



Compass Tool Path:

Tool / Collaboration Ecosystem / Understand System Patterns

# Stakeholder Mapping

**What will you  
learn?**

A step-by-step approach on how to conduct a stakeholder mapping

**What will it help  
you with?**

To understand who is most relevant for becoming part of a collaboration ecosystem.

**When is this  
factsheet particularly  
relevant?**

Throughout all phases of the **Dialogic Change Model (DCM)**, but especially crucial at the outset of any envisaged change initiative in Phase 1



For an in-depth understanding of making collaboration work, please view our open access publication

Kuenkel, P., Kuehn, E., Stucker, D., Williamson, D.F. (2020)

**Leading Transformative  
Change Collectively**  
A Practitioner Guide to  
Realizing the SDGs



# Stakeholder mapping



In the first phase of stakeholder engagement, it can be extremely helpful to get a better understanding of the situation by creating a map of the collaborative system of relevant stakeholders in relation to you (or the core group) as the initiator and driver of collaborative change. This is best done together with the core group in Phase 1 of the DCM.

The purpose of **mapping the stakeholder system** is to:

- understand the system of stakeholders better
- understand who is most relevant for becoming part of a collaboration ecosystem
- understand better where dialogue and collaboration is already happening
- diagnose existing behavior or relationship patterns
- build a better basis for designing an engagement strategy
- identifying your (the core group's) role in the system and your potential to facilitate towards collaboration

While a **stakeholder landscape analysis** (see **factsheet 12**) shows the level of interest in and influence on the goal of collaborative change, the **stakeholder mapping** focuses on the **relationship** between the stakeholders. It is important to create a realistic picture of the current situation. After understanding the relationships, it may be helpful to discuss how initiators could improve the relationships to further progress. The conclusions should be combined with those from the stakeholder landscape analysis.

These are the steps to take:

## Step #1:

**Clarify your role and identify key stakeholders**

## Step #2:

**Create a map of key stakeholders in the system and how they are related to each other**

## Step #3:

**List external influences on the stakeholder system**

## Step #4:

**Evaluate the stakeholder mapping**

## Step #1: Clarify your role and identify key stakeholders

Determine who is the initiator of a multi-stakeholder collaboration: this could be one actor among other key stakeholders, the core group, or an external actor supporting dialogue and collaboration in a system of stakeholders. Place the initiating actors in the center of the map.

Create a list of key stakeholders. If you are using cards, write each of them on one card.

## Step #2: Create a map of key stakeholders in the system and how they are related to each other

Think about the working relationship between the initiating actor in the center of the map and the key stakeholders. Draw or place the stakeholder actors one by one, assessing the working relationship with the initiating actors by showing the closeness and distance, for example using thin or thick arrows, by showing one-way or mutual relationships, or by writing remarks about the relationships between the initiating actor(s) and the other stakeholders.

Also identify powerful stakeholders that could make the initiative succeed or fail and mark them with a color of your choice or a comment.

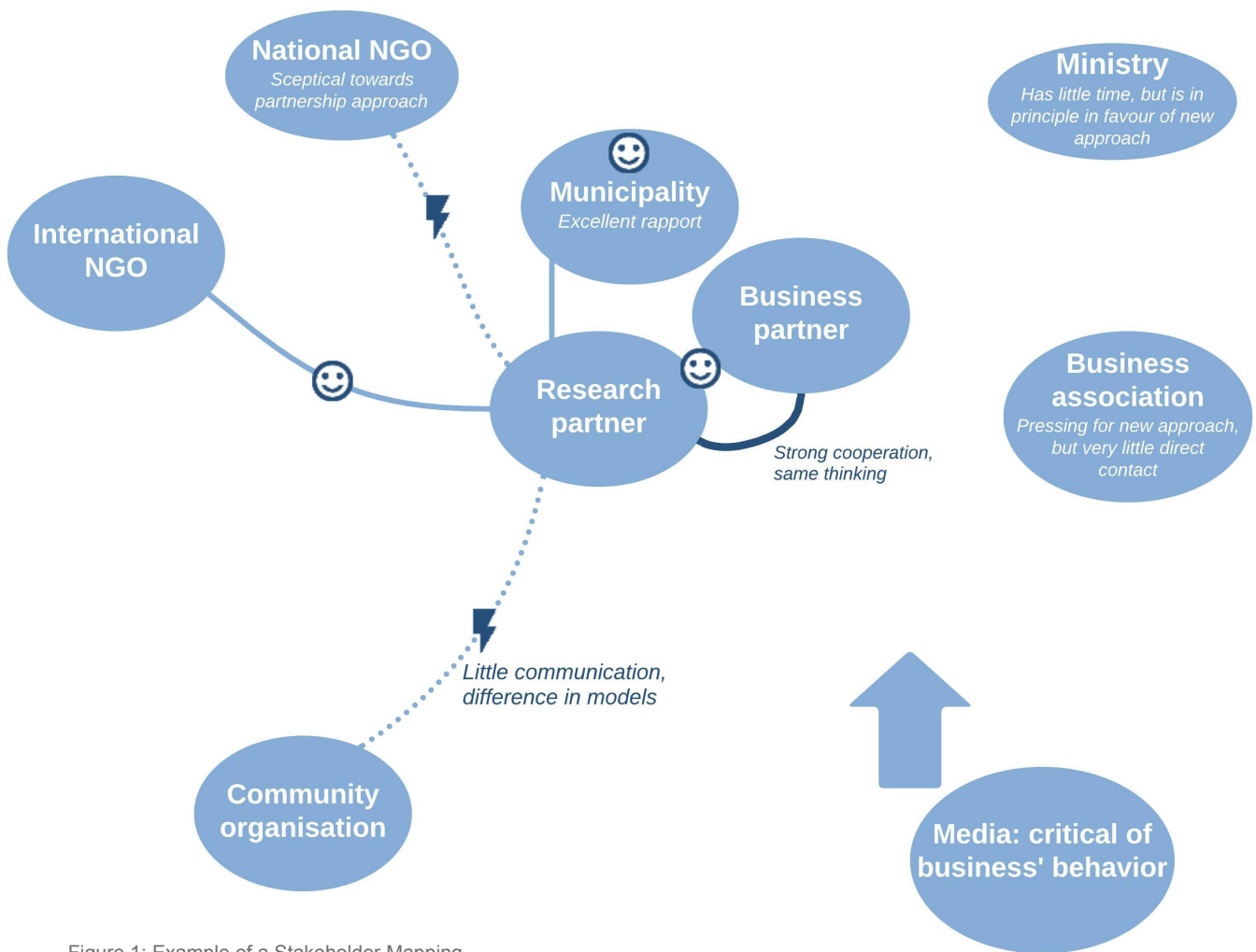


Figure 1: Example of a Stakeholder Mapping

## Step #3: List external influences on the stakeholder system

Think about what other aspects or outside influences could have an effect on the collaboration initiative: write them on cards and place them at the side of the map. Evaluate the importance of such external influences.



## Step #4: Evaluate the stakeholder mapping

When you have mapped the system, have a look at it from a distance and discuss your results and interpretations.

Draw conclusions about whether, and how, you want to engage the different stakeholders.

Some guiding questions here are:

- How does the stakeholder system work?
- Is dialogue and collaboration well established, or how is it malfunctioning?
- Which conflicts exist and who could contribute to solving them?
- What do you need to do to build outcome-oriented dialogue and collaboration?
- Where is the energy for the purpose of the Stakeholder Dialogue in the system?
- How could you expand this energy by engaging all relevant or important actors?

Summarize your responses or conclusions as an input for your further context analysis in Phase 1 and for a preliminary process architecture to engage stakeholders for the collaboration initiative.



↑  
**Office Europe**  
Kurfürstenstrasse 1  
14467 Potsdam  
Germany  
Phone: +49 331 5816 5960  
germany@collectiveleadership.com

↑  
**Office South Africa**  
11 Abelia Street, Mont Claire  
7785 Cape Town  
South Africa  
Phone: +27 83 772 0958  
southafrica@collectiveleadership.com