	What do they need to know?	Communication method	When / how often?
Sponsor	Overall project progress, key milestones, current challenges, risks, budget or resource issues, and any decisions or support needed	Email / short meeting	Weekly
Students	What the event is, why it is useful, the date, time and location, how to join, and what they should do next	Poster / Teams / social media	Before the event
Employers	Purpose of the event, why they are invited, the schedule, their expected role, location details, and who to contact for further information	Email	In advance
Project team	Tasks, deadlines, responsibilities, progress updates, any changes to the plan, and problems that need	Group chat / shared file	Regularly

Stakeholder	Internal / External	Power / Interest	What do they need to know?	Communication method	When / how often?
Sponsor	Internal	High power / High interest	Overall project progress, key milestones, current challenges, risks, budget or resource issues, and any support or approval needed	Email / short meeting	Weekly
Students	External	Low power / High interest	What the event is, why it is useful, the date, time and location, how to join, and what they should do next	Poster / Teams / social media	Before the event
Employers	External	Low power / High interest	Purpose of the event, why they are invited, the schedule, their expected role, location details, and who to contact for further information	Email	In advance
Project team	Internal	High power / High interest	Tasks, deadlines, responsibilities, progress updates, any changes to the plan, and problems that need immediate attention	Group chat / shared file	Regularly

A practical warning

- Not all stakeholders need the same level of communication.
- One common mistake is: treating all stakeholders in exactly the same way
- *Instead, communication should match:*
 - *stakeholder importance*
 - *stakeholder influence*
 - *stakeholder needs*

Quiz:

- **1. Who should get what kind of communication? Your group is organising a student networking event. Match each stakeholder to the most suitable communication method.**

Stakeholders

- ***Project sponsor***
 - ***Students attending the event***
 - ***Local employers invited to the event***
 - ***Your own project team***
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- **A. Weekly email update or short formal meeting**
 - **B. Posters, social media posts and reminder messages**
 - **C. Group chat / shared document / quick meetings**
 - **D. Formal invitation email with event details**

- 2. A project team has identified that students are a low power / high interest stakeholder group. What is the best communication approach?
- A. Ignore them until the project is finished
- B. Keep them informed with clear and timely updates
- C. Ask them to approve all major project decisions
- D. Only contact them if a serious problem happens

- 3. A group is organising a networking event. They place the project sponsor in the high power / high interest category, but they only plan to contact the sponsor after the event has already taken place.
- What is the main risk of this communication decision?
- A. The sponsor may become too involved in the project
- B. The sponsor may lose interest because the communication is too frequent
- C. The project may lose support, guidance or approval because the sponsor is not being managed closely
- D. There is no real risk because the sponsor only needs final results

Scenario

- A group is running a charity fundraising event. They decide to communicate like this:
- The sponsor gets updates only through Instagram stories
- Employers are informed through a WhatsApp group they were never added to
- Students receive a 3-page formal email with too much detail
- The project team only talks once, two days before the event
- *Discuss:*
- *What are the main communication problems here?*
- *How would you improve this communication plan?*

- There are several major problems:

- **The sponsor is receiving updates through the wrong channel**

Instagram stories are too informal and unreliable for a project sponsor.

A sponsor usually needs direct, clear and professional updates.

- **The employers are not actually being communicated with properly**

A WhatsApp group they were never added to is not communication at all.

Important external stakeholders need direct and confirmed contact.

- **The students are getting the wrong type of message**

A 3-page formal email is too long and too detailed for students.

They need short, clear and accessible information.

- **The project team is not communicating enough internally**

Talking only once, two days before the event is far too late.

Internal communication should happen regularly throughout the project.

Output of Week 3

Output	What your group needs to produce today
1. Stakeholder List	<i>Identify the main stakeholders involved in your project</i>
2. Stakeholder Table	<i>Classify stakeholders and note their interest, influence and role in the project</i>
3. Internal / External Stakeholders	<i>Decide which stakeholders are internal and which are external</i>
4. Power-Interest Grid	<i>Place the main stakeholders in the correct part of the grid</i>
5. Communication Plan	<i>Decide how your group will communicate with key stakeholders</i>
6. Blog 3 Preparation	<i>Prepare notes on stakeholders, influence and communication for Blog 3</i>

Blog 3 guidance

- In Blog 3, you should:
- identify the main stakeholders in your project
- explain their interests and influence
- discuss which stakeholders matter most
- explain how your group plans to communicate with them
- reflect briefly on any challenges in stakeholder management

Recap of Week 3

- stakeholders
- stakeholder analysis
- internal and external stakeholders
- power-interest grid
- communication planning
- Blog 3 guidance

Cwestyniau/Questions?



Many Thanks

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