

## Meyer's Management Models

# 53. Stakeholder Stance Map

How can I map where various stakeholders stand on an issue?

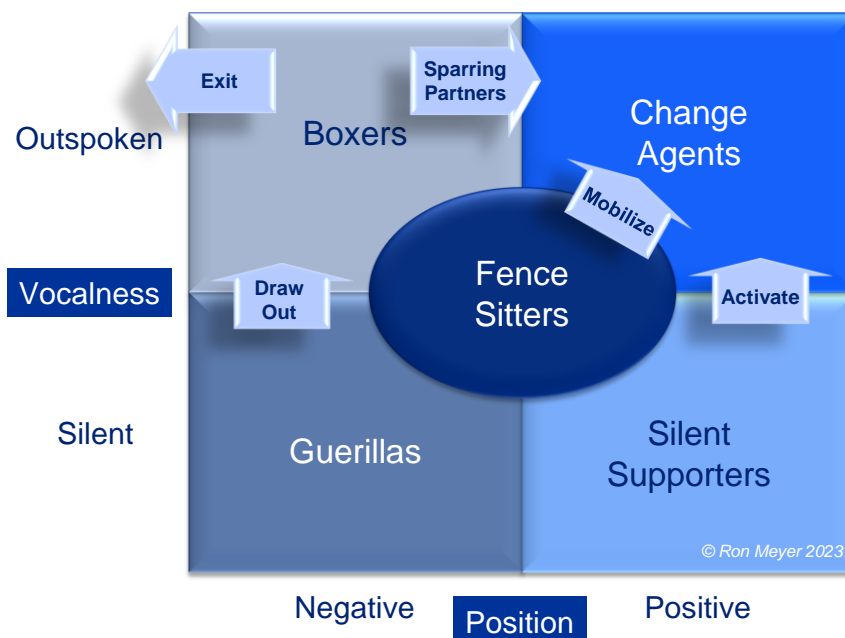
### Key Definitions

*Stakeholders* are the people or groups of people who believe they have a stake in an issue. As they feel that on this specific topic their interests are at play, they generally will have an opinion about how it should be dealt with, and they will frequently act accordingly.

An effective *stakeholder analysis* starts with identifying which parties view themselves as stakeholders with regard to an issue and then maps where each stakeholder stands. A typical follow up step is to delve deeper into the reasons why stakeholders take a particular stance, which strategy they are pursuing and what power they have to influence the issue.

### Conceptual Model

The *Stakeholder Stance Map* gives an overview of where people stand on an issue, compared to where you stand. It not only shows what people's *position* is on the topic – from very negative to very positive, along the x-axis – but also how *vocal* they are about their position, from entirely silent to highly outspoken, along the y-axis. The model emphasizes that not speaking out is also an important stance. Once this stance mapping is completed, an analysis of each stakeholder's motivations, strategies and power can be built upon it. Please note that I am not the originator of this model but have only adapted it. However, I have never been able to track down who did create it – if anyone knows, I would be grateful to give appropriate credits.



### Key Elements

The five general categories of stakeholders are the following:

1. **Change Agents.** If stakeholders have a positive view of a development or proposed solution and are willing to publicly ventilate their support, they are change agents – they

have the potential to assist or even drive change in the direction favored by the person drawing up the Stakeholder Stance Map. Having allies to share the work of realizing change is valuable, but having them as vocal champions is even more important, to signal to the broader population that it is better to jump on the unstoppable bandwagon.

2. **Silent Supporters.** Stakeholders with a positive inclination, but who remain (largely) quiet, are called silent supporters. While it is good that they are in favor, their lack of active advocacy makes them useless in countering opponents and convincing doubters. Whether they are silent because they feel unsafe or powerless, or because they are naïve or disengaged, it is in the interest of the person drawing up the Stakeholder Stance Map to activate them and get them to speak out about their support.
3. **Boxers.** Stakeholders who candidly voice their opposition to a development or solution are called boxers, to convey their willingness to throw verbal punches. The advantage of frank opponents is that their contrary opinions are out in the open, allowing them to be treated as sparring partners instead of enemies – they can actually help to challenge ideas and spot weaknesses, if they can be seduced into a constructive exchange. If they insist on landing hard blows, however, it can be better to try to avoid them or exit them if possible.
4. **Guerillas.** Stakeholders with a negative opinion who remain silent are called guerillas, to express their inclination towards undercover resistance. Sometimes they speak to no one about their opposition, but more often they are publicly silent, but disparaging behind closed doors. Such criticism at the coffee machine can undermine support or even lead to active sabotage. Therefore, it is important to draw out the guerillas and get them to voice their views, so they can be treated as sparring partners or exited.
5. **Fence Sitters.** Not having a clear stance is also a stance – people in this category are called fence sitters, as they are neither on one side or the other and are waiting to see how things turn out. Some truly don't have an outspoken opinion, while others prefer to sit on the fence for opportunistic reasons, waiting to join the winning side once it becomes clear who that is. As the fence sitters tend to be pragmatic waiters, they can be mobilized to join the change agents if they can be convinced it is time to jump on the bandwagon.

## Key Insights

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- **Stakeholders can have different positions.** Any stakeholder analysis starts with comparing people's position on an issue compared to yours. Their stance about your ideas or proposed solution can range from very negative (opposition), through neutral to very positive (supportive). In other words, positions are relative to you.
- **Stakeholders can have different vocalness.** Stakeholders can also vary in how firmly they take a public stance on your ideas/proposals, ranging from being highly outspoken (vocal) through neutral to entirely silent (quiet). Vocalness is not relative but absolute.
- **Stakeholders can be mapped into 5 categories.** Outspoken supporters are *change agents*, but you can also have *silent supporters*. Your outspoken opponents are *boxers*, while the silent ones are *guerillas*. Besides these four categories with a tangible stance, the *fence sitters* will postpone judgement and see how things develop.
- **Stakeholders can shift between categories.** The Stakeholder Stance Map is a snapshot of the current situation and needs to be constantly updated to reflect changing positions and outspokenness as developments unfold.
- **Stakeholders can have different motivations, power, and strategies.** Once their stance has been determined, it can give extra insight to understand stakeholders' drivers (see model 46, *Ambition Radar Screen*), power (see model 39, *Tree of Power*) and strategies.

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## **Meyer's Management Models**

### ***Insightful Tools to Kickstart Your Thinking***

#### **Publication Schedule**

<b><i>July 2019</i></b>	<b><i>Mind the Gap Model</i></b>	<b><i>Change Management</i></b>
<b><i>August 2019</i></b>	<b><i>Digital Platform Map</i></b>	<b><i>Digital Strategy</i></b>
<b><i>September 2019</i></b>	<b><i>Interaction Pressure Gauge</i></b>	<b><i>Interpersonal Interaction</i></b>
<b><i>October 2019</i></b>	<b><i>Revenue Model Framework</i></b>	<b><i>Revenue Model Typology</i></b>
<b><i>November 2019</i></b>	<b><i>House of Engagement</i></b>	<b><i>Organizational Engagement</i></b>
<b><i>December 2019</i></b>	<b><i>Confidence Quotient</i></b>	<b><i>Trust Building</i></b>
<b><i>January 2020</i></b>	<b><i>Competition Tornado</i></b>	<b><i>Competitive Strategy</i></b>
<b><i>February 2020</i></b>	<b><i>11C Synergy Model</i></b>	<b><i>Corporate Synergy Management</i></b>
<b><i>March 2020</i></b>	<b><i>Leadership Fairness Model</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>April 2020</i></b>	<b><i>Strategic Agility Model</i></b>	<b><i>Strategy Process Approach</i></b>
<b><i>May 2020</i></b>	<b><i>Control Panel</i></b>	<b><i>Corporate Control Dimensions</i></b>
<b><i>June 2020</i></b>	<b><i>Rising Star Framework</i></b>	<b><i>Talent Management</i></b>
<b><i>July 2020</i></b>	<b><i>Strategy Development Cycle</i></b>	<b><i>Strategy Process Steps</i></b>
<b><i>August 2020</i></b>	<b><i>7I Corporate Center Model</i></b>	<b><i>Corporate Organization</i></b>
<b><i>September 2020</i></b>	<b><i>Storytelling Scripts</i></b>	<b><i>Leadership Communication</i></b>
<b><i>October 2020</i></b>	<b><i>Strategic Bets Framework</i></b>	<b><i>Strategic Decision-Making</i></b>
<b><i>November 2020</i></b>	<b><i>Rebound Model of Resilience</i></b>	<b><i>Organizational Resilience</i></b>
<b><i>December 2020</i></b>	<b><i>4C Leadership Capabilities</i></b>	<b><i>Leadership Competences</i></b>
<b><i>January 2021</i></b>	<b><i>Digital Product Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>February 2021</i></b>	<b><i>Digital Distribution Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>March 2021</i></b>	<b><i>Empowerment Cycle</i></b>	<b><i>Employee Empowerment</i></b>
<b><i>April 2021</i></b>	<b><i>Innovation Box</i></b>	<b><i>Innovation Approaches</i></b>
<b><i>May 2021</i></b>	<b><i>Knowledge Sharing Bridges</i></b>	<b><i>Best Practice Sharing</i></b>
<b><i>June 2021</i></b>	<b><i>Followership Cycle</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>July 2021</i></b>	<b><i>Everest Model of Change</i></b>	<b><i>Change Management</i></b>
<b><i>August 2021</i></b>	<b><i>Fruits &amp; Nuts Matrix</i></b>	<b><i>Priority-Setting</i></b>
<b><i>September 2021</i></b>	<b><i>Powerhouse Framework</i></b>	<b><i>People &amp; Organization Strategy</i></b>
<b><i>October 2021</i></b>	<b><i>Strategy Hourglass</i></b>	<b><i>Strategy-Making Steps</i></b>
<b><i>November 2021</i></b>	<b><i>Disciplined Dialogue Model</i></b>	<b><i>Interpersonal Communication</i></b>
<b><i>December 2021</i></b>	<b><i>Team Building Cycle</i></b>	<b><i>Team Building Process</i></b>
<b><i>January 2022</i></b>	<b><i>Market System Map</i></b>	<b><i>External Analysis Framework</i></b>
<b><i>February 2022</i></b>	<b><i>Strategic Alignment Model</i></b>	<b><i>Business Level Strategy</i></b>
<b><i>March 2022</i></b>	<b><i>Creativity X-Factor</i></b>	<b><i>Creativity Enhancement</i></b>
<b><i>April 2022</i></b>	<b><i>Organizational System Map</i></b>	<b><i>Organizational Analysis</i></b>
<b><i>May 2022</i></b>	<b><i>Corporate Value Creation Model</i></b>	<b><i>Corporate Level Strategy</i></b>

<b>June 2022</b>	<b>Change Manager's Toolbox</b>	<b>Change Methodologies</b>
<b>July 2022</b>	<b>Sustainable You Model</b>	<b>Personal Sustainability</b>
<b>August 2022</b>	<b>Value Proposition Dial</b>	<b>Business Level Strategy</b>
<b>September 2022</b>	<b>The Tree of Power</b>	<b>Organizational Power</b>
<b>October 2022</b>	<b>Psychological Safety Compass</b>	<b>Team Dynamics</b>
<b>November 2022</b>	<b>Strategic Action Modes</b>	<b>Strategy Process</b>
<b>December 2022</b>	<b>Corporate Management Styles</b>	<b>HQ Management</b>
<b>January 2023</b>	<b>Thinking Directions Framework</b>	<b>Reasoning Skills</b>
<b>February 2023</b>	<b>5I Innovation Pipeline</b>	<b>Innovation Process</b>
<b>March 2023</b>	<b>Resistance to Change Typology</b>	<b>Change Management</b>
<b>April 2023</b>	<b>Ambition Radar Screen</b>	<b>Motivation Analysis</b>
<b>May 2023</b>	<b>Corporate Strategy Framework</b>	<b>Corporate Strategy</b>
<b>June 2023</b>	<b>Cultural Fabric Model</b>	<b>Organizational Culture</b>
<b>July 2023</b>	<b>New Pyramid Principle</b>	<b>Presentation Approaches</b>
<b>August 2023</b>	<b>Activity System Dial</b>	<b>Value Creation Analysis</b>
<b>September 2023</b>	<b>Customer-Centricity Circle</b>	<b>Organizational Design</b>
<b>October 2023</b>	<b>Status Snakes &amp; Ladders</b>	<b>Leadership Branding</b>
<b>November 2023</b>	<b>Stakeholder Stance Map</b>	<b>Stakeholder Management</b>
December 2023	Best Practice Sharing Framework	Sharing Methods
January 2024	Duty of Care Feedback Criteria	Feedback Method
February 2024	Dynamic Business Paradigm	Competitive Advantage
March 2024	Dynamic Organization Paradigm	Human-centered Organization
April 2024	Interpersonal Interaction Levels	Communication Approaches
May 2024	Partnership Distance Model	Interorganizational Relations
June 2024	Embedded Identity Model	Personal Awareness
July 2024	New Learning Curve	Personal Learning
August 2024	BOLD Vision Framework	Organizational Vision
September 2024	Meaningful Mission Framework	Organizational Mission
October 2024	Leadership Circle	Leadership Skills
November 2024	Performance Assignment Matrix	Corporate Strategy