1. Stakeholder Mapping: The LEO Power-Change Matrix

This is a simple stakeholder mapping technique. It aims to help you identify and categorise stakeholders according to the degree to which the success of your project needs their buy-in, and to what degree its delivery requires them to change from business as normal.
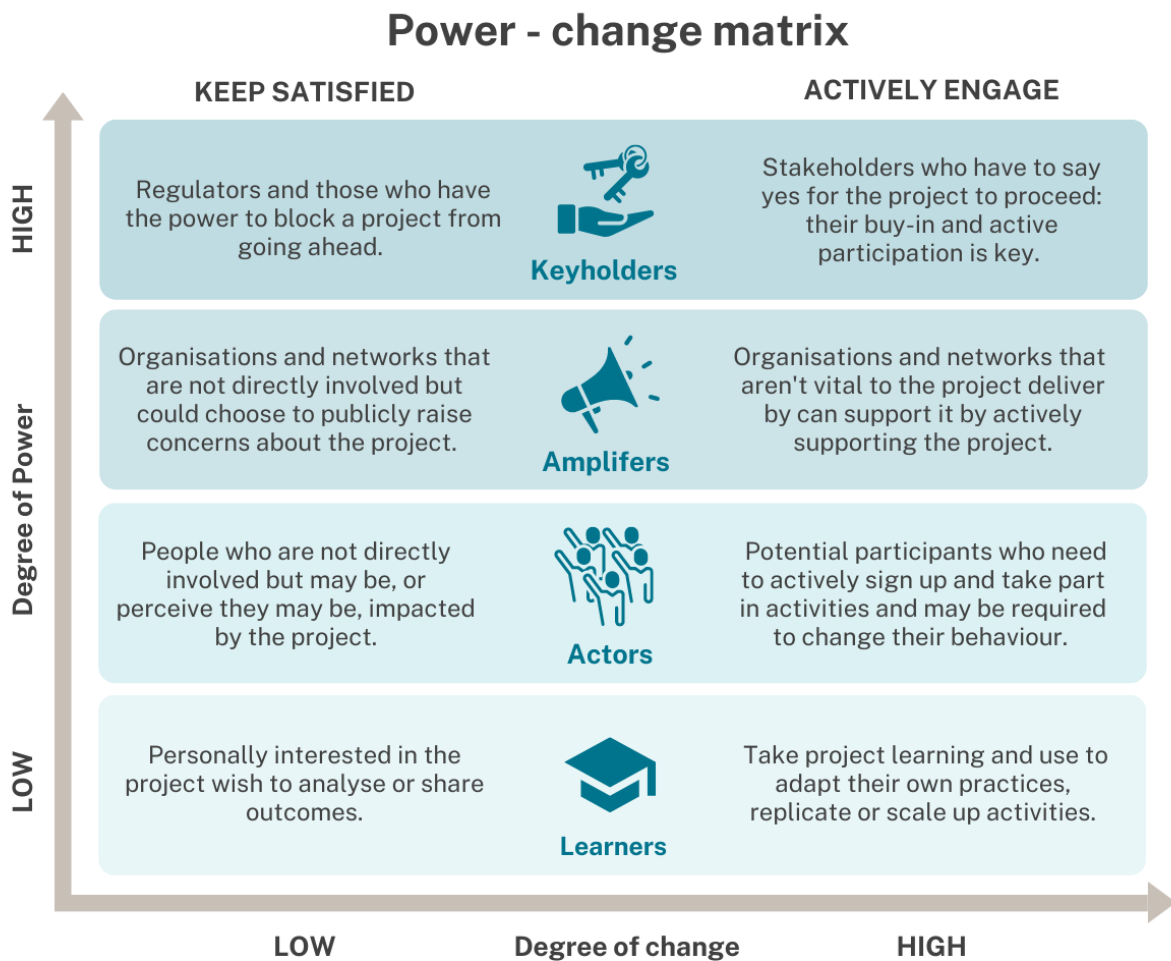
The template is available to view in mural here and at the end of this section.

Useful for

- Identifying the relationship between different stakeholders and your project.
- Identifying which stakeholders must be on board for a project to be successfully delivered.
- Identifying the purpose of engagement with different stakeholders.

How it works

Stakeholders are plotted on the matrix based on two different criteria.

Power - change matrix

KEEP SATISFIED   **ACTIVELY ENGAGE**

HIGH
Regulators and those who have the power to block a project from going ahead.

Stakeholders who have to say yes for the project to proceed: their buy-in and active participation is key.

Keyholders

Organisations and networks that are not directly involved but could choose to publicly raise concerns about the project.

Organisations and networks that aren't vital to the project deliver by can support it by actively supporting the project.

Amplifers

Degree of Power

People who are not directly involved but may be, or perceive they may be, impacted by the project.

Potential participants who need to actively sign up and take part in activities and may be required to change their behaviour.

Actors

LOW
Personally interested in the project wish to analyse or share outcomes.

Take project learning and use to adapt their own practices, replicate or scale up activities.

Learners

LOW   **Degree of change**   **HIGH**

The 'power' axis distinguishes stakeholders according to one of four different roles a stakeholder may play in relation to the project:

- **Keyholders:** powerful stakeholders with financial, operational, technical, or regulatory power to make decisions that can prevent or allow an activity from taking place. All keyholders need to say yes for an activity to take place. Keyholders requiring the greatest degree of change from business-as-usual are those requiring the greatest level of engagement.

- **Amplifiers:** people and organisations who have influence over others and can use this to amplify or dampen any positive project outcomes. These influential groups or individuals can help or hinder your project. Their buy-in isn't crucial but can impact on the success or otherwise of activity.

- **Actors:** parties who may participate directly or indirectly in your project but whose individual involvement, in isolation, isn't critical to the success of the project. Actors become more powerful when you need a high proportion of potential actors to participate in your project. If you only have one potential participant, they become a keyholder.

- **Learners:** third parties who have no direct involvement in the delivery of the project but are interested in its outcomes and may help replicate, or scale up, future projects. Learners have little influence on the direct delivery of an activity but may have a significant influence on its long-term impact in terms of supporting dissemination, replication, or scaling.

Whereas most stakeholders would fulfil just one of these roles, on some occasions stakeholders could have multiple potential roles in relation to the project – for example being both a keyholder and amplifier.

The 'degree of change' axis then considers the amount by which a stakeholder must deviate from their business-as-usual for the activity to take place. For example, if you need permission from an organisation to carry out your project, but there is a recognised route for securing that permission, and your project meets the criteria for approval, the degree of change is low. If your project requires the keyholder to agree to activity that doesn't meet their current criteria, or to act in a very different way to their business as normal approach, the degree is high.

What next?
Having identified where different stakeholders fit within the matrix, you can then develop the appropriate engagement and communications plan for each different stakeholder, focusing most effort on keyholder stakeholders, who hold the keys to unlocking your project.

The closer a stakeholder is positioned to the top right of the matrix, the more you need to actively engage with them to get them on board with your project.

Ask yourself:
- What do you want each stakeholder to Know, Feel and Do?
- What might motivate them to do what you want?
- What is the right communication channel or approach with which to reach them?

- Who would be the most appropriate messenger?

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