

Combating Stakeholder Fatigue: The latest tactics for standing out & getting noticed online.

Speaker(s): Jordan Dossett, Antharia
Neal Bastek, Free Press



Key Stakeholders

What is a Stakeholder?

A stakeholder can be a person, a group of people, an organization, a company, or all of the above. The important part that makes them stand out is that they have an interest in your organization's mission, cause, or program. On the Web, this includes your visitors, members, volunteers, donors, etc.

Key & Primary Stakeholders

Key and Primary Stakeholders refer to the same thing. They are the person or group of people that have an immediate interest and investment in what your organization is doing.

Key Stakeholders

Secondary Stakeholders

Secondary stakeholders are the intermediaries in the process. They may include your Board, Executive Director, Marketing Director, etc. Often, secondary stakeholders fall into one of two distinct categories: 1) they think they are the only ones that matters, in contrast to visitors, donors and members, or 2) they do not think of themselves as stakeholders, because they feel they own the process. Knowing how much weight to give Primary vs. Secondary stakeholders will depend on the objectives of your project at hand.

A rule of thumb for ensuring that the right stakeholders are included in your project is to ask: **“Whose support or lack of support will significantly influence the project as a whole?”**



Key Stakeholders

How do I find my organization's Key Stakeholders?

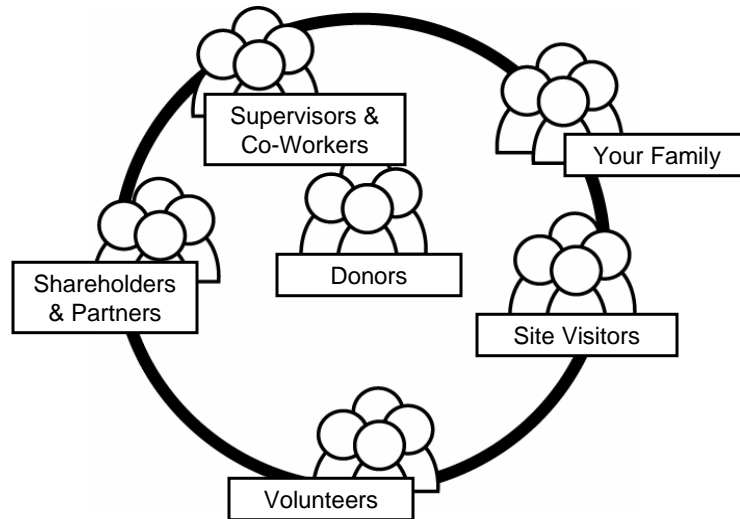
We suggest that you start by performing a **stakeholder analysis**. This can, of course, involve a consultant, but is also something that you can do yourself.

What does a Stakeholder Analysis Do?

- 1) identifies and defines the characteristics of key stakeholders (demographics, technographics, psycho-demographics, geo-demographics, etc.)
- 2) draws out the interests of stakeholders
- 3) identifies conflicts of interests between stakeholders
- 4) helps identify relations between stakeholders that may enable “coalitions”
- 5) assesses the capacity of different stakeholders and stakeholder groups to participate
- 6) helps assess the appropriate type of participation by different stakeholders



Key Stakeholders



Stakeholder Analysis Goodies

There are some good online examples of stakeholder analysis.
We have gathered a couple quick links for you.

How to do a Stakeholder Analysis?

<http://www.euforic.org/gb/stake1.htm>

Overview of Stakeholder Analysis

<http://www.scu.edu.au/schools/gcm/ar/arp/stake.html>

Also included in your packet is a template called:

Stakeholder Identification and Analysis – Groups/Roles/Sponsors

Template: Stakeholder Identification and Analysis – Groups/Roles/Sponsors

- This document is used to 1) Identify all the Stakeholders and Shareholders in the Process, Procedures, Program, System, or Initiative, and then 2) To perform Analysis of the level of impact to each group, their level of support for the changes, and the recommended strategy to involve each group.
- Some examples to consider are entered below. This list is illustrative only, intended to demonstrate that consideration must be given to the impact of the 'change' on all organizations – above, adjacent, below, and within – the functional area.

STEP 1: Identify the Stakeholders

Stakeholder Groups	Roles	Sponsors / Influenced by
External Stakeholders (Outside the Organization)	Short Description of Roles and / or Responsibilities	List by Name the Organizations and/or Leadership who have the power (policy or budgetary) to influence this group.
Senior Executive Leadership		
Adjacent Organizations		
DoD or Federal Agencies		
Other Services		
Other Domains		
Supporting Organizations		
Organizations that interface with the changing process/system		
Supported Organizations		
Mission Area Leads		

Template: Stakeholder Identification and Analysis – Groups/Roles/Sponsors

Executive Sponsors	
Governance Boards	
Steering Committees / Boards	
Investment Review Boards	
Configuration Control Boards	
Related Organizations	
Same Line of Business	
Subordinate Organizations	
Departments / Divisions	
End Users	

Template: Stakeholder Identification and Analysis – Groups/Roles/Sponsors

Step 2: Perform the Stakeholder Analysis

Stakeholder		Number	Degree of Change Support/Support Needed	Current Level of	
Name of Stakeholder Group	#	Low / Medium / High Low / High	Low / Medium / High Low / High	Current / Needed (ex:	
Stakeholder Characteristics/Description <ul style="list-style-type: none"> Responsible for (Short Description of Role and anticipated involvement with the change) 					
Impact of change (Gains/loses) <ul style="list-style-type: none"> Gains: Losses: 		Current Knowledge Level Low / Medium / High	Sponsors Who can influence this group?	Areas of Resistance What areas of Resistance are anticipated? (examples)	Involvement Strategy <ul style="list-style-type: none"> Visible Sponsorship: <ul style="list-style-type: none"> Vision Statements Policy Guidance Statements of Support (Memoranda / Quotes) Legislative Support SPB Support Recognition / Rewards Leadership Selection Change Mgt Strategy <ul style="list-style-type: none"> Build CM Plan Communications F2F Briefings Progress Reports

Template: Stakeholder Identification and Analysis – Groups/Roles/Sponsors

Sample

Stakeholder		Number	Degree of Change Support/Support Needed	Current Level of
Adjacent Organizations		#	High	Low / High
Stakeholder Characteristics/Description <ul style="list-style-type: none"> Responsible for: 				
Impact of change (Gains/loses)	Current Knowledge Level	Sponsors	Areas of Resistance	Involvement Strategy
<ul style="list-style-type: none"> Gains: <ul style="list-style-type: none"> Achievement of President's Management Agenda Improved Enterprise Integration Increased use of Commercial Best Practices Increased use of COTS solutions Increased Interoperability between all DOD and Federal Agencies Increased Operational Capacity and capabilities Fewer systems, greater connectivity Simplified and streamlined performance of support functions Improved visibility into functional domains Losses: <ul style="list-style-type: none"> Perceived loss of autonomy Potential loss of BA Potential loss of staff / resources 	Low	Joint Staff DON DAF OMB OPM DISA GAO, etc	<ul style="list-style-type: none"> Autonomy Budget Staff 	<ul style="list-style-type: none"> Visible Sponsorship: <ul style="list-style-type: none"> Vision Statements Policy Guidance Statements of Support (Memoranda / Quotes) Legislative Support SPB Support Recognition / Rewards Leadership Selection Change Mgt Strategy <ul style="list-style-type: none"> Build CM Plan Communications F2F Briefings Progress Reports Newsletter Emails

Template: Stakeholder Identification and Analysis – Groups/Roles/Sponsors

Blank Template

Stakeholder	Number	Degree of Change Support/Support Needed	Current Level of
<p style="text-align: center;">Stakeholder Characteristics/Description</p> <ul style="list-style-type: none"> • Responsible for 			
Impact of change (Gains/loses)	Current Knowledge Level	Sponsors	Areas of Resistance
<ul style="list-style-type: none"> • Gains: • Losses: 			<ul style="list-style-type: none"> • ▪

Fatigue

Zzzzzzz. Are your stakeholders fatigued?

People often associate fatigue with being tired, sleepy or passive. It is actually much worse! It means “great strain or stress”. This is what your stakeholders may be feeling. For the purpose of this session, we are going to assume that your stakeholders are feeling great strain or stress.

Identifying Fatigue

Identifying stakeholder fatigue can be pretty straight forward or extremely complicated. The first step is to segment your stakeholders into two categories: Internal and External. On the next few slides, we will take a look at some signs of internal and external stakeholder fatigue.



Signs of Fatigue: Internal

The following are some examples of the physical and emotional responses to internal stakeholder fatigue. Remember, an internal stakeholder can be your co-workers, employees, marketing director, etc.

- Tiredness or Sleepiness
- Irritability
- Depression
- Giddiness
- Loss of appetite, digestive problems
- An increased susceptibility to illness (calling in sick)



Signs of Fatigue: External

The following are some examples of the physical and emotional responses to external stakeholder fatigue. Remember, an external stakeholder is anyone invested in your project's outcomes and goals.



- Decrease in donations (both online and physical)
- Lack of attendance at conferences, classes or events
- Decrease in Website hits + click throughs
- Decline in electronic or traditional circulation (Newsletters)

The Value of Relationships

It is all about psychology!

Well, Tom Cruise just jumped up and down and left the room. If you don't want to believe that this is all about psychology, then believe that it is all about **relationship-ology**.



The value of relationships is difficult to quantify, but it is a key source for competitive advantage, increased revenue, donor retention, and more. Understanding, predicting and influencing what other people think is essential for your organization to succeed.

Relationships are the CORE of combating stakeholder fatigue.

Combating Stakeholder Fatigue

To help combat stakeholder fatigue, we have gathered the 10 rules of stakeholder management.



10 Rules of Stakeholder Management

1. Continuously review what 'success' is
2. Have a detailed, proactive plan (for both the project/stakeholder involvement)
3. Profile and quantify your stakeholders (stakeholder analysis)
4. Consult early and overtly, and listen
5. Expect some frustration; it takes time
6. Exploit your network and available allies
7. Remember what you say is not the same as what they hear
8. Communicate, communicate, communicate
9. Don't try to please everyone all the time
10. Don't lose your sense of humor, they're only humans

Ideas: Combating Fatigue

Stop ***ASKING*** for money

Instead of asking for money, how about time? Asking people to get personally involved can make the biggest difference in relationships vs. dollars.

Build Relationships, not just a Donor Base

If you can connect someone to your mission you have a friend for life. Donation dollars are nice but having people standing by your mission for years to come will pay more handsomely.

Communicate with Feeling

Add a little emotion to your marketing. Adding emotion will help build relationships and increase awareness for your mission and brand.

Think Beyond T-Shirts, Mugs & Key Chains

Life is not about t-shirts, mailing labels, and key chains. Think outside the box... how about a business attire drive, volunteer day, or good old fashion potluck.



Be Aggressive, Be, Be, Aggressive

Become a cheerleader for your Mission

Well, this cheer might not actually be the best advice, but one of the best ways to combat and change stakeholder fatigue is to become a cheerleader and friendraiser for your organization.

On the next slide, we have gathered some examples of what your organization can do to get noticed and strengthen your relationships.



Building Relationships

To help you get noticed on and offline, we have gathered some tips and tricks on how you can improve your relationships and bottom line.

Personal Advocacy

Personal advocacy is nothing more than connecting one on one to ANYONE that will listen. With a higher ROI (return on investment) the results will soar.

Host a Movie Night, Potluck, Coffee Night, Party or Tour

Don't ask for money, invite people to come and spend some time with you. Have your ED give a brief overview of your org and mission and then move on. Let the people mingle and get to know you. Once you show them what your mission is all about you will have a fan and true supporter.

Thank you, thank you, no, no really THANK YOU

Nothing beats a personal handwritten thank you note. This personal connection can really drive your mission home and get you the most response.



Some Extra Goodies

Some online resources to feed your mind:

Donor Fatigue: Concerns Charities:

<http://www.msnbc.msn.com/id/6799735/>

Donations Slowing As Disasters Mount Worldwide:

<http://www.washingtonpost.com/wp-dyn/content/article/2005/10/15/AR2005101501316.html>

Effectively engaging with stakeholders

http://www.strategy.gov.uk/downloads/survivalguide/skills/ms_effectively.htm

Stakeholder Analysis & Stakeholder Management - Winning support for your projects

http://www.mindtools.com/pages/article/newPPM_07.htm



How to contact Us

Jordan Dossett

jordan@antharia.com | www.antharia.com

Neal Bastek

nealbastek@comcast.net | www.freepress.net

