



Identifying Key Stakeholders

Once you have your problem statement written, you're ready to start identifying your stakeholders. Stakeholders are people with an interest or concern in a given project or area of interest.

There are three groups of stakeholders to consider at this point:

- » **Sponsors/supporters:** They offer political backing, permission, resources, and/or budget.
- » **People who will use the resources/solution you're developing:** This could be a specific population within your organization or the employee population as a whole.
- » **People you need to help you design and implement:** These are other partners and subject matter experts who are also employee-focused, such as other areas of HR, leadership development, training, strategic planning, etc.

Although there are many potential stakeholders within your organization, you want to match your problem statement and the support you need with the appropriate stakeholders. Below are some examples of your requests that may best match the needs and interests of specific stakeholder groups.

Senior Executives (Sponsors/Supporters)

- » Sponsor an initiative.
- » Offer support for an increase in the wellness budget.
- » Provide an understanding of key strategic priorities for the organization.
- » Share their views with you about their personal definition of and support for wellness.

Middle Management (Sponsors/Supporters + People using the resources)

- » Support wellness efforts with dedicated work time, communication, and promotion.
- » Support employee wellness through good leadership practices.
- » Use the dedicated wellness resources available.
- » Share their perspective with you about what they need to support their own well-being and that of their teams.

Direct Employees (People using the resources)

- » Collect and provide continued input into what their department/team needs for wellness.
- » Communicate directly to their department/team about existing resources.
- » Create new avenues and ideas for wellness support.
- » Create a wellness community within their department.
- » Serve as extra staff support at events.
- » Educate new hires on wellness resources.



Partner Stakeholders

In addition to the stakeholders listed above, there are also other job roles and groups you may want to consider collaborating with who can offer expertise, advice, hands-on support, access to existing networks, and assistance with implementation obstacles. Learning more about about their responsibilities can also help you identify future opportunities for collaboration.

- » Your direct manager
- » Talent acquisition/staffing
- » Performance management
- » Talent development/learning & development/organizational development
- » HR business partners
- » Employee resource groups
- » Diversity, equity, inclusion, and belonging department or representative
- » The community/volunteer/foundation area of your organization



UNDERSTANDING THE POLITICAL LANDSCAPE—WORKSHEET

Now that you have identified different types of stakeholders, the next step is to understand the political landscape of your organization. As much as we'd like to ignore office politics, if we do, it will be to our detriment.

Take a step back and look at the organizational landscape at your company. This worksheet was developed to help you understand two key questions: *Who are some key partners in your organization—individuals and organizations who are likely to be on your side **and** who has the ability to influence others?*

Who are the partners you need? Do you have access to them? If not, how can you find and connect with someone who does?

Out of the people you do know, who can connect you to important potential partners?

Who might not support wellness?

Who might be neutral on wellness that you could gain the support of?

What political tangles and barriers may you expect?

How can you navigate them?

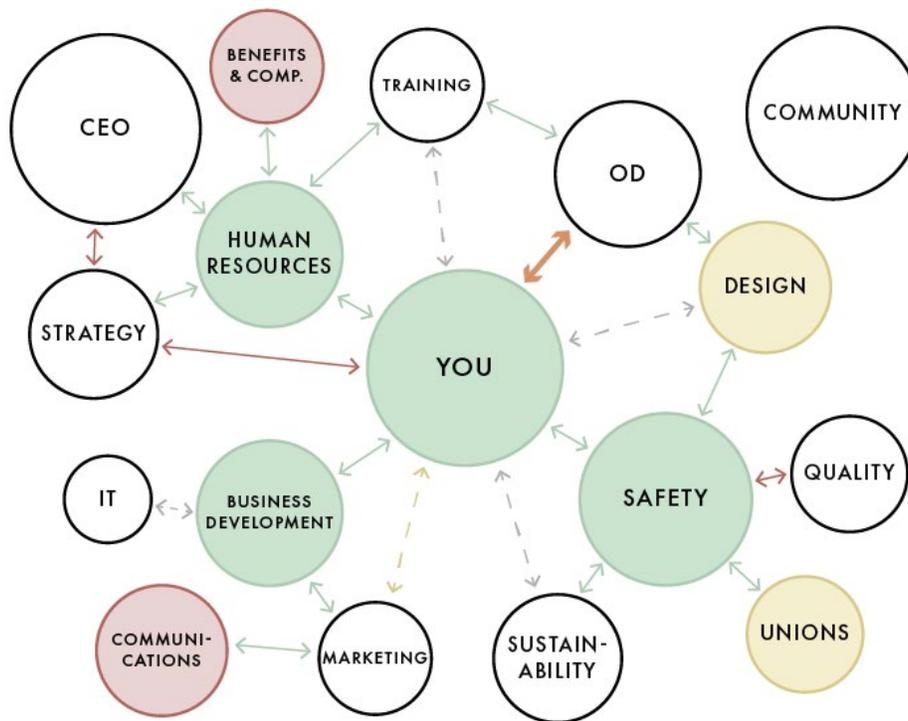


Who are the people to prioritize engaging with?

Another way to look at your organizational landscape is through a power map (see example below). A power map is a way to identify who has power and/or influence in your organization.

With you at the center, start connecting to the areas where you already have a trusted relationship. Then, from there, connect them to other people or departments that they have a relationship with. This can help you see how connected (or far away) you are from the people who have power, influence, and/or resources that could support wellness.

If you are collaborating to help build support for wellness across the organization, then it's vital to have people with influence within your group. It's fine to fill your network with people who are passionate about wellness, but you also want them to influence someone else to take part in what you have to offer.



List of people I need to connect with:
