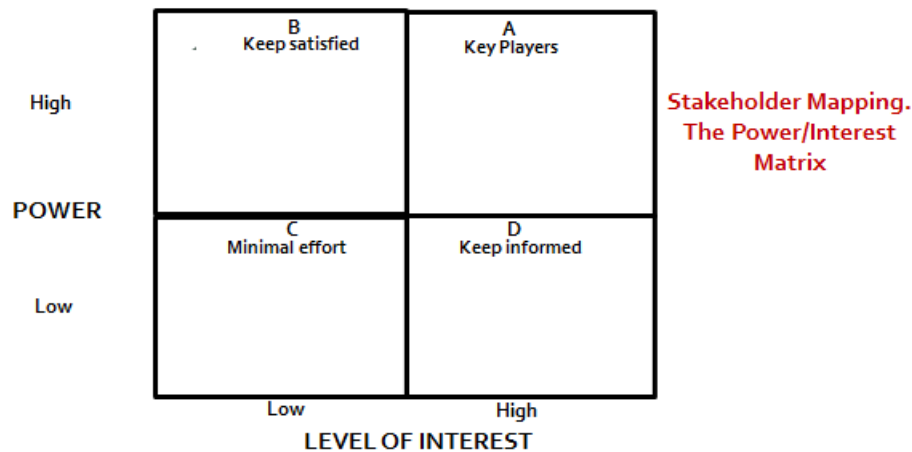


Managing Critical Relationships



Source: Adapted from A. Mandelov, Proceedings of and International Conference on Information Systems, Cambridge, MA, 1991.

Stakeholder Mapping

The aim of Stakeholder Mapping, is to place work colleagues and other key stakeholders into one of the four boxes outlined above, in terms of the level of power and influence they have in relation to what you do and your leadership success at Sainsbury's; as well as assess the levels of interest they have. For example, your line manager and senior managers may have high power and influence over your role and a high level of interest in what you do. Your Direct Reports or peers may have a high interest in your success but may have low power with regards to how this happens.

Question 1: List the Stakeholders who fall into boxes A and B

Position on the grid shows you the actions you have to take with them:

- **High Power, High Interest Stakeholders (Box A):** these are the Stakeholders you must consult, fully engage with, and make the greatest efforts to satisfy.
- **High Power, Low Interest Stakeholders (Box B):** invest enough with these Stakeholders to keep them satisfied, but not so much that they become overwhelmed with your need to connect. Aim to move them to Box A.
- **Low Power, Low Interest Stakeholders (Box C):** again, monitor these Stakeholders, but do not overwhelm them with excessive communication.
- **Low Power, High Interest Stakeholders (Box D):** keep these Stakeholders adequately informed and engage with them to ensure that no major issues are arising.

Remember - Stakeholders shift and change - your leadership is dynamic, so keep a watchful eye!

What's the Quality of Relationship (QoR) with Your Key Stakeholders?

Question 2: Focusing on those in Box A or B of your stakeholder matrix, using the QoR Map below, what is the current state of the relationship you have with these individuals?

Quality of Relationship Map



QoR – Key Characteristics

1. **Strong** – Advocate, champion; proactively gives you feedback; deep trusting relationship; promotes you in your absence; acknowledges you as a credible leader; recommends you lead high level strategic projects and assignments; gate-leader who opens doors.
2. **Middle of the road** – superficial, polite, gate-keepers - not opening or shutting the door; neither of you are making much effort to keep the relationship alive, trust level is variable dependant on circumstance. Trust is based on transactional interaction.
3. **Zero** – remote relationship, little contact, knows nothing about you, you know little about them – except through the grapevine, relying on others to advocate on your behalf; trust has not been tested, therefore level of trust is minimal.
4. **Toxic** – Speaks negatively about you, (overt and covert); gate-blocker, trust has been betrayed; breakdown in relationship. Level of trust is negligible.