



ESTABLISHING CONTEXT: STAKEHOLDER ANALYSIS

Every risk assessment will involve communicating with and engaging different stakeholders. There will be many actors who influence an assessment, and who will need to be informed of the outcome. Managing this is easier with a systematic approach to identifying and categorizing these stakeholders, and thus determining the best way to manage their involvement.

The following exercises are intended to help you determine who your stakeholders are and what their relationship to your organisation is. This will allow you to better communicate with, and involve, teams outside of the security department.

You can perform this analysis at different scope levels, from the entire organization, to focusing on a specific part of a project.

STEP 1: STAKEHOLDER IDENTIFICATION

The first step is to generate a list of all the possible stakeholders to the risk assessment. Consider the people and groups who could influence or be affected by the risk assessment, or who may have an interest in what you are doing.

Start your list by looking at colleagues, customers, vendors or partners of the asset being assessed, and then expand your enquiry to look at external actors such as the press, advocacy groups, etc.

STEP 2: STAKEHOLDER EVALUATION

Now that you have a list of stakeholders, begin evaluating them by assessing each stakeholder on a scale of 1 to 3 (low, medium, high) on these three factors:

1. How much power do they have to influence what you are doing?
2. How much legitimacy do their requirements have? in other words, to what extent is what they want accepted by the organisation?
3. How urgent are the requirements that stakeholder has?

On the next page we've provided a template for you to add your stakeholder list and evaluate them on each factor.

Source: Mitchell, R.K., Agle, B.R., and Wood, D.J., 1997, Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22 (4), pp. 853-886



STAKEHOLDER LIST

[illegible]



STEP 3: STAKEHOLDER CATEGORIZATION

Now that the stakeholders have been identified and evaluated according to involvement, they can be categorized and a determination made as to how they will be managed during the project. Use these scores to assign each stakeholder to a section of the map on the next page.

How to categorize

If they rate 'low' or 1 on each factor, they are considered Non Stakeholders.

If they rate at least 'medium' or 2 on one and only one factor, place them in the green circle relating to that factor.

If they rate at least 'medium' or 2 on two factors, place them in the orange intersection of those two factors.

If they rate at least 'medium' or 2 on all three factors, place them in the red middle of all circles.

Categories

RED - DEFINITIVE STAKEHOLDERS: Involve them in what you are doing, keep them close during the process so that they can support the project.

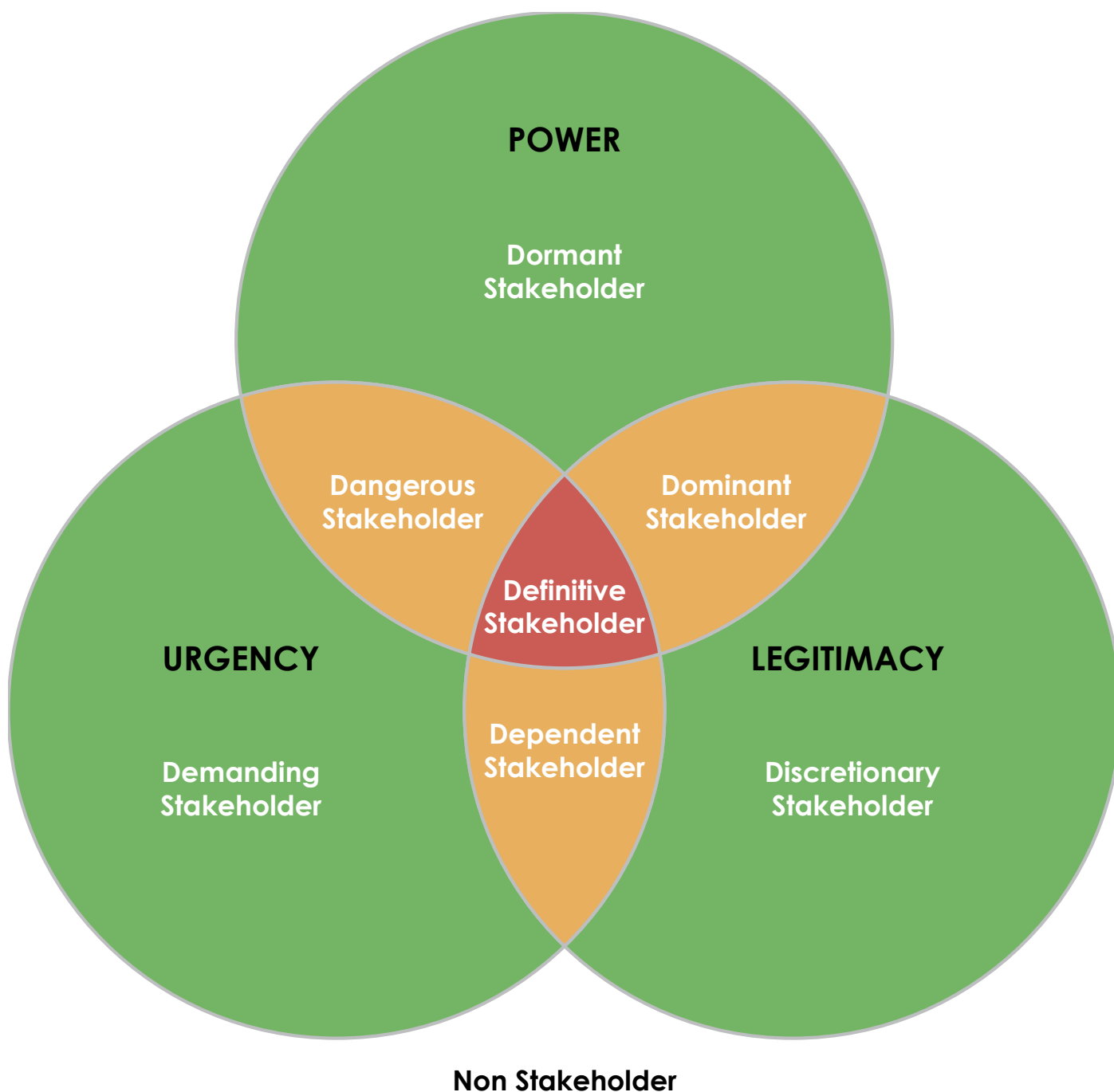
ORANGE - EXPECTANT STAKEHOLDERS: Keep these stakeholders informed to some degree and involve them in what you are doing.

GREEN - LATENT STAKEHOLDERS: Don't spend much time on these as they do not have significant influence on the process and outcomes.

See the next page for the stakeholder map to use in this analysis.



STAKEHOLDER MAP



Source: Mitchell, R.K., Agle, B.R., and Wood, D.J., 1997, Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. The Academy of Management Review, 22 (4), pp. 853-886