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| Shared Risk |
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| **Stakeholder Mapping Workshop**  Facilitator Guide |
| **<Insert your organisation name >** |











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| Acknowledgement  This Facilitator Guide has been developed and prepared by the Victorian Managed Insurance Authority (VMIA), April 2019. | |
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# Introduction

This workshop is designed to help identify stakeholders for the <add name> Shared Risk project.

Individual sections of this workshop may be used in isolation as required. For instance, if you only need to identify the stakeholders, then the *Identify* section may be used along with another workshop.

## Objectives of the Workshop

By the end of the workshop, participants should be able to:

* identify stakeholders
* segment stakeholders using Client, Provider, Influencer, Governance (CPIG) approach **OR** segment stakeholders into internal and external
* prioritise stakeholders via Impact-Influence Matrix **OR** prioritise stakeholders via Inform, Consult, Involve, Collaborate approach
* identify the relationships between stakeholders
* create a Stakeholder Engagement plan.

## Audience

This workshop is for those involved in the management of the shared risk.

**Note:** The full workshop may only be required for complicated or complex risks (refer to VMIA’s Practical Guidance for Managing Risk for more information <https://www.vmia.vic.gov.au/tools-and-insights/practical-guidance-for-managing-risk>)

### Pre-requisites

Before you begin, you should have identified an shared risk through VMIA’s Risk Identification and Management Program (RIMP) or using another method.

### Related workshops

* Network Approach workshop
* IAR Critical Success Factors workshop

## Preparation

* Identify key participants (who will be able to identify the stakeholders)
* Schedule the training
* Choose the relevant sections of the session plan to include in your workshop

### Resources Required:

* Flipchart or whiteboard
* Sticky notes
* Coloured markers
* Pens
* Stakeholder List template, one per participant
* Network Agreement, one per participant

### Icon Key

|  |  |  |  |
| --- | --- | --- | --- |
| Icon | Description | Icon | Description |
|  | Group Discussion |  | Activity |
|  | Whiteboard / Flip Chart |  |  |

## Session Overview

|  |  |  |  |
| --- | --- | --- | --- |
| Approx duration (Min) | Topic | Method | Outputs |
| 10 | Introduction | Discussion | NA |
| 25 | Identify stakeholders | Define  Discussion  Group activity: Rapid list | Stakeholder list |
| 25 | Segment | Group activity: CPIG **OR** Internal/External | Stakeholder segmentation |
| 20 | Prioritise | Group activity:  Impact/Influence, **OR** Inform, Consult Involve, Collaborate | Impact Influence Matrix  OR  Inform, Consult Involve Collaborate List |
| 15 | Relationships | Group activity |  |
| 20 | Engagement | Group activity | Engagement Plan |
| 5 | Conclusion | Discussion  Feedback | Feedback sheet |
| **2 hours** | **Approximate total duration** | | |

# Introduction to the Workshop

Duration: approximately **10 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
| 4 mins | Welcome participants   * Welcome participants to the Stakeholder Mapping workshop * Attendance sheet * Introduce yourself * Participant introductions - round table (name, role, experience, expectations) |  |
| 2 mins | Discuss housekeeping rules   * Mobiles * Text messages * Breaks * Punctuality * Toilets * Evacuation procedures * Respect: Everyone’s opinion matters * One person speaks at a time |  |
| 4 mins | Introduction  * Today we are going to: * Map the stakeholders for the <add name> Shared Risk Project. * Identify, segment and prioritise the stakeholders * prepare a way to engage with the stakeholders. * The workshop will run for 2 hours.   **Discussion**   * Why it is important to know who our stakeholders are for this project?   *Responses should include:*   * To include all parties affected * To gain buy in * To facilitate a collaborative approach |  |

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# Identify Stakeholders

Duration: approximately **20 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | *Introduce topic:*   * Define a stakeholder * Identify stakeholders through rapid listing |  |
| 5 mins | Defining a stakeholder **Discussion**   * What is a stakeholder? * Examples?   **Discussion**   * Why do we need to engage stakeholders?   *Responses should include:*   * Stakeholder engagement is pivotal to the whole process of effective collaboration. * Through understanding stakeholders, prioritising and mobilising them, we begin to gain and sustain the momentum for collaboration and change. * Remember some people or groups may be negative or hold alternative views. These people are important too, they help to understand alternative view points and possible risks to your project. |  |
| 2 mins | Reflection  * Refer to slide * Here are a few questions for you to keep in mind while identifying stakeholders. |  |
| 5 mins | Rapid listing: First cut We are going to use an approach called ‘rapid listing’ to quickly identify as many stakeholders as possible before segmenting and prioritising them.  **Activity**   * Refer to the identified shared risk (see Pre-requisites) * Ask each participant to make a rapid personal list of as many stakeholders they can think of who may influence, be impacted by or have an interest in the risk * Allow 4 minutes for this task. |  |
| 8 mins | Rapid listing: Second cut **Activity**   * Ask participants to form pairs * Now compare lists, adding or deleting stakeholders * Move these pairs into groups of four and repeat the last step. * Now come back to the table and we can compile one list. * Issue sticky notes. * Write each stakeholder on **two** sticky notes (you will be using them both later) |  |

# Segment into CPIG

Duration: approximately **25 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Segment the stakeholders * Segment stakeholders using CPIG |  |
| 3 mins | Why segment? Now that you have identified you stakeholders, you will be able to segment them.  **Discussion**   * Why would we want to segment our stakeholders?   Display slide: *Why segment?* to reinforce responses |  |
| 5 mins | CPIG Definitions Let’s first define the segments we will be looking at:   * Our clients (C) * Our providers or suppliers (P) * Our influencers (I) – those possibly outside the project but who could inform or influence our change * Those in governance of the project (G), the decision makers and the regulators, internal or external   **Discussion**   * Can you give an example of each segment?  Respond to answers. |  |
| 5 mins | Segment the stakeholders Now you will segment the stakeholders you have identified.  **Activity**  **Instructions**   * Allow 5 mins for this activity * Form four groups and allocate the previously identified stakeholders sticky notes between the groups. * Indicate which category they fit into by initialling the corner with: * C for clients * P for providers/suppliers * I for influencers * G for governance |  |
| 7 mins | **CPIG Chart**  **Draw** the CPIG Chart (at right) on the whiteboard or flipchart.  **Activity**  **Instructions**   * Allow 7 mins for this activity * Ask the groups to place the stakeholder sticky notes in the relevant position on the CPIG Chart. If there are disagreements on any suggestions, facilitate an outcome. * Ask all the participants to check the chart, removing double-ups and reaching consensus (if required). |  |
|  | Transition We have segmented the stakeholders into clients, providers, influencers and governance, now we will prioritise them.  **Note: Go to either:**   * Prioritise: Impact/Influence Matrix   OR   * Prioritise: Inform, Consult, Involve, Collaborate |  |

# Segment into Internal and External Stakeholders

Duration: approximately **25 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Segment the stakeholders * Segment stakeholders by external and external categories |  |
| 3 mins | Why segment? Now that you have identified you stakeholders, you will be able to segment them.  **Discussion**   * Why would we want to segment our stakeholders?   Display slide: *Why segment?* to reinforce responses |  |
| 5 mins | Definitions **Say**: Let’s first define the segments we will be looking at:   * internal * external   **Discussion**   * **What is the** difference between external and internal?   **Respond** to answers.  Display slide: *Segment stakeholders into internal and external* to reinforce responses. |  |
| 7 mins | Segment the stakeholders Now you will segment the stakeholders you have identified.  **Activity**  **Instructions**   * Allow 7 mins for this activity * Form groups and allocate the previously identified stakeholders sticky notes between the groups. * Indicate which segment they fit into by initialling the corner with I or E |  |
| 7 mins | **Internal/External diagram**  **Draw** the Internal/External diagram (at right) on the whiteboard (or flipchart)  **Activity**  **Instructions**   * Allow 7 mins for this activity * Ask volunteers to place the stakeholder sticky notes in the relevant position on the diagram. * Ask all participants to check the diagram, removing double-ups and reaching consensus, if required. |  |
|  | Transition We have segmented the stakeholders into internal and external, now we will prioritise them.  **Note: Go to either:**   * Prioritise: Impact/Influence Map   OR   * Prioritise: Inform, Consult, Involve, Collaborate |  |

# Prioritise: Impact-Influence Matrix

Duration: approximately **20 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Define stakeholders’ level of impact and influence * Determine level of engagement |  |
| 3 mins | Introduction Now we will define stakeholders’ level of impact and influence.  Use this matrix to map stakeholders according to their influence and impact. This allows you to paint a picture of:   * your stakeholders’ level of involvement * the type of engagement that you need to have with them, based on their involvement. |  |
| 7 mins | Define stakeholders’ level of influence **Activity**  **Instructions**   * Allow 5 mins for this activity * Ask participants to use the **second** set of stakeholder sticky notes * Consider each stakeholder and their level of impact and influence on the network/risk |  |
| 7 mins | Map stakeholders on the Impact-Influence Matrix **Impact-Influence Matrix**  Draw the **Impact-Influence Matrix** on the whiteboard or flipchart.  **Activity**  **Instructions**   * Allow 5 mins for this activity * Place the sticky notes on the Impact-Influence Matrix. * This will indicate who you have to monitor, keep satisfied, keep informed or manage closely. If there are double ups negotiate the position and only place one on the matrix.   **Tip:**  Take a photo of the finalised Impact-Influence Matrix. |  |
|  | Transition  We have mapped the impact and influence of the stakeholders, we will now identify the relationships between them.  **Note: Go to:** Identify the Relationships Between Stakeholders |  |

# Prioritise: Inform, Consult, Involve, Collaborate (ICIC) Model

Duration: approximately **20 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Categorise stakeholders’ into inform, consult, involve or collaborate |  |
| 5 mins | Introduction This section involves categorising stakeholders using the inform, consult, involve or collaborate (ICIC) Model, based on these definitions:   * **Inform**: To provide stakeholders with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions. * **Consult**: To obtain stakeholder feedback on analysis, alternatives and/or decisions. * **Involve**: To work directly with stakeholders throughout the process to ensure that stakeholder concerns and views are consistently understood and considered. * **Collaborate**: To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.   This approach is based on the International Association for Public Participation spectrum. |  |
| 15 mins | Decide stakeholder’s category **ICIC categories**  Write the categories on the whiteboard or flipchart.  **Activity**  **Instructions**   * Allow 15 mins for this activity * Ask participants to use the **second** set of stakeholder sticky notes * Stick the different stakeholders in the required category * If there are disagreements, negotiate the category and only place one on the list.   **Tip:**  Take a photo of the finalised categories. |  |
|  | Transition  We have mapped the impact and influence of the stakeholders, we will now identify the relationships between them. |  |

# Identify the Relationships Between the Stakeholders

Duration: approximately **15 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Categorise stakeholders’ into inform, consult, involve or collaborate |  |
| 3 mins | Introduction Now we will identify the relationships between the stakeholders.  The benefit of doing this is to make communication more efficient and to the engage different groups together.  **Discussion**   * What sorts of relationships do you have with your stakeholders and what do/might they have with each other?   *Responses may include:*   * CoP * Committees * Clients | OR |
| 8 mins | Identify and document relationships **Activity**  **Instructions**   * Allow approximately 8 mins for this activity * **Draw** the relevant segmentation chart on the whiteboard or flipchart paper. OR Print a paper copy to allow the participants to draw the relationships directly onto the chart. * In groups or individually invite participants to draw known relationships on the charts.   **Tip:**  Take a photo of the charts documenting the relationships. | OR |
| 4 mins | Stakeholder List template **Distribute** Stakeholder List template.  **Discussion**  **Discuss** how it could be used and modified to suit the participants and the risk. |  |
|  | Transition  We have identified the relationships between the different stakeholders, we will now move onto how to engage them. |  |

# Engage the Stakeholders

Duration: approximately **20 minutes**

| Timing | Speaker notes and instructions | Resources |
| --- | --- | --- |
|  | Introduce topic:   * Sections of an engagement plan * Create an engagement plan |  |
| 5 mins | Introduction There are different ways to create a Stakeholder Engagement Plan. Sections may include:   * Stakeholder name/group * Plan to engage * Category of engagement (eg. Inform, consult etc.) * Relationship (see previous activity) * Status of engagement eg. Aware, To be engaged, Unknown * Attitude eg. Positive, Interested/Neutral, Unhappy, Unknown * Who is responsible for engaging the stakeholder   **Discussion**  What other categories might be used? |  |
| 15 mins | **Activity**  **Instructions**   * Allow 15 mins for this activity * Work in pairs to define the most beneficial sections in your engagement plan. * Now regroup and ask a volunteer to commence the plan on the flipchart or whiteboard * Read over you plan and ensure there is nothing you have missed – cross check with your segmentation and prioritisation work (if relevant   **Tip:**  Take a photo of the completed plan to be typed up. |  |
|  | **Transition**  We have covered the identification, segmentation, prioritisation and engagement plan for our stakeholders, I will now conclude the session. |  |

# Conclusion

Duration: approximately **5 minutes**

| Timing | Speaker notes and instructions | | Resources | |
| --- | --- | --- | --- | --- |
| 5 mins | | Recap and next steps **Discussion**   * Briefly ask participants to reiterate key points * How do you plan to apply your key learnings or ideas to your organisation? | |  |