

Stakeholder Mapping Worksheet

*For educational use, as part of a UW-Madison ICTR course,
Deeply Engaging Patients Through a Mix and Match of Methods*

Stakeholder Mapping Steps¹:

Stakeholder: any person or entity with a declared or conceivable interest in your project

1. Identify potential stakeholders through brainstorming:

- a. Consider starting with colleagues, stakeholders, and others familiar with your research topic
- b. Actively seek input from an outsider perspective also
- c. Use snowball sampling²- reach out to those identified and ask them to suggest others who should be informed and/or engaged

2. Categorize possible stakeholders:

- a. Who affects or is affected by the topic or outcome?
- b. What is their level of interest and influence?
 - i. Level of interest: The priority and importance they attach to the project's topic
 - ii. Level of influence: Resources and power they can bring to the issue
- c. Whose buy-in is necessary to achieve the desired outcome(s), such as sustained improvements in practice, dissemination and implementation of study findings, policy changes?
 - i. Who can best represent the "Specific Population(s)" as you plan the study and share results? [See [PCORI Methodology Standards RQ-3](#)]
- d. Are all necessary categories represented?

3. Evaluate possible stakeholders to further determine the intensity of their involvement:

- a. Consider: interests, knowledge, expectations, influence, and requirements
- b. Use a Power-Interest Grid (see below)
 - i. Are there unique "sensitivity" issues of various subgroups? How will you ensure that you have sufficiently engaging these subgroups? [See [PCORI Methodology Standards RQ-4](#)]
- c. Proactively plan for conflict: consider various situations through the lifecycle of your research project and how each stakeholder might react to those situations, including possible negative reactions.

4. Finalize potential stakeholder list and their level of involvement

Stakeholder Mapping Worksheet

STEP 1: Brainstorm all possible stakeholders - seek lots of advice and input; Don't limit the list

Possible stakeholders:

STEP 2: Categorize your possible stakeholders

Using the table on the next page, categorize possible stakeholders from Step 1 in three ways: (1) by the various categories of stakeholders identified as likely relevant to comparative effectiveness research - to make sure you did not miss any possible stakeholders, and (2) by who has an effect on (affecting) the research and who is affected by it,³ and (3) by their level of interest and influence - both so you will be able to evaluate how to effectively engage them.

Level of interest: The priority and importance they attach to the project's topic

Level of influence: Resources and power they can bring to the issue



Stakeholder Mapping Worksheet

Category of Stakeholder ⁴	Possible Stakeholders for Project	Affecting	Affected	Level of interest			Level of influence		
				Low	Medium	High	Low	Medium	High
Patients and consumers									
Clinicians									
Healthcare organizations									
Payers and purchasers									
Policymakers and regulators									
Life sciences industry									
Researchers									
Research funders									
Other:									

Stakeholder Mapping Worksheet

STEP 3: Evaluate possible stakeholders to determine the intensity of their involvement

- a. **Consider:** interests, knowledge, expectations, influence, and requirements
- b. Use a Power- Interest Grid⁵

H I G H <i>i n t e n s i t y</i>	Keep Satisfied(2) = Dependent on Stakeholder Specific Needs	Manage Closely (1) = Deep Engagement
L O W	Monitor (4) = Reconsider as Research Progresses	Keep Informed (3) = Send Routine Updates
LOW _____ power _____ HIGH		

- c. **Proactively plan for conflict:** consider various situations through the lifecycle of your research project and how each stakeholder might react to those situations, including possible negative reactions.

Stakeholder Mapping Worksheet

FINAL STEP: Finalize likely stakeholder list, noting how involved each stakeholder should be and other considerations you identified during the process.

Likely Stakeholders	Involvement Level	Other considerations

Your stakeholder mapping is now complete. Return to the *Deeply Engaging Patients Through a Mix and Match of Methods* course to select Methods for engaging your stakeholders.

- Adapted from: Schiller, C., Winters, M., Hanson, H. M., & Ashe, M. C. (2013). A framework for stakeholder identification in concept mapping and health research: a novel process and its application to older adult mobility and the built environment. *BMC public health*, 13(1), 1.; Reed, M. S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., ... & Stringer, L. C. (2009). Who's in and why? A typology of stakeholder analysis methods for natural resource management. *Journal of environmental management*, 90(5), 1933-1949.; Pandi-Perumal, S. R., Akhter, S., Zizi, F., Jean-Louis, G., Ramasubramanian, C., Freeman, R. E., & Narasimhan, M. (2015). Project Stakeholder Management in the Clinical Research Environment: How to Do it Right. *Frontiers in psychiatry*, 6.
- Snowball sampling is a non-probability sampling technique where existing study subjects recruit future subjects from among their acquaintances.
- Reed, M. S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., ... & Stringer, L. C. (2009). Who's in and why? A typology of stakeholder analysis methods for natural resource management. *Journal of environmental management*, 90(5), 1933-1949.
- Adapted from: Deverka, P. A., Lavalley, D. C., Desai, P. J., Esmail, L. C., Ramsey, S. D., Veenstra, D. L., & Tunis, S. R. (2012). Stakeholder participation in comparative effectiveness research: defining a framework for effective engagement. *Journal of Comparative Effectiveness Research*, 1(2), 181-194.
- Pandi-Perumal, S. R., Akhter, S., Zizi, F., Jean-Louis, G., Ramasubramanian, C., Freeman, R. E., & Narasimhan, M. (2015). Project Stakeholder Management in the Clinical Research Environment: How to Do it Right. *Frontiers in psychiatry*, 6.