STAKEHOLDERS

Initiation

ACI Redesign Methodology

Stakeholders

Stakeholders are people who are impacted or have an interest in your project. It's vital to provide opportunities for stakeholders to get involved from the outset. This creates commitment to change and increases the likelihood of success.

Initiation

The purpose of this phase is to develop a clear understanding of what your project is, what you want to achieve and how you plan to get there.

Key points

1. Identify stakeholders

Identify key groups of people affected by the project's activities or outcomes. They may be people who make decisions, shape opinions, work in an area that will be affected by the change, or contribute resources (such as staff, space, time and money). Seek advice from sponsors and other project team members to make sure you have identified all relevant stakeholders.

2. Analyse the groups

Analyse stakeholder groups by determining their degree of importance to the project's success. What are their needs? What do you need from them for the project to succeed? How significant is the change for them (how could it impact on them)? How committed are they to the change? This will help identify where you may need to target communication and engagement.

3. Influential individuals

Identify key influential stakeholders so you're able to engage effectively one-on-one. Classify them by stakeholder type, e.g. decision-maker, partner or consumer. Who are your clinical leads or likely champions? What are their roles in the organisation? Consider their awareness level of your project and their previous experience with improvement projects. Anticipate their communication needs (type and frequency) and start to plan accordingly.

4. Initial engagement

Engage stakeholders by assigning an appropriate project team member to establish the relationship. Start the relationship building by discussing expectations about the project's objectives, scope and approach. Ask about their expectations, how they'd like to be involved, what interests them about this change and how they'd like to communicate. This can be done individually or in small groups as appropriate.

Considerations and tips

Not everyone will be receptive to change right away. It's important to understand people will have concerns, even if they perceive it to be a positive change. It is important that you know their concerns.

Frame of reference

Everyone will view the change from their own frame of reference. Don't assume you know how they feel about the change. Consider each stakeholder group and ask what it means for them. How are they impacted? What's in it for them? Asking and listening is the best way to discover this.

Listen

Encourage people to express their concerns through surveys, interviews, and two-way communication. Ask for their input repeatedly throughout the course of the project. Ensure that there is a feedback mechanism when you provide information, so they can voice concerns or offer ideas and support.

Do it with them, not to them

Your project is unlikely to succeed unless you bring your stakeholders along the journey. Involve them early and often to promote ownership and engagement with the change. Your stakeholders should feel like the change is a collaborative process.

Stakeholder map

Organise your stakeholder groups and people into a map. This will help to easily visualise the reporting lines and how each group is connected to the change. You can add to this map throughout the project and plot things like sponsors, communication needs and champions.

Stakeholder map
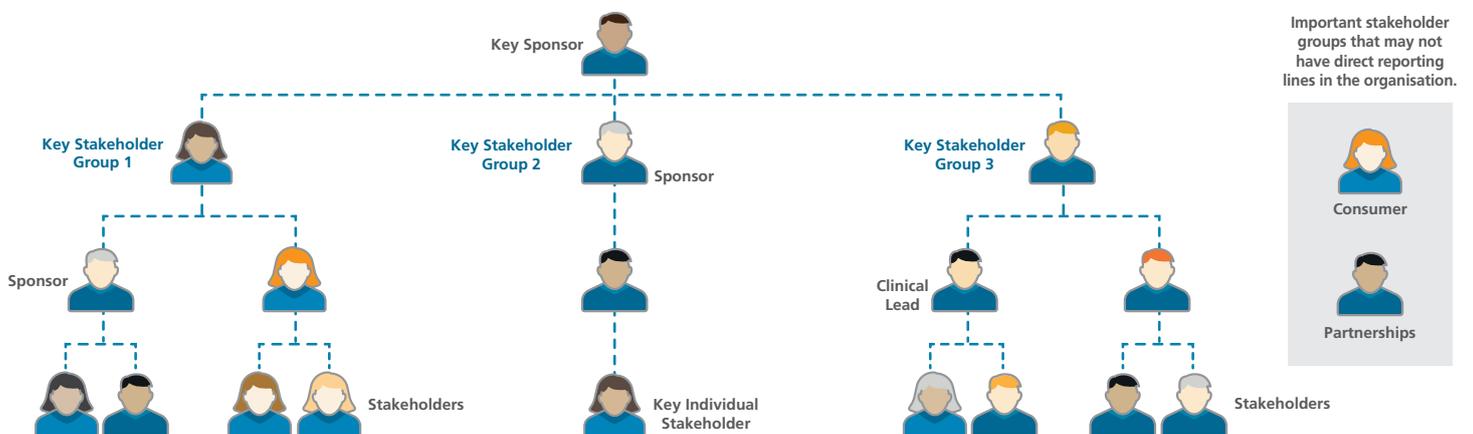
Further information

My Health Learning Log in Form – Redesign Initiation (202464923): Introduction to Project Initiation

Accelerated Implementation Methodology (AIM) (213401914)

Next Steps

Now that you've initiated contact and introduced your project, it's important to maintain stakeholder relationships and confirm all groups are represented. Pay particular attention to the consumers – after all, these are the people you are doing the change for!