

PURPOSE OF THE TOOL

It's possible to view success or failure of training from a variety of perspectives. Stakeholders involved with a particular training programme are likely to have a range of views. When planning and carrying out EoT it is worth considering whether these views are positive, negative or simply indifference. What one stakeholder views as a successful outcome may not be true of others – and what effect will these views have on decision-making? The process of exploring the views of stakeholders can have a significant impact on evaluation. People who have a positive view of EoT are likely to become proactive allies, whereas the views of others may limit what can be achieved through EoT and what methods can be used.

Stakeholder analysis can include the following features, although for some situations you may choose to do only the first three:

1. Identifying who are the stakeholders involved
2. List out the EoT issues that we wish to address.
3. Establishing the views of stakeholders towards EoT initiatives.
4. Mapping the power of a stakeholder to take action against the dynamism or predictability of their willingness to use that power.
5. Mapping the power of a stakeholder to take action against the interest they have to do so.

1. Identifying Stakeholders

The first step is to be clear who are the stakeholders involved in a training programme and any EoT initiative being considered. As well as participants and trainers delivering the programme there are the managers of the participants, those who designed the programme, and then those funding the programme, the managers of the training institutes, the departments employing the staff and the DoPT. Some of these will be easily accessible to the EoT team and others difficult to reach to gain their views or to seek information from for EoT. Stakeholders can be treated as individuals or groups. If there are large numbers of stakeholders it may be preferable to treat some as groups and only identify individuals in the analysis when they have high importance for the particular initiative.

2. EoT Issues

The issues to be addressed through an EoT initiative need to be identified. This may involve use of the EoT Matrix in the development of your EoT initiatives.

3. Stakeholder Views

This analysis records stakeholder views and they may take one of four different stances to your EoT initiatives. Their stance can be:

Supportive – seeing the benefits of EoT and giving whatever help is required.

Neutral – perhaps also indifferent to EoT, neither helping nor hindering your evaluation.

Opposing – possibly seeing EoT as a threat.

Uncertainty – unsure of what to expect or divided opinion about the consequences.

The analysis can be presented in the form of a matrix, as illustrated in Fig 1. Attention here is on the attitudes of stakeholders towards EoT initiatives. Three of the stakeholders shown are ‘internal’, for example, members of staff delivering the programme at a training institute, the trainer faculty and the institute management. The other two ‘external’ stakeholders are say participants and staff at a client organisation.

Using the following key, we can record their views to a list of issues concerning EoT.

Key	+	=	Support
	0	=	Neutral
	-	=	Oppose
	?	=	Uncertainty, showing divided opinion

CHANGES / ISSUES	STAKEHOLDERS				
	Internal			External	
	‘V’	‘W’	‘X’	‘Y’	‘Z’
1. Revise IRQ	+	-	-	+	+
2. Introduce product/process checklists	+	-	0	+	+
3. Re-design objective test items	+	-	-	?	0
4. Introduce learning logs	0	0	-	?	?
5. Involve managers in evaluation	?	+	-	0	+
6. Propose cost/benefit analysis	+	-	0	+	+

4. Mapping Power/Dynamism

This analysis uses another matrix to examine the power individual stakeholders have against the likelihood of them using it. One axis looks at their power, which could be direct – they have seniority or status or control the budget, or indirect, due to their position within their organisation giving access to information or providing influence. The other axis estimates their predictability to use their power.

	PREDICTABILITY	
	Low	High
POWER	D Greatest danger or opportunities	C Powerful but predictable
	B Unpredictable but manageable	A Few Problems

Fig. 2

This may be applied to each stakeholder in turn to provide a profile of those we need to consider carefully and those who can be expected to not present any challenges.

So for stakeholder V we may rate them as B

So for stakeholder V we may rate them as C

So for stakeholder W we may rate them as D

So for stakeholder Y we may rate them as D

So for stakeholder Z we may rate them as A

So for stakeholder X we may rate them as B

The stakeholders who need to be treated most carefully are X & Y and one of them is internal and the other external.

5. Mapping Power/Interest

This is a development of the power/dynamism matrix and attempts to clarify a stakeholder's attitude on two axes - the power they hold and the extent to which they are likely to show interest in proposed EoT initiatives.

	LEVEL OF INTEREST	
	Low	High
POWER	S Keep Satisfied	R Key Players
	P Minimal Effort	Q Keep Informed
High		
Low		

Fig. 3

This may be applied to each stakeholder in turn to provide a profile of those we need to consider carefully and those who can be expected to not present any challenges.

So for stakeholder V we may rate them as P
 So for stakeholder V we may rate them as Q
 So for stakeholder W we may rate them as S
 So for stakeholder Y we may rate them as R
 So for stakeholder Z we may rate them as S
 So for stakeholder X we may rate them as P

So the stakeholder who needs to be treated most carefully is Y and V needs to be kept informed.

HOW TO USE

Having introduced stakeholder analysis we can now consider how they can be used.

Let us return to Fig. 1, where issues relevant to the process of EoT are listed against five stakeholders - both internal and external. As an example, take one issue: 'introduce product/process checklists' from the matrix. It shows three stakeholders willing to support that issue, one who may oppose it and one who is neutral.

The example shows a completed matrix, with each cell having a key indicator. However, in reality, you'll have a blank matrix requiring answers to the following questions:

- Who are the stakeholders likely to have influence on the EoT initiative? Are some more important than others? Which of them should be included in the matrix?
- Which issues within the EoT process are likely to present problems – either to you or to some of the stakeholders?
- How do you propose making decisions about a stakeholder's attitude? As far as possible, base your judgement by talking to the person, or with peers or documentary evidence that reveals their attitude.
- Having identified stakeholder attitudes to specific issues how are you going to take this information forward? What strategy will you employ to convince the doubters of the benefits of EoT? How can you use the positive attitudes of some stakeholders to influence others? A tactic could be to gather a network of like-minded people as your allies, who may help to shift opinions.
- Stakeholders who are neutral probably need less attention, although you should keep them informed. Perhaps by becoming involved in discussing issues, they will develop a more positive attitude.

It really comes back to the old saying "To maximise the positive and minimise the negative."

We might build on this stakeholder analysis by using the mapping power/dynamism matrix, shown in Fig.2. Using the same example - to introduce product/process checklist and internal – where stakeholder 'W' is opposed to this issue. However, the potential negative effect that this attitude will have will depend on other factors - critically the power that the stakeholder has in the organisation. This can be considered alongside the dynamism or predictability of this person to take action. Obviously, segment D has the potential to be of concern in that the stakeholder has high power and low predictability. The value of placing stakeholders in any segment is that you can plan where you put your effort and resources to ensure they allow you to implement EoT initiatives.

Another development of the use of this tool is to also use the power/interest matrix tool as illustrated in Fig.3. Segment D, for example, highlights key players who have both high power and a high interest in EoT initiatives. It will be important to develop your EoT initiatives from the sound basis that such people provide.