

# INTELLIGENCE HANDBOOK

Guidance and tools to support systematic intelligence gathering activity in health and care

## Stakeholder mapping

### What is stakeholder mapping?

Stakeholder mapping is also known as audience mapping or stakeholder analysis.

In the context of intelligence gathering it is a process that aims to understand who the activity is likely to impact and who is interested. It also opens up ideas for how best to engage with stakeholders during the activity itself as part of the intelligence gathering process for example, as well as at a reporting stage.

There are four steps within a stakeholder mapping exercise:

- Identifying the relevant stakeholders/stakeholder groups
- Analysing their perspectives, current vision or arguments
- Visualising the relationships between the organisation and stakeholders, and the relationships between the different stakeholders
- Prioritising stakeholder groups over one another

The success of this process relies heavily on the knowledge of those taking part which is why it can be useful to connect with colleagues in your organisation that already have experience within the area of interest to help complete this exercise.

### The tool

This stakeholder mapping tool overleaf, has been adapted from a number of well-known and widely used stakeholder tools that are freely available.

It is intended to be used as a way to specifically identify the primary and secondary stakeholders to enable engagement and action from intelligence gathering and broader research.

To use this tool effectively, take into consideration the influence of the stakeholder as well as their level of interest and anticipated reaction to your work. This can impact on your process as well as the type of intelligence you gather.

For example, if an influential stakeholder group has a high level of interest in the topic and a resistant attitude, you need to focus attention on gathering robust evidence that has been peer-reviewed for example, and carefully interrogate intelligence to ensure it will stand up to scrutiny.

Alternatively, if an influential stakeholder group has a low level of interest in the topic and a positive attitude, you need to focus your attention on developing your report / findings / message so that it is succinct and engaging, and carefully consider how you want to share intelligence with them so it grabs their attention, e.g. infographics.

Below is a checklist of questions that should be answered alongside the mapping exercise in an attempt to thoroughly understand the stakeholders relevant to your work.

- ✓ How do you want stakeholders to react to your work?
- ✓ How do stakeholders respond to different types of intelligence?
- ✓ How can you get stakeholders attention and engage them?
- ✓ How influential are the stakeholders in this area of interest?
- ✓ How likely are the stakeholders in this area of interest to take action from your work?

| High Interest    | <ul style="list-style-type: none"> <li>• They will engage with the input, even if it is not directly aimed at them.</li> <li>• They are likely to take action and will also share with likeminded colleagues</li> </ul>                   | <ul style="list-style-type: none"> <li>• They will engage with the input, even if it is not directly aimed at them.</li> <li>• They are less likely to take action, but will probably share with likeminded colleagues</li> </ul>                                    | <ul style="list-style-type: none"> <li>• They will engage with the input, even if it is not directly aimed at them.</li> <li>• They are likely to resist any actions and recommendations from the output unless the argument is particularly convincing</li> </ul> |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Neutral Interest | <ul style="list-style-type: none"> <li>• They are likely to engage with the work if it is relevant to their work.</li> <li>• These people will potentially take action and are also likely to share with likeminded colleagues</li> </ul> | <ul style="list-style-type: none"> <li>• They are likely to engage with the output if it relates closely to their work.</li> <li>• They are more likely to share with colleagues who have a higher interest than take action.</li> </ul>                             | <ul style="list-style-type: none"> <li>• They are likely to engage with the topic if it is closely related to their work.</li> <li>• They will rarely take action and are unlikely to share with colleagues.</li> </ul>                                            |
| Low Interest     | <ul style="list-style-type: none"> <li>• They are likely to engage with the output if they have the time</li> <li>• These people are more likely to share colleagues than take action.</li> </ul>                                         | <ul style="list-style-type: none"> <li>• They are likely to engage with the output if it directly relates to their work and is seen as a necessity.</li> <li>• They are more likely to share with a colleague who has a higher interest than take action.</li> </ul> | <ul style="list-style-type: none"> <li>• They are most likely to engage with the output if it directly relates to their work and is seen as a necessity.</li> <li>• They will rarely take action and are unlikely to share with colleagues.</li> </ul>             |
|                  | Positive Attitude                                                                                                                                                                                                                         | Neutral Attitude                                                                                                                                                                                                                                                     | Negative Attitude                                                                                                                                                                                                                                                  |

**Your output should focus on...**

- Theory and innovative ideas
- A mixture of both theory and evidence
- A robust evidence base

#### Further reading:

- Future digital - [Audience mapping](#)
- Government Communication Services - [Identify and map your audience](#)
- Institute for Innovation and Improvement - [Stakeholder analysis](#)