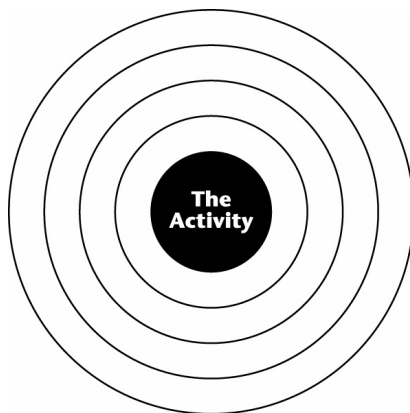




Reading the Stakeholder Circle

The decision to limit the *Stakeholder Circle*® to plot the top 15 stakeholders is based on aesthetics, empirical observation and practical considerations. This does not mean the 15 stakeholders displayed are the only important stakeholders, or that every activity should always manage all 15. The number of important stakeholders is entirely dependent on the nature of the activity being mapped and the attitudes of the surrounding stakeholder community. The *Stakeholder Circle* helps you visualise more the important members of this group 'at this point in time' and to observe changes as stakeholder assessments are updated.

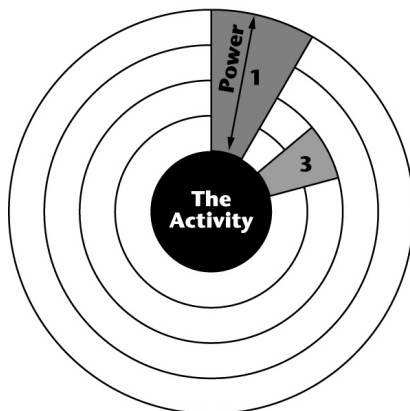
The Basic Elements



The *Stakeholder Circle* represents the work of the activity surrounded by its stakeholder community.

The activity leader or project manager represents the work, and all dimensions of the stakeholder analysis are relative to this person; eg, *downwards* represents the team members working for the leader.

Four concentric circles represent the *proximity* of the stakeholders to the work and their *power*. The closer a stakeholder is to the work, the nearer it will be drawn to the centre of the circle.

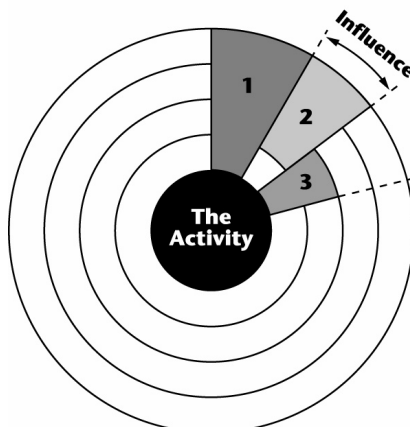


Stakeholders are represented by segments of the circle.

The *power* of the stakeholder is represented by the radial depth of the segment.

Stakeholder 1 has a *power* of 4 and can 'kill' the project; it 'cuts the circle'. This person is a key stakeholder.

Stakeholder 3 has a *power* rating of 2, a significant informal capacity to cause change. This stakeholder is also very close to the work, possibly a team member.



The importance of each stakeholder and their degree of influence is indicated by the relative size of each segment measured on the outer circumference of the circle. The larger the segment, the more influential the stakeholder.

The most important stakeholder (with the highest level of influence) is plotted at position 1, starting at 12:00 o'clock, the second most important is next, through to the 15th most important*.

Finally, colours and shadings indicate the direction of influence of the stakeholder and whether the stakeholder is internal or external to the organisation.

Reading the Stakeholder Circle

Power and Proximity

Power and proximity values interact on the same dimension. Power is the primary rating, the proximity rating positions the segment if the power rating is less than 4. As discussed above, the 'radial depth' of each segment is determined by the power rating, a low power rating of 1 only occupies one of the 4 concentric circles, a high power rating of 4 occupies all 4 concentric circles.

For power ratings less than 4, the proximity rating determines the positioning of the segment within the stakeholder circle as shown in the following tables:

Power Rating of 1 - only 1 of the concentric circles is filled

Proximity = 4	Proximity = 3	Proximity = 2	Proximity = 1
The Activity (Centre of Circle)			

Power Rating of 2 - 2 of the concentric circles are filled

Proximity = 4	Proximity = 3	Proximity = 2	Proximity = 1
The Activity (Centre of Circle)			

Power Rating of 3 - 3 of the concentric circles are filled

Proximity = 4	Proximity = 3	Proximity = 2	Proximity = 1
The Activity (Centre of Circle)			



Reading the Stakeholder Circle

Power Rating of 4 - all 4 of the concentric circles are filled and consequently there is no indication of proximity

Proximity = 4	Proximity = 3	Proximity = 2	Proximity = 1
The Activity (Centre of Circle)			

More stakeholder management resources:

- The Stakeholder Relationship Management website:
<http://www.stakeholdermapping.com/>
- The **Stakeholder Circle** software sales and support website:
<http://www.stakeholder-management.com/>
- The Stakeholder Management blog:
<http://stakeholdermanagement.wordpress.com/>
- Contact details:
 - Email: Support@stakeholder-management.com
 - Tel: +613 9696 8684
 - Fax: +613 9686 1404