Seeing Who's There
A Brief History of
Stakeholder Mapping and Visualisation

PMoz

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1   **Stakeholder Visualisation**   mosaic
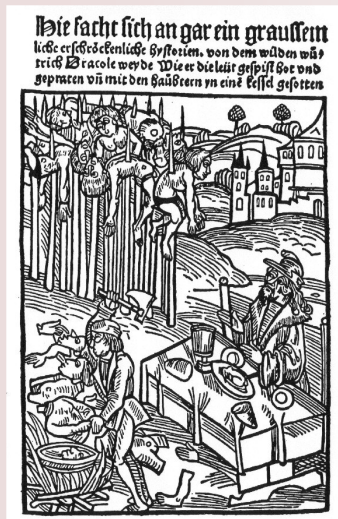

Outline

- Early stakeholders
- Origins of modern stakeholders
- Visualising to develop information
  (1970s to 1990s)
- Visualising to understand data
  (1980s to 2000s)
- The *vanishing stakeholders*
  (social networking)

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Early Stakeholders

- In the 13th Century 'stakeholder' had a very different meaning

3　　　　Stakeholder Visualisation

Early Stakeholders

- Holding the 'stake' in a bet
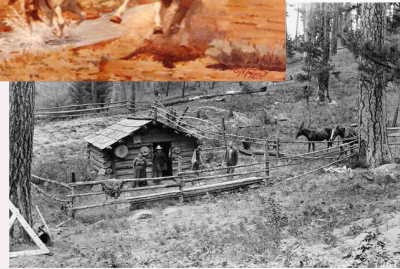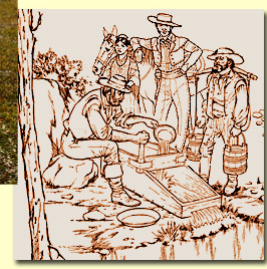
4　　　　Stakeholder Visualisation

Early Stakeholders

- Person staking a mining or homestead claim

5   Stakeholder Visualisation

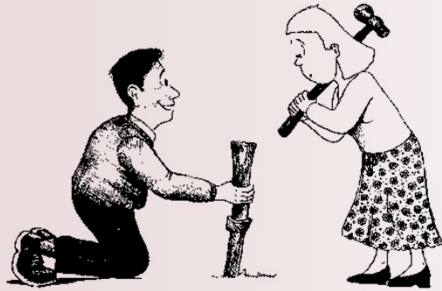# Other Stakeholders

- Stakeholder = 'the one who holds the beef!"

Quote: Paul Dinsmore

6   Stakeholder Visualisation

Other Stakeholders

When I nod my head
– hit it!

7   **Stakeholder Visualisation**

Origins of the Term

- Origin of the concept of a 'business stakeholder' is obscure.
- The seems to have emerged in the 1960s
- Work of the Tavistock Institute, London on systems analysis of organizations
- 1970s concept focused on organisation's stakeholders (investors / shareholders)

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1980s and 1990s

- Use of term evolves and expands
- Stakeholders seen as important to project/program success
- Visualisation (drawing) used to create information

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Visualising to Develop Information

- Influence Mapping

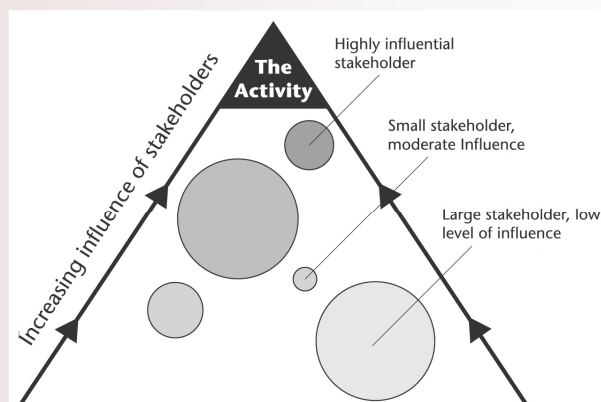Used for policy development in the 1980s

Fig. 4.4 **Stakeholder Relationship Management:** A Maturity Model for Organisational Implementation, ©Gower Publishing Ltd

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Visualising to Develop Information

- Project Environment Map

Used by the World Bank 1980s & 1990s

Concentric Circles
Proximity - local/regional/national

Sectors
Type or class of exposure - eg: technological, political, financial

Factors and Actors
Factors = sources of risk (FFF)
Actors = stakeholders (AAA)
Boxes = important factors or actors

Factors and Actors are written into the chart in the appropriate location and the important ones highlighted
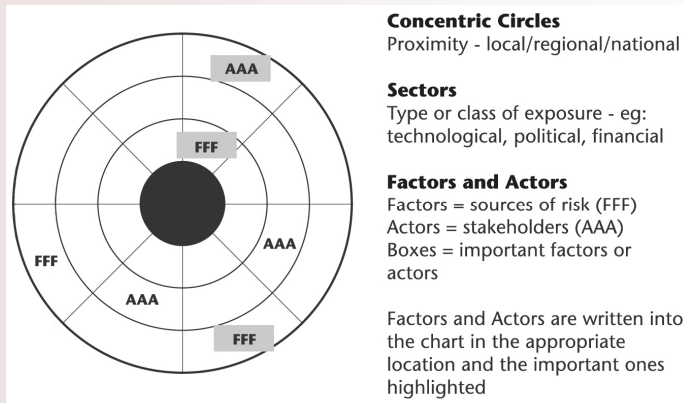
Fig. 4.5 **Stakeholder Relationship Management:** A Maturity Model for Organisational Implementation, ©Gower Publishing Ltd

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Visualising to Develop Information

Project Environment Map

Both of these maps are designed to create information and insights as the diagram is prepared (typically in a group situation)
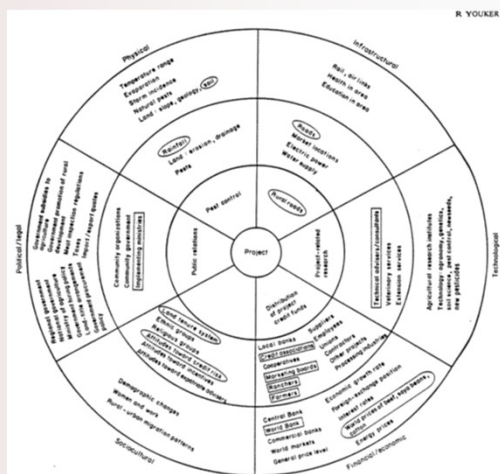
Figure 7. South American project with key actors and factors
[A box indicates key actors, and an ellipse indicates key factors.]

©1992 R. Youker & World Bank

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Visualising to Understand Data

- Most common format 2x2 Matrix

Typically up to 3 dimensions can be displayed on the diagram

Dimension 2
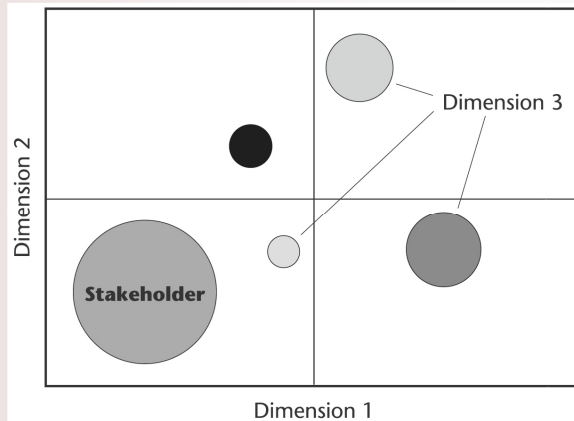
Dimension 3

Stakeholder

Dimension 1

Fig. 4.6 **Stakeholder Relationship Management:** A Maturity Model for Organisational Implementation, ©Gower Publishing Ltd

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Visualising to Understand Data

- Common Dimensions:
  - Power (low, medium or high);
  - Support (negative, neutral or positive);
  - Influence (low or high);
  - Interest (low or high);
  - Attitude (obstructive or supportive)

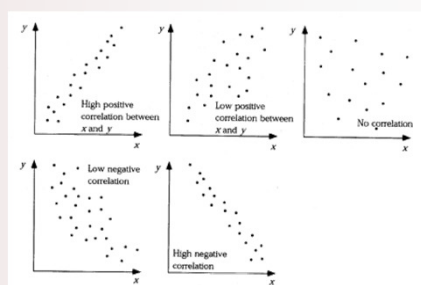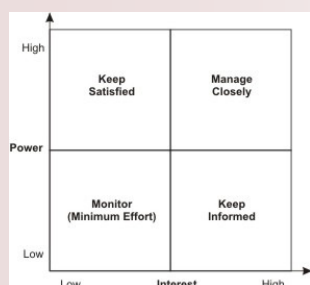- *PMBOK® Guide* Fig. 10-4 = Power/Interest Grid

14   **Stakeholder Visualisation**

Visualising to Understand Data

- Uses of 2x2 matrices
  - Categorise individual stakeholders
  - Distribution of stakeholders

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Visualising to Understand Data

- Problems with a 2x2
  - Limited facets displayed
    (interest and influence are not synonymous)
  - Creating the diagrams without data is highly subjective
  - Difficulty in developing non-subjective data
  - Many models have 'cute' names for categories

16   **Stakeholder Visualisation**

Visualising to Understand Data

- ### The Stakeholder Cube
  (with permission Murray-Webster & Simon 2006)

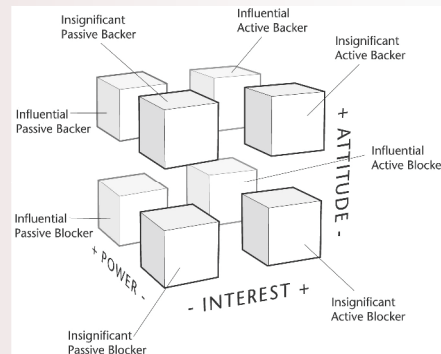Focused on characterisation – difficult to plot people

Fig. 4.7 **Stakeholder Relationship Management:** A Maturity Model for Organisational Implementation, ©Gower Publishing Ltd

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Visualising to Understand Data

- ### The Stakeholder Circle
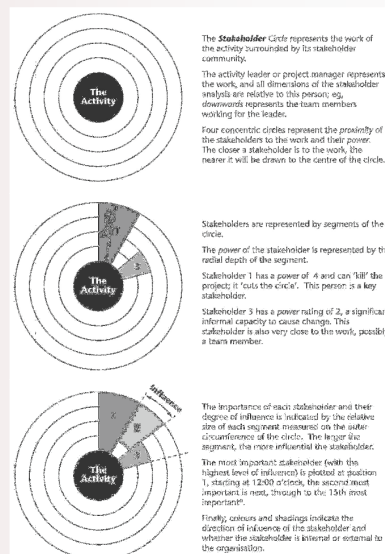
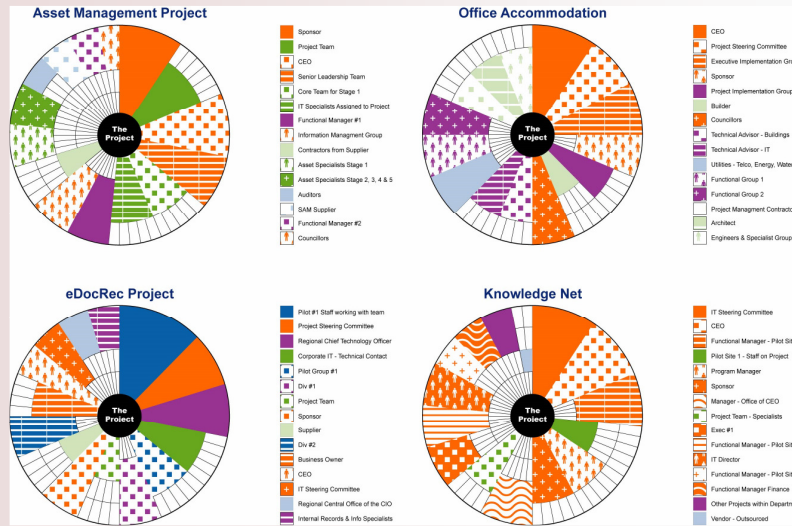Focused on prioritisation 'who matters'

Fig. 4.9 **Stakeholder Relationship Management:** A Maturity Model for Organisational Implementation, ©Gower Publishing Ltd

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Challenges in 2010

- Stakeholders are disappearing into the web
  - Social networks allow groups to form quickly
  - But they can't be easily found or monitored
- X, Y and Z Gen have different attitudes, alliances and loyalties
- Finding the 'real stakeholders' for your activity is becoming more difficult

21   **Stakeholder Visualisation**   **mosaic**

Conclusion

- Stakeholder awareness is now a fixture in all areas of management
- The definition of 'stakeholder' is steadily expanding
- The ability of individuals to become 'stakeholders' is greater then ever
- Controlling stakeholders is nearly impossible

22   **Stakeholder Visualisation**   **mosaic**

Conclusion

- Finding your stakeholders will become increasingly difficult
- **But is also increasingly important**
- Determining the 'right' stakeholders to focus most management effort on is essential
- And the right tools will help

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Conclusion

- Effective tools to map and understand stakeholders will be critical for success
- Visualisation enhances understanding BUT the images need to be
  - Dynamic and data driven
  - Non-subjective
  - Non-biased
  - And avoid demeaning descriptions

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Conclusion

- Then you have to communicate effectively to influence them

(but that is another paper)

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Questions Please

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This paper is an extract from *Chapter 4 - Mapping stakeholders* of:
Stakeholder Relationship Management: A Maturity Model for Organisational Implementation ©Gower Publishing Ltd, Aldershot, UK

For more information on the book see:
https://mosaicprojects.com.au/shop-stakeholder-relationship-management.php

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