

Session 2 — Stakeholder Analysis & Engagement

ACMP Africa Change Management Mentorship Programme · Tue May 12 · 8PM EAT · 60 min

How to use this sheet: Work through the frameworks and fill in the mapping tables as we go. Keep this beside you during the session — you'll use it immediately with the agri-tech case study and your own change initiative.

Learning Objectives

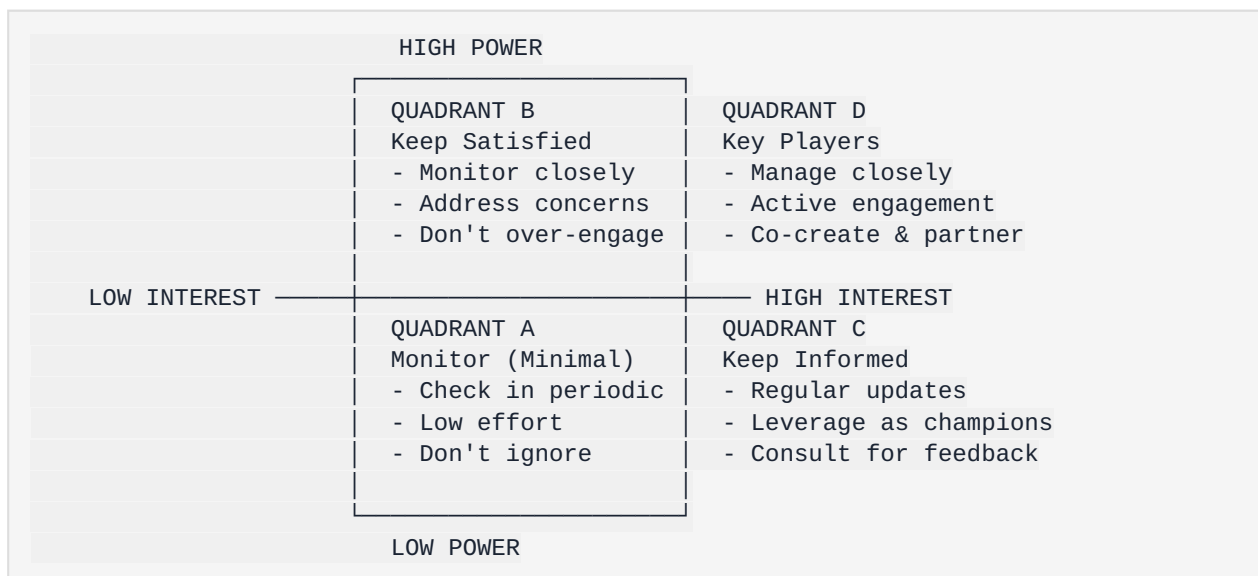
By the end of this session, you will be able to:

- **Identify** and **categorise** stakeholders using the Power/Interest Grid and Salience Model
- **Analyse** stakeholder positions — distinguishing current stance from desired target stance
- **Develop** targeted engagement strategies for each stakeholder group based on their power, interest, and influence profile
- **Apply** stakeholder analysis to a real-world change initiative (your own and the agri-tech case study)

Key Frameworks & Tools

Power/Interest Grid (Mendelow's Matrix)

This classic framework maps stakeholders on two axes: **Power** (their ability to influence the change) and **Interest** (how affected or concerned they are). Your engagement strategy shifts depending on where a stakeholder lands.



Quadrant	Power	Interest	Engagement Approach
A — Monitor	Low	Low	Minimal effort; keep an eye
B — Keep Satisfied	High	Low	Address issues, don't over-communicate
C — Keep Informed	Low	High	Regular updates; potential champion pool
D — Key Players	High	High	Active partnership; manage closely

Applied tip: Revisit this grid regularly — stakeholders move quadrants as the change progresses. A "Monitor" can become a "Key Player" if the change impacts them later.

Salience Model (Mitchell, Agle & Wood)

A more nuanced lens. Stakeholder salience (prominence) is determined by the presence of three attributes:

Attribute	What It Means	Key Question
Power	Ability to influence the change — formal authority, resources, coercive means	<i>Can they force or block this change?</i>
Legitimacy	Their claim is perceived as appropriate, proper, or expected	<i>Is it considered right that they have a say?</i>
Urgency	Time-sensitivity and criticality of their claim	<i>Do they need attention now?</i>

Stakeholder types based on attribute combinations:

Attributes Held	Type	Degree of Salience	Engagement Priority
3 — Power + Legitimacy + Urgency	Definitive	Highest	Top priority, manage actively
2 — Any two	Expectant	Medium	Deserve active attention
1 — Any one	Latent	Lower	Monitor
0	Non-stakeholder	None	Ignore

Session exercise: For the agri-tech case, identify one stakeholder in each Salience category. Who's definitive? Who's just latent? What changes that?

Stakeholder Mapping Table

Use this table to map **your own change initiative's stakeholders**. Fill in Power (H/M/L), Interest (H/M/L), Current Stance (e.g., Resistant, Neutral, Supportive, Champion), Target Stance, and your Engagement Strategy.

#	Stakeholder	Power (H/M/L)	Interest (H/M/L)	Current Stance	Target Stance	Engagement Strategy
1	_____	_____	_____	_____	_____	_____
2	_____	_____	_____	_____	_____	_____
3	_____	_____	_____	_____	_____	_____
4	_____	_____	_____	_____	_____	_____
5	_____	_____	_____	_____	_____	_____
6	_____	_____	_____	_____	_____	_____

Stance examples to use: Resistant / Skeptical / Neutral / Aware / Supportive / Advocate / Champion

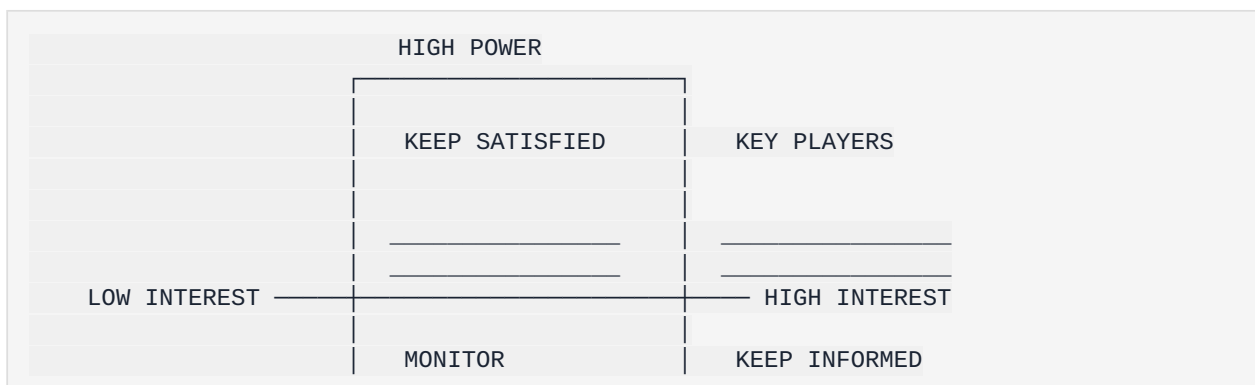
"My Change Plan" — Workbook

Take 5–10 minutes during the session to complete these prompts for your own change initiative.

What change initiative am I working on? (If you started this in Session 1, carry it forward.)

Step 1: Map Your Stakeholders on the Power/Interest Grid

Write stakeholder names in the quadrant where they currently sit. You can use the table above to help you sort.





Step 2: Identify Your Most Critical Engagement

Of all stakeholders mapped above, **which one needs the most attention right now?** Why? What's at stake if you get this wrong?

Most critical stakeholder: _____

Why?

My engagement strategy for them this week:

Step 3: Identify Your Most Overlooked Stakeholder

Change managers often fixate on powerful stakeholders and forget the people who **implement** or **live with** the change daily. Think end users, field staff, frontline supervisors, or external partners.

Most overlooked stakeholder: _____

Why are they overlooked?

What would change if I engaged them better?

Step 4: Stance Gap Analysis

Pick 2–3 stakeholders where there's a **gap between current and target stance**. What's one concrete action to move them closer?

Stakeholder	Current → Target Stance	One Concrete Action
_____	_ → _	_____

Stakeholder	Current → Target Stance	One Concrete Action
_____	__ → __	_____
_____	__ → __	_____

Key Terms Glossary

Term	What It Means
Stakeholder Analysis	The systematic identification and assessment of individuals or groups who can affect or be affected by a change, including their power, interest, and stance
Power/Interest Grid	A 2x2 matrix (Mendelow's Matrix) that classifies stakeholders by their ability to influence change and their level of concern, guiding engagement strategy
Salience	The degree of priority a stakeholder commands, determined by the combination of Power, Legitimacy, and Urgency (Mitchell et al.)
Current Stance	The stakeholder's existing position or attitude toward the change (e.g., resistant, neutral, supportive)
Target Stance	The desired position or attitude needed from the stakeholder for the change to succeed (e.g., shift from neutral to champion)

Personal Notes

Use this space to capture anything that stands out, questions you want to ask, or ideas to follow up on.
