Innovation Framework

Stakeholder Power Analysis

Description:

When assessing the situation surrounding a problem or designing your social innovation it's critical to understand who holds power in the ecosystem and what kind of power that is. Following are the different types of power that stakeholders may hold understanding that any given stakeholder may hold a number of types of power.

- **Legitimate:** This comes from the belief that a stakeholder has the formal right to make demands, and to expect others to be compliant and obedient.
- **Informational:** This results from a stakeholder's ability to control the information that others need to accomplish something.
- **Expert:** This is based on a stakeholder's high levels of skill and knowledge.
- **Reward:** This results from one stakeholder's ability to compensate another for compliance.
- **Coercive:** This comes from the belief that a stakeholder can punish others for noncompliance.
- **Referent:** This is the result of a stakeholder's perceived attractiveness, worthiness and right to others' respect.
- **Charismatic:** This is based upon the ability to charm, to persuade people solely with the power of personality.
- **Moral power:** This is the degree to which a stakeholder,, by virtue of his or her perceived moral stature, is able to persuade others to adopt a particular belief or take a particular course of action.

Consider how these power dynamics are affecting the problem and/or may be used or shifted in designing your solution.

Framework Guide:

The following template helps to identify the power dynamics for two separate stakeholders. Needless to say this can and likely should be expanded to additional stakeholders. For this exercise choose the stakeholders, from constituents to those that affect the well-being of your constituents, and note down which types of power they hold in the ecosystem, how they hold it and the relative strength of that power. This can be done in the diagnostic phase of the work.
In addition, this should help you to identify how you may want to design your solution to increase, decrease and/or shift power. It can also tell you who might be best to play certain roles in your social innovation.

Going through this exercise with your constituents and/or within your team based on their perceptions can be very helpful. Oftentimes people we don't fully understand the different types of power that are held and how this can affect both the problem dynamic and/or the solution.

Stakeholder Power Analysis

Types of Power		Stakeholder	Stakeholder
Legitmate	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Informational	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Expert	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Reward	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Coercive	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Referent	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Charismatic	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Moral	How? Strength (1-10)	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10