

Industry Transition Platform:

Stakeholder
engagement guide



Secretariat
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Industry Transition Platform:

Authors

This stakeholder engagement guide has been prepared by Edge Effects.

About Edge Effects

Edge Effects is a consultancy specialising in the practice of systemic leadership, strategic planning, stakeholder engagement and capacity building for sustainable development and positive change. We believe that the most effective responses to complex sustainability challenges reside in a diversity of perspectives, collective wisdom and creative experimentation. Our purpose is to enable people to accelerate the transition to an inclusive, low carbon world by imagining and co-creating sustainable futures and influencing the systems in which they operate.

Edge Effects partnered with the Climate Group to design and facilitate a strategy development process for ITP, using a systems change approach. We designed and facilitated seven workshops, both face-to-face and virtual, to support industry emissions reduction strategy development and peer learning, using a range of participatory methodologies and tools.

We hope that this guide gives you inspiration, tips and tools to start designing stakeholder engagement activities in your context.

We would love to hear how you get on. Please share your stories and reflections by getting in touch at hello@edgefx.co.uk.



Contents

Acknowledgements

This guide was commissioned as part of the Industry Transition Platform, a joint project of Climate Group and the German state government of North Rhine-Westphalia, funded by Stiftung Mercator.

It draws on the experiences of the eleven state and regional governments who participated in the ITP:

North Rhine-Westphalia, Germany

Emilia-Romagna, Italy

Lombardy, Italy

Hauts-de-France, France

Wales, United Kingdom

Scotland, United Kingdom

Zuid-Holland, Netherlands

Alberta, Canada

Québec, Canada

California, USA

Minnesota, USA

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Industry Transition Platform:

Introduction

Tackling climate change is a collaborative effort and no single actor can solve the climate crisis by themselves. Every actor brings a different perspective, toolset, and responsibility. Only by engaging these different actors can we develop solutions that are sustainable, implementable and that unlock change. Stakeholder engagement, therefore, isn't a nice-to-have but should be an integral part of designing and implementing climate strategy and actions.

The Industry Transition Platform (ITP) brought together 11 highly industrialised state and regional governments from across Europe and North America to develop impactful and ambitious strategies for industry emissions reduction.

Over a two and a half year process, ITP was set up for governments to share and learn with and from each other as they developed their strategies, using a mix of strategy development workshops, technical research, webinars and site visits. Further information about the **Industry Transition Platform** can be found on the Climate Group website.

The ITP strategy development process was underpinned by continuous stakeholder engagement activities, ensuring that the voices of different actors affected by industry emissions reduction are shaping the strategy.

Every actor
brings a different
perspective, toolset
and responsibility.

About this guide:

This guide shares an approach to stakeholder engagement when operating in a complex environment, such as industry emissions reduction. Our aim here is to share the tools and frameworks ITP participants used to design and carry out their stakeholder engagement activities.

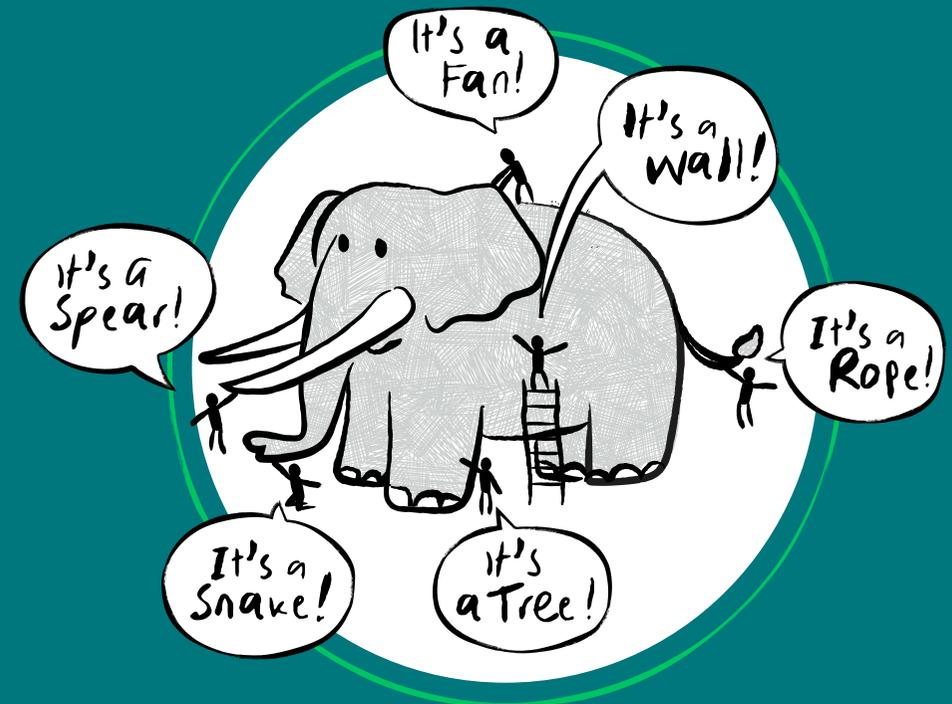
Use this guide as a reference document, a lived experience of driving climate action, an inspiration and a thought-starter to help identify and collaborate with stakeholders within your context.

The tools and templates have been shared with a reference to industry emissions reduction but can be applied to other systems such as transport or energy.

The guide has a sister publication: [Taking a system change approach to developing strategy](#), reflecting on the experience of the ITP strategy development process in a complex context.

The Hindu parable of the blind men and the elephant is a great illustration of the power of collaboration to understand the bigger picture. Each blind person discovers the elephant differently by feeling and describing a different body part. Only once they start listening to one another and collaborating do they understand what animal they have in front of them.

Figure 1 Blind men and the elephant



*Blind men and
The Elephant*

- a Hindu Fable -

Stakeholder engagement in practice can vary hugely depending on the context and nature of the challenge we are dealing with. The Cynefin Framework¹, originally developed by Dave Snowden at IBM, can be a helpful framework to understand the nature of your challenge and what kind of system² you are working with. This can help you determine what stakeholder engagement approach and tools might be most appropriate. The framework distinguishes between a simple, complicated or complex environment, or an environment in chaos. Every environment calls for a different way of thinking and strategising:

Driving climate action often means operating in a highly complex environment: an environment where cause and effect are unknown, where we cannot rely on past experiences to identify solutions or next steps, and where actors with radically different world views and understandings of the challenge are connected and affected by the same issue.

In the *Industry Transition Platform*, the Cynefin Framework was used to recognise the **complex nature** of the challenge: designing a strategy for reducing industry emissions. All actors affected by the challenge have some 'expertise' or feedback to contribute to finding a workable solution. This led us to embed stakeholder engagement throughout the entire strategy design process, rather than just as a one-off activity. Stakeholder engagement was used as a tool to integrate different perspectives and views from actors affected by the challenge, to generate buy-in for strategy options and to identify teams for strategy implementation.



Thought-starter questions:

- What context do you think you are operating in?
- Which stakeholders are affected by the challenge?
- Is there agreement among stakeholders over the problem and potential solutions?

¹ To find out more about the Cynefin Framework on hbr.org/2007/11/a-leaders-framework-for-decision-making.

² For more information about working in systems and recognising complexity see this guide's sister publication: [Taking a system change approach to developing strategy](#).



You should invest time and capacity in your stakeholder engagement process and make sure you have all the parties involved. The better your stakeholder engagement process, the better and the more profound your strategy and policy actions will be in the long run.

ITP participant

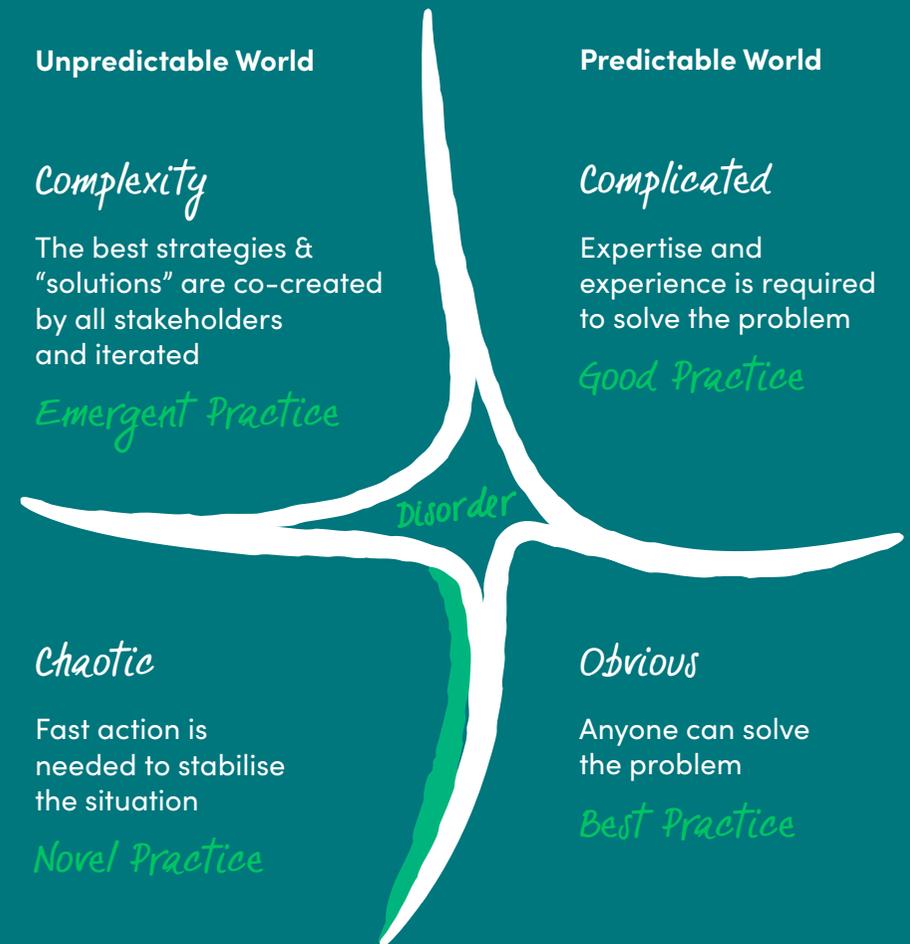


Figure 2 Cynefin Framework¹

The purpose and nature of stakeholder engagement

There are many different reasons for doing stakeholder engagement. Who you engage, how you engage them and the tools you use all depend on the purpose and aim of your outreach. Start with why you want to engage your stakeholder to determine how you will do it.

Engaging stakeholders in decision making or strategy processes, in general, can lead to more effective and impactful outcomes. It allows you to identify, understand, and integrate the different views and needs of actors affected by your strategy. It can be used as a tool to manage risks to your strategy and build relationships of trust with actors around you.

In the ITP, stakeholder engagement was an integral part of the strategy development process, given the complex nature of the industry emissions reduction challenge and the diverse set of actors and views. Being clear on the need for stakeholder engagement at this high level wasn't enough, however. Thinking about the purpose of stakeholder engagement needed to go much deeper into the different steps of the strategy process. In practice, this meant that participants had to reflect and become very clear at each step of the journey why they want to reach out to their stakeholders, what type of engagement they need at this stage and for what purpose.



From participant...

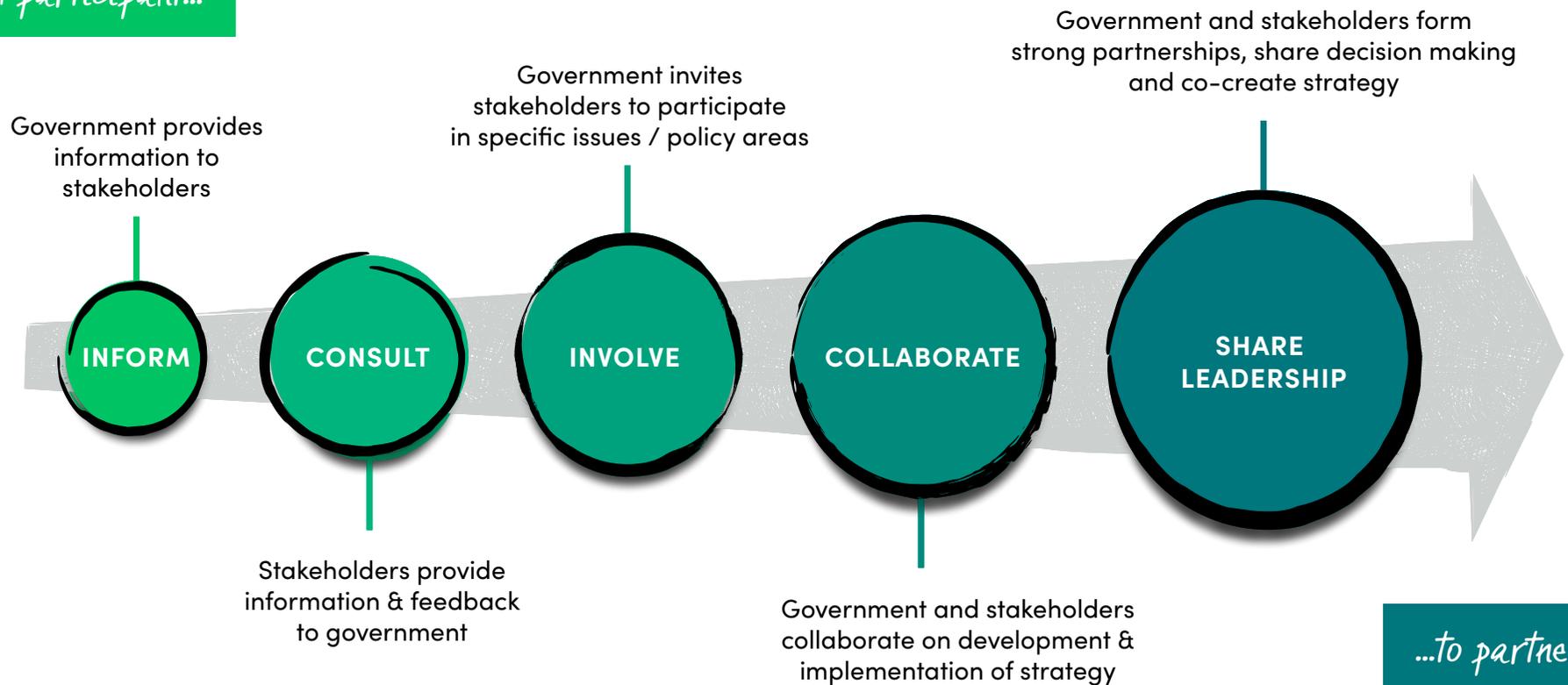


Figure 3 Continuum of Stakeholder Engagement

The stakeholder engagement continuum highlights the different ways to engage stakeholders, moving from informing them as participants in a process to shared leadership and collaboration as partners. On the left side of the continuum the relationship might feel more one-directional.

As you move along the continuum the relationship becomes more two-way and collaborative and requires sharing power

and decision making. The different ways of engagement serve different purposes and may be needed at different stages of your strategy or decision-making process. It is likely you will use many of these methods to shape your strategy.

It is not unusual to approach the same stakeholder group for different reasons throughout a strategy process, at times informing or consulting them and at other times moving to more collaboration.

Throughout the ITP journey, we have seen many different examples of stakeholder engagement purposes and tools.

The Scottish Government used a presentation to **inform** their government colleagues about the Industry Transition Platform and the policy development process for both industrial decarbonisation and the hydrogen economy. It allowed them to bring colleagues into conversation early on and move to **involving** them at a later stage.

IN4Climate.NRW is a unique platform for **collaboration** in Germany and was launched by the North Rhine-Westphalian state government. It brings together representatives from the worlds of industry, science and politics, offering a space in which to develop innovative strategies for a climate-neutral industrial sector.



I didn't really think stakeholder engagement was such an essential part of the job - but I am now doing it all the time.'

ITP participant



Thought-starter questions:

- Why do you want / need to engage different stakeholders?
- What will their engagement give you in the short and long term? (Note: the answer might vary for different actors or stakeholder groups)
- To what extent are you willing to share leadership and bring stakeholders into the process as partners and collaborators?



Tool: 5-Whys

The 5-Whys exercise will help you dig deeper and uncover root causes. Get a colleague or partner to help you with this exercise by asking you why five times: Why is that? Why did you give that answer? Why are you thinking this? Every time you answer, they will ask why again until you get to the root cause.

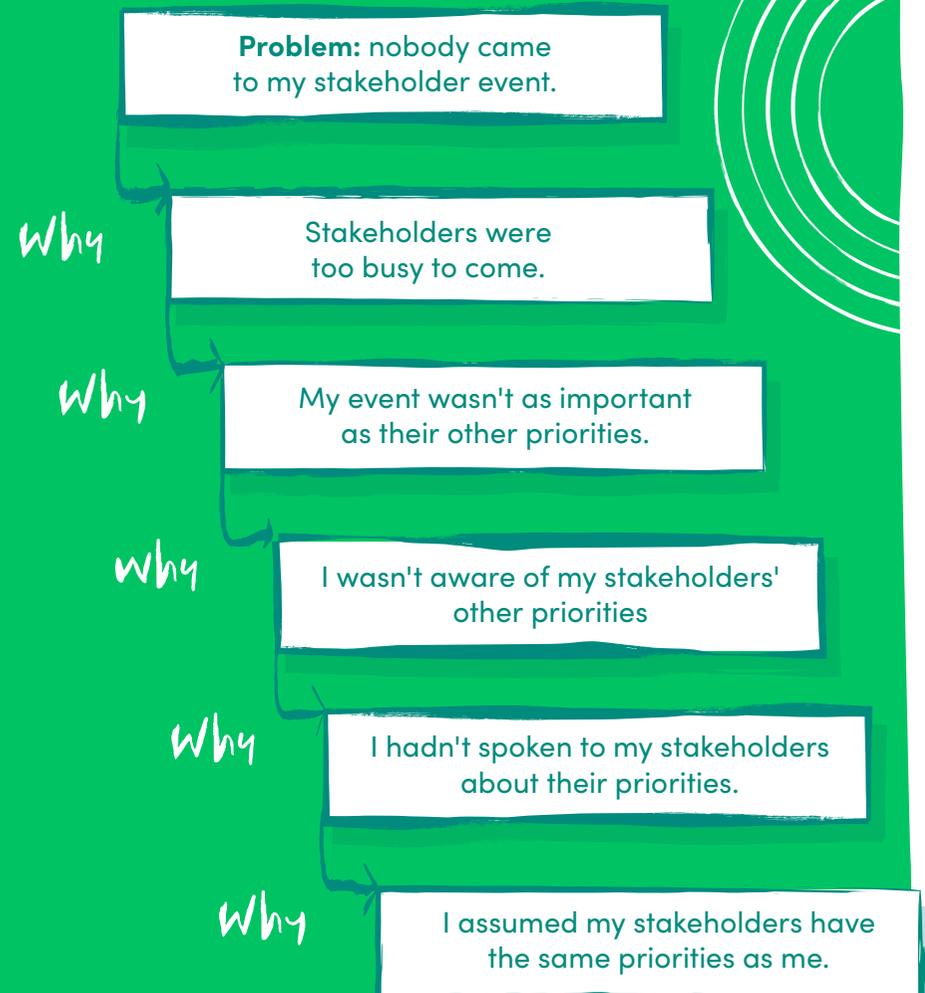


Figure 4 5-Whys



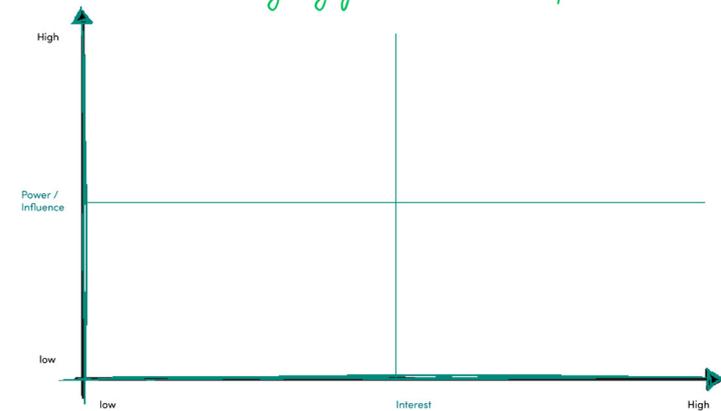
Reflecting on the purpose and nature of your stakeholder engagement and identifying stakeholders are two process steps which are closely interlinked.

They could be done consecutively, in parallel, or iteratively. Particularly as you experience changes to your operating context, big shifts, or shocks in the system, you may find that you have to re-think the purpose of your stakeholder engagement activities and who you are planning to engage.

A year into the ITP journey, *the COVID-19 pandemic* broke out and was a major disrupter. ITP participants had to re-think their emissions reductions strategies as agendas such as economic recovery became more pressing. Using a 'Strategising your Stakeholders Map' (see next section for more details and appendices for instructions and templates) participants identified stakeholder groups that hold power and influence and have an interest in industry emissions reduction. Then, they reflected on the purpose of engagement which, amongst many others, could have included: political buy-in, fact-checking and feasibility testing, information gathering and research, engaging marginalised voices, spotting innovation and experimentation and accessing resources.

Appendix 1

Strategising your stakeholders map



[Go to printable map](#)



Identifying your stakeholders

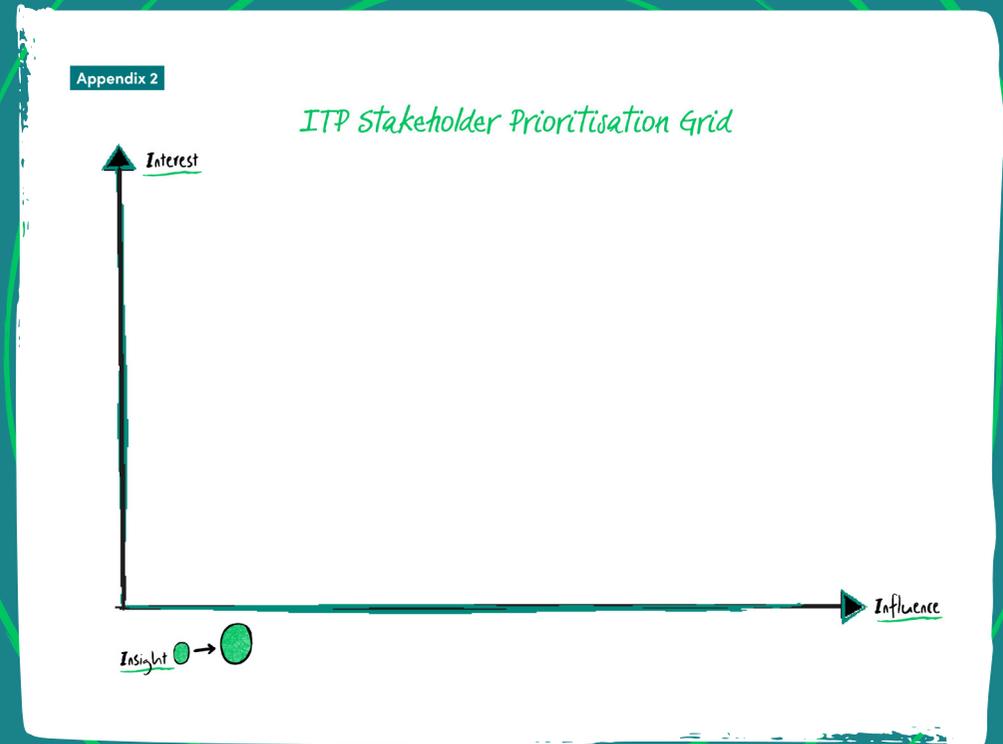
Before you start engaging stakeholders, you need to know who to approach and involve: who are the key movers and shakers in the challenge you are addressing? Who can influence it? Who else is affected by the challenge?

You can identify your stakeholders at many different levels. Depending on the focus of your engagement you may want to cast your net wide and create a comprehensive map of stakeholders, putting individuals, actor groups, or organisations affected by the challenge on the map. You can also use a broader map to break down a stakeholder group and show its diversity, by adding the different individuals within a specific group. A broad map can be useful when you want to understand the bigger picture and diversity of players. In other instances, you may want to become more granular and put actual names of people on the map. A more granular map will help you get further into action and prepare for conversations with your stakeholders.

Stakeholder mapping is an excellent tool for identifying stakeholders and highlighting their relationships and connections. It allows you to work visually, create a snapshot of actors within the system in time and to do this thinking collaboratively. There are different ways of mapping stakeholders, depending on how you would like to categorise them.

As part of the Industry Transition Platform strategy development process, we used several maps to identify actors affected by and with influence over industry emissions reduction. Depending on the task at hand, ITP participants prepared stakeholder maps using broader and more granular lenses.

Drawing up a broader, more expansive map of stakeholders proved particularly useful when participants were defining their challenge, developing an understanding of the context in which they were operating and identifying leverage points and strategies for uptake and implementation. Maps such as the Stakeholder Prioritisation Grid proved particularly useful at this level.



[Go to printable map](#)

Figure 5 ITP Stakeholder Prioritisation Grid



As participants started to identify who their allies were within the system, who was holding and managing resources and who had influence and agency, participants began to go into more detail on their stakeholder maps, going all the way down to the individual level.

The maps that were used during the ITP to categorise stakeholders are set out below. Please see the [appendices](#) for instructions and templates to use them in your own context.

- ▶ *The Stakeholder Prioritisation Grid* maps stakeholders according to their interest in and their influence over the challenge of industry emissions reduction. It also gives you the opportunity to measure how big or small the insight an actor has on the challenge. In the ITP, we used this map early on in the strategy development process, when we were defining the challenge.
- ▶ *The Network of Influence Map* allows you to categorise stakeholders according to supporters / collaborators and blockers / resisters. You can map them in relation to your priority and your existing network of actors. Once completed, the map can help you identify how you want to engage with different stakeholders to build your network of influence. This is a map that could be used to identify stakeholders at a more granular, individual level.
- ▶ *The Strategising your Stakeholders Map* helps you think more broadly and create a more comprehensive picture of the system. It allows you to colour code stakeholders according to different sectors (government, industry, public, other) before mapping them on a grid according to their influence / power and interest. During the ITP, we used this map to reflect on the purpose and nature of engagement for each stakeholder. It proved particularly useful when the operating context changed due to the COVID-19 pandemic.

Tip:

When identifying stakeholders within your system, especially as you are casting your net wide and going broad, it is crucial to think outside the box. Who are the actors that have the power to make your strategy an instant success? Who could derail your work if you forget to involve them? Who brings in marginalised voices?



Figure 6 ITP participants completing the Stakeholder Prioritisation Grid at the Kick-off Workshop in Milan



Tip: Using co-benefits as a lens to identifying stakeholders

In the ITP context, industry emissions reduction is just one of governments' many different priorities. Public health, air quality, job growth and retention, equity, diversity and inclusion are all pressing issues governments are developing strategies and policies around. We looked at co-benefits between industry emissions reduction strategies and other government priorities to help us to identify a wider set of stakeholders, gain buy-in and support for our strategies and enable effective implementation.



Thought-starter questions:

Here are some thought-starter questions we used in the ITP as part of our stakeholder identification and strategising process:

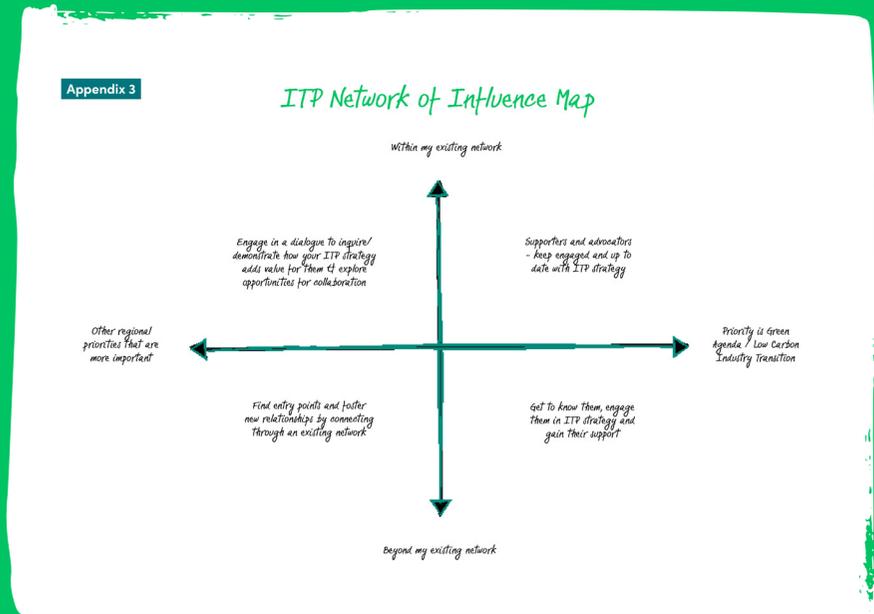
- How does industry emissions reduction support any other government priorities (see list above for inspiration)?
- How does industry emissions reduction benefit from other government priorities?
- How do other government priorities shape your stakeholder selection, key messages for engaging them and policy options to focus your strategy on?



Tool: Build your 2x2 matrix for stakeholder mapping

You can make up your own 2x2 matrix to map stakeholders. In a 2x2 matrix you can decide how to categorise and label the x- and y-axis according to what's important in prioritising who to speak to. Choosing categories yourself can help you think through the purpose of your engagement and who you would prioritise for your engagement.

As part of the ITP, we developed a 2x2 matrix for participants to map their network of influence. Using a co-benefits lens, we felt that it was important to reflect on stakeholders' priorities in relation to the ITP strategy and whether they were in our existing network. It furthermore highlighted ways to proceed with the engagement of different actors. (See appendices for instructions and a template)



Go to printable map

Understanding your stakeholders

The stakeholders we are aiming to engage all have their perspectives. They bring their own wisdom and have their own vision, needs and concerns. Developing an understanding of the different views, expectations and implicit assumptions within your system, building on this diversity and focusing on similarities or the common ground will help maximise the probability of success for your strategy.

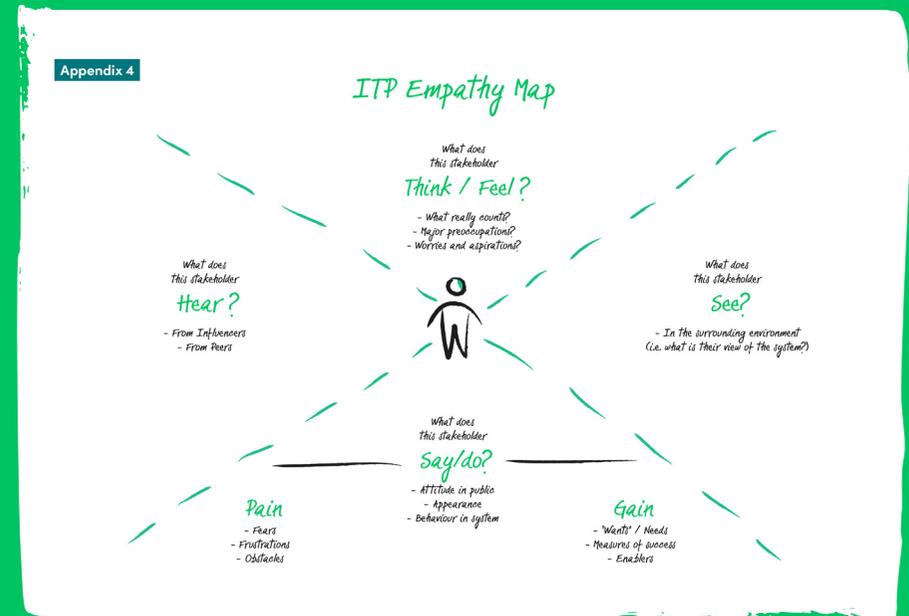
As you get to know your stakeholders and how they think, feel and act, try to be mindful of your own views. Staying in a neutral space as an observer will enable you to listen more deeply to your stakeholders' perspectives, and ultimately develop solutions they can buy into.

In the Industry Transition Platform context, participants reached out to their stakeholders to better understand how they perceive the challenge of industry emissions reduction, how they feel about potential policy solutions and what they are able and willing to contribute to the process. Several tools were beneficial for designing conversations with stakeholders to find out who they are and how they think and behave.



Tool: Empathy Map

An Empathy Map can be a helpful tool to structure conversations with your stakeholders to better understand how it feels to walk in their shoes. It helps you discover what your stakeholders are thinking and feeling, what they hear from others, how they see their surroundings and how they behave and show up in the system. The map can help you capture observations and think about your stakeholders' gains and pains.



[Go to printable map](#)

Figure 7 ITP Empathy Map



How groups make decisions and have discussions, shapes the kind of culture that they have and if people don't feel heard, or safe to talk, they resist decisions and more.

Myrna Lewis, From *Inside the No: Five Steps to Decisions That Last*, 2008.



Tip:

Think about how you want to frame your invitation to stakeholders as you ask them to join your stakeholder engagement activities. How can you make it beneficial and exciting to them? What would increase the chances that they accept your invitation? How can you connect with them on a personal and professional level as part of the engagement?

These links below might be helpful to strengthen your listening skills to understand your stakeholders better.



Otto Scharmer on the Four Levels of Listening



Myrna Lewis on using conflict as a strength



Tool: Stakeholder Canvas

You can use a stakeholder canvas to capture what you know about a stakeholder. In the ITP, participants completed a stakeholder canvas before meeting the stakeholder and then again following a conversation. Using the canvas this way helped them see their own assumptions about stakeholders and highlighted which aspects to emphasise in the conversation. The stakeholder wheel, which is one part of the canvas, was particularly helpful when preparing questions for the discussion with stakeholders.

Appendix 5

ITP Stakeholder Canvas

Stakeholder description

How they see the challenge

Stakeholder wheel

Engagement with the challenge

Influence ————— x

Process ————— x

Other stakeholders ————— x

Interest ————— x

Insight ————— x



[Go to printable canvas](#)

Figure 8 ITP Stakeholder Canvas

Making sense of stakeholder perspectives

Once you have received information, feedback, insights and ideas from your stakeholders, you will reach a point in your stakeholder engagement process when it is time to stop, reflect and integrate these insights into your strategy.

Making sense of stakeholders' perspectives allows you to relate what you have heard, seen and experienced from them back to your challenge or task. It can help make your strategy more comprehensive, inclusive and implementable as stakeholders can see their perspectives, needs and priorities reflected in your decisions.

When you are in the process and deep in conversations with stakeholders, it can be easy to feel lost in all the data and the different perspectives you have been confronted with. Creating time and space to step back and reflect on everything you have witnessed and experienced is crucial to give you perspective and filter out what is essential for taking your strategy or task forward.



Tool: Adaptive Action Cycle

The Adaptive Action Cycle is an iterative and simple planning tool allowing you to identify the next steps grounded in your experiences and learnings. You do this by asking three questions: What? So what? Now what?

As part of the 'what?', you capture what you have heard, seen and experienced. Moving into the 'so what?', you relate everything you observed back to your task at hand – what is all this telling you about your challenge or strategy? Finally, you think about the next steps: based on everything you have thought about, what will you do now?



Figure 9 Adaptive Action Cycle, Credit: Human Systems Dynamics Institute

³ For more information about the Adaptive Action Cycle please visit this website: www.hsdinstitute.org/resources/adaptive-action.html

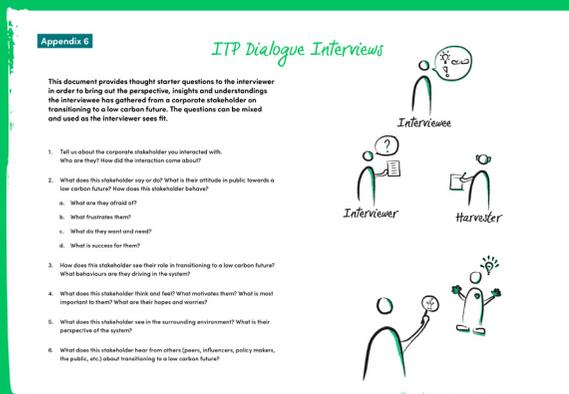


As part of the ITP journey, we created spaces and time to reflect together and draw out critical messages for going forward. We found that this reflective process is most powerful and generative when done in collaboration, either as a large group or in smaller pair or trio conversations.

When making sense of information together, it can be beneficial to work visually. It enables you to make all the critical points visible, cluster insights into themes and spot patterns. As part of the ITP, we created collaborative mind maps to capture information in a non-linear way and get a shared understanding of what has been said. You can use this tool in person or virtually. The mind map below is from an ITP in-person workshop, bringing together insights from stakeholder engagement processes.

Tool: Dialogue interviews

Dialogue interviews are a powerful tool for reflecting with others and making sense of the information you have received from your stakeholders. These interviews are best done in pairs or as trios. One person speaks and shares their thinking. A second person acts as a critical friend or interviewer, asking questions to help the speaker dive deeper. A third person is an observer, listening deeply, taking notes and reflecting back observations and insights from the interview. (See the [template](#) in appendices)



 [Go to printable Template](#)



Tool: Collaborative mind map

Creating a collaborative mind map can help you and your team share insights, make them visible and identify key themes. Begin with your inquiry question or topic in the centre. Invite your team members to share the most important or biggest insights. Get others to build on what has been said and share similar points. Draw a big branch from the centre and add the overall theme that you are discussing. Then add sub-points on smaller branches. Once you have exhausted a theme, move onto the next. You can use different colours to differentiate between the clusters or draw connections between them.



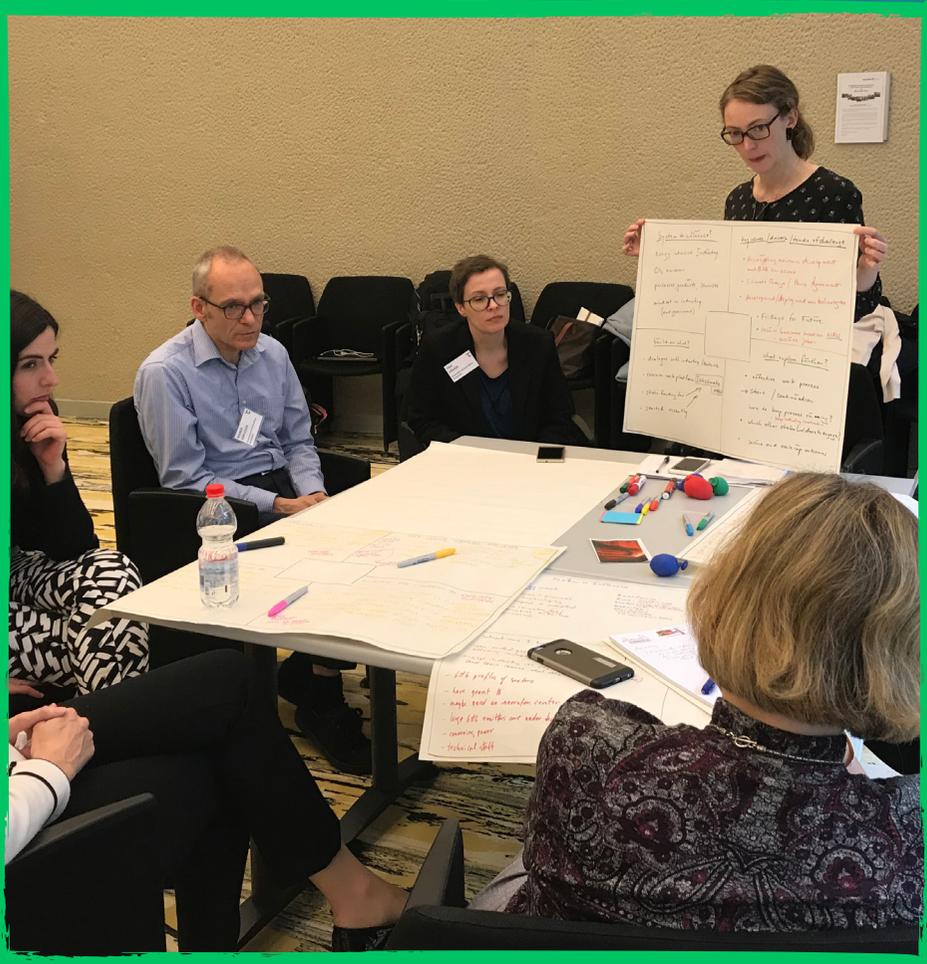
Figure 11 Creating a collective mind map at the ITP workshop in Lille



Great framework and questions pushing forwards and helping us with: what our strategy is, next steps, teams, stakeholders ... great questions to have a plan and move into action.

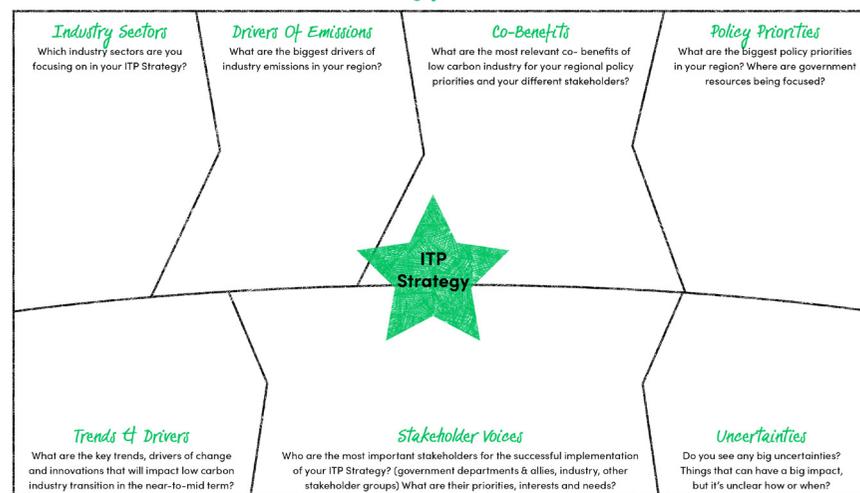
ITP participant

During the ITP, we integrated reflections on stakeholder engagement into other strategy exercises to link the sensemaking back to our strategy. As part of a context map, participants reflected on stakeholder voices, capturing who the stakeholders were and their priorities, interests and needs. Doing this can help you make informed decisions by stakeholder views, making these decisions more responsive to your stakeholder needs.



Appendix 7

ITP Strategy Context Map



Go to printable map

Figure 12 ITP Strategy Context Map

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Appendices



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Appendix 1

Strategising your stakeholders map instructions

Step 1: Who?

Who are you currently talking to?

- Post-it note per stakeholder. name, organisation / department, sector.
- Colour coded post-it notes by sector:
GOVERNMENT, INDUSTRY, PUBLIC, OTHER.

Who's missing? Who else could help inform the development of your strategy and priorities?

Add further post-it notes, as above.

Step 3: Understanding Your Stakeholders

For each stakeholder, think through or discuss with a partner:

- What you think is their main priority (Low Carbon Industry or Other Priority)?
- How your strategy / policy could benefit them?
- How they could support the development of your strategy and what is your purpose for engaging with them?

Capture key points on stakeholder post-it notes.

Step 2: Stakeholder Mapping

Map your stakeholders onto the Power/Influence and Interest Matrix.

Step 4: Looking At Your Map As A Whole

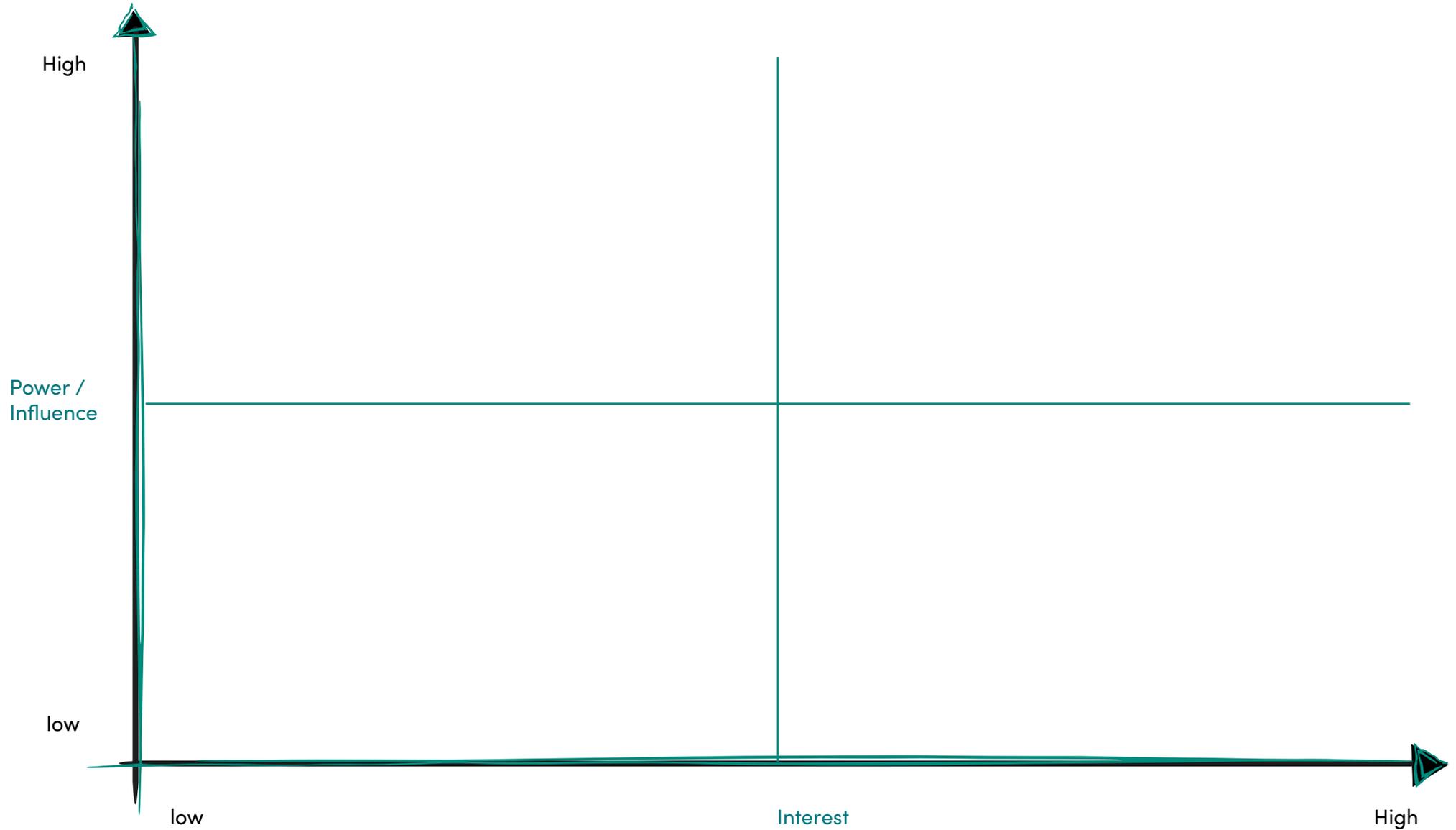
What do you notice? What stands out?

Most likely advocates & allies? Most likely adversaries?

How could this inform your approach to engagement stakeholders to inform the development of your ITP strategy?

Steps 1 and 2 could be done individually or as a team. Steps 3 and 4 lend themselves to being done with team members in discussion.

Strategising your stakeholders map



Appendix 2

ITP Stakeholder Prioritisation Grid instructions

Step 1

Brainstorm (with others) and list as many different stakeholders as possible who are:

- Involved in your challenge and/or
- Affected by a change to the status quo of the challenge.

Note: Your list should include named institutions and/or people, as well as general stakeholder groups. Be as specific as you can be. You can continue to add to this list as your stakeholder engagement progresses and you identify more people to engage.

Step 2

Map stakeholders onto the Stakeholder Prioritisation Grid.

Map each stakeholder from your list according to:

Influence

How much influence this stakeholder has on your challenge – on the process of enabling change to happen? On access to resources? On decision making and implementation? On other stakeholders? **Position from Low to High along the horizontal access of the Prioritisation Grid**

Interest

How much of an interest does this stakeholder have in your challenge and/or any change to the status quo – willingness to engage in the challenge? Level of investment in challenge outcomes? Something to gain or lose? **Position from Low to High along the vertical access of the Prioritisation Grid**

Insight

How much insight could they add to your understanding of the challenge – new information? Relevant expertise? Awareness of resources? A different perspective or experience of the challenge? **Indicated from Low to High by the size of the stakeholder on the Prioritisation Grid**

Step 3

Prioritise stakeholders to engage in this stage of your challenge

Using the Stakeholder Prioritisation Grid, identify an initial list of stakeholders to engage in helping you to define your challenge.

Note: The more complex your challenge, the more different stakeholder perspectives you should aim to engage and include. We recommend you engage a minimum of 5 different stakeholders, from at least 3 different stakeholder groups, to give a range of different perspectives and insights on the challenge.

Note: The prioritisation grid can be reviewed at different stages of your challenge journey to inform the development of your stakeholder engagement strategy as your challenge progresses.

Step 4

Begin your stakeholder engagement process

Note: The ITP Empathy Map Instructions and Template and the ITP Stakeholder Canvas Instructions and Template can be used to prepare for engaging with different stakeholders.

ITP Stakeholder Prioritisation Grid



Insight ○ → ●

Appendix 3

ITP Network of Influence Map instructions

Step 1: Who?

Who are the supporters / collaborators and blockers / resisters within your system?

- 1 post-it note per stakeholder: name, organisation / department, sector
- Colour code post-it notes by: **SUPPORTER / COLLABORATOR** and **BLOCKER / RESISTOR**

Step 3: Reviewing The Quadrants

For each stakeholder, review the quadrant they have been placed in and capture your observations.

- What do you notice? What stands out?
- Is there an imbalance between the different quadrants?
- Is there one quadrant that needs more energy to realise your strategy?

Step 2: Stakeholder Mapping

Map your stakeholders onto the Matrix along the two axes:

- Priority is Green Agenda / Low Carbon Industry Transition or other regional priorities more important and within your existing network or beyond your existing network.

Step 4: Identifying Next Steps

For each stakeholder, think about the next steps you could take with them to realise your strategy.

Is there one stakeholder that needs more attention and energy than others?

Work with a team member or colleague to sense check your responses and get a different perspective or opinion.

ITP Network of Influence Map

Within my existing network

*Engage in a dialogue to enquire/
demonstrate how your ITP strategy
adds value for them & explore
opportunities for collaboration*

*Supporters and advocates
- keep engaged and up to
date with ITP strategy*

*Other regional
priorities that are
more important*

*Priority is Green
Agenda / Low Carbon
Industry Transition*

*Find entry points and foster
new relationships by connecting
through an existing network*

*Get to know them, engage
them in ITP strategy and
gain their support*

Beyond my existing network

Appendix 4

ITP Empathy Map instructions

Step 1

Describe the stakeholder you interacted with.

Who are they?

How did the interaction come about?

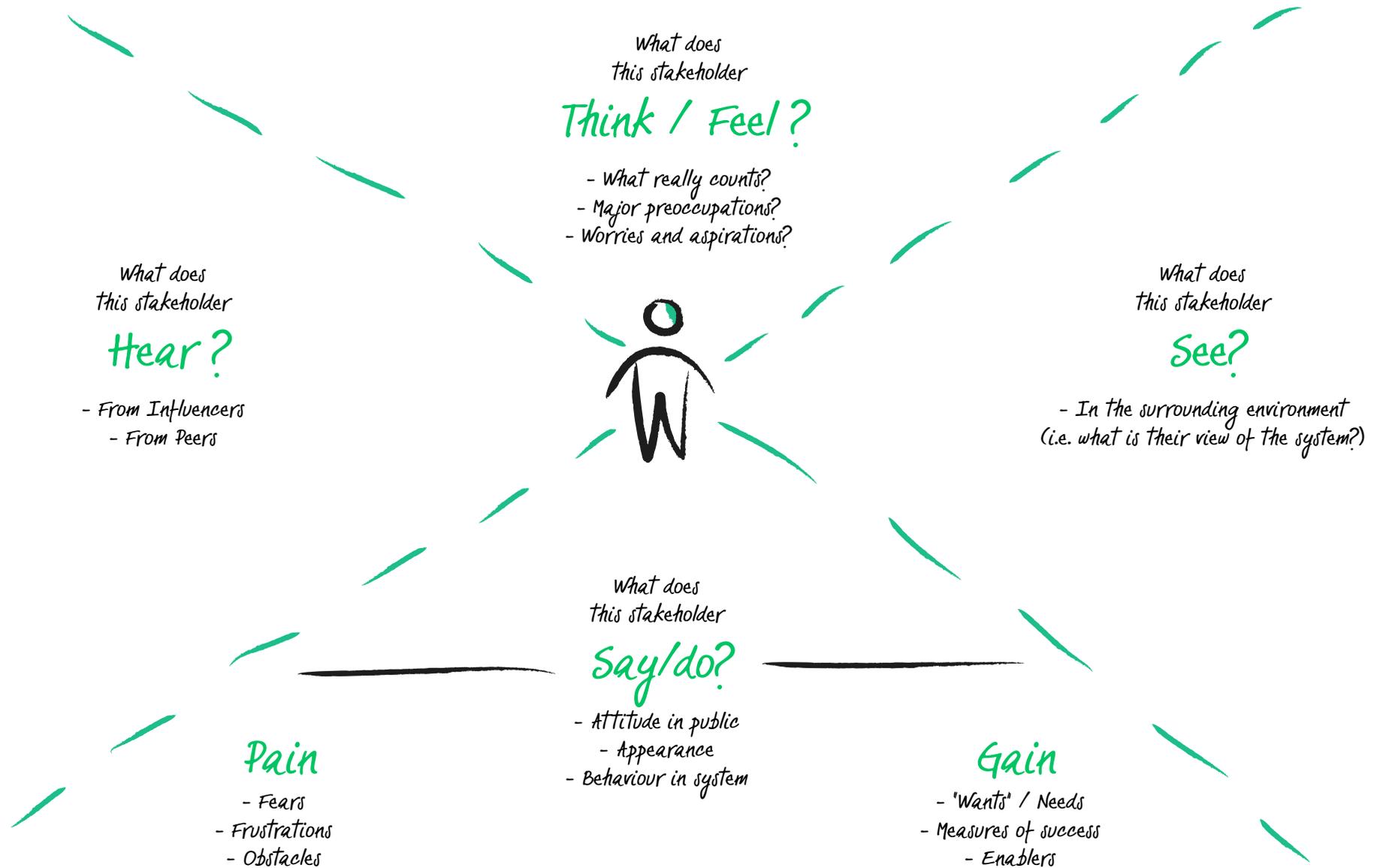
Step 2

Complete the Empathy Map, answering the following questions:

- What does this stakeholder say or do? What is their attitude in public towards a low carbon future? How does this stakeholder behave?
 - I. What are they afraid of?
 - II. What frustrates them?
 - III. What do they want and need?
 - IV. What is success for them?
- How does this stakeholder see their role in transitioning to a low carbon future? What behaviours are they driving in the system?
- What does this stakeholder think and feel? What motivates them? What is most important to them? What are their hopes and worries?
- What does this stakeholder see in the surrounding environment? What is their perspective of the system?
- What does this stakeholder hear from others (peers, influencers, policy makers, the public, etc.) about transitioning to a low carbon future?
- What is the potential 'gain' or benefit to this stakeholder, should your ITP strategy be implemented? And what is the potential 'pain' or risk to them?

The Empathy Map can also be used alongside / integrated into the Stakeholder Canvas and Stakeholder Conversations.

ITP Empathy Map



Appendix 5

ITP Stakeholder Canvas instructions

Step 1

Identify who you want to engage in a Stakeholder Conversation

Step 2

Reflect on your current assumptions about the stakeholder in question, using the Stakeholder Canvas below.

In the Stakeholder Description, write a brief description of the stakeholder answering the following questions: What is their name? What type of stakeholder are they (team member, industry, national government, technical expert, etc.)? Do they have any important features that are relevant to the challenge?

Brainstorm and complete the Stakeholder Wheel:

- **WHAT** – What does the stakeholder do? Include any activities that are relevant to the challenge.
- **VALUES** – Why do they do what they do? What does the stakeholder care about?
- **GAIN** – How might they benefit from a change to the status quo?
- **LOSS** – What does the stakeholder have to lose from a change to the status quo? What pressures hold them in place? What are they concerned about?
- **LOYALTIES** – Who are they working on behalf of? What commitments or obligations do they have to other people / groups? Whose expectations do they need to meet?
- **EXPECTATIONS** – What would they expect or need from any change to the status quo?

Step 2 (continued)

In the Engagement With The Challenge section, carry out a quick assessment of:

- How much **INFLUENCE** you think this stakeholder has on the challenge: how much influence do they have on the challenge process (including decision making and access to resources)? How much influence do they have on other stakeholders involved in the challenge?
- How much **INTEREST** do they have in the challenge: how much do they have to gain or lose from a change to the status quo? How willing are they to engage in the process of the challenge?
- How much **INSIGHT** do you think they have to bring to the challenge: what expertise or information might they offer? Do they have a different viewpoint to you or other stakeholders? What resources might they bring to the challenge?

In the How They See The Challenge section, think about your Challenge Statement from their perspective.

- How might they see the problem? What might their vision look like?
- Write down a couple of sentences to capture your ideas. These should be written in the first person, as if that stakeholder were saying it.

Appendix 5

ITP Stakeholder Canvas instructions

Step 3

Preparing for the stakeholder conversation

Reflecting on the insights from your Stakeholder Canvas, make a list of the questions or areas of interest that you want to explore further. These may include:

Testing your own assumptions and finding out more about their role, needs and expectations regarding the challenge

Exploring their knowledge, experience or point of view on the challenge – including their feedback on your Challenge Statement, their feedback and input to the Context Map and their input or perspective on any of the learning questions you identified during your Context Mapping.

Step 4

Conduct your stakeholder conversation

Step 5

After your stakeholder conversation, take time to reflect on key insights and capture your thoughts:

What were your general reflections and insights? What struck you from the conversation? What surprised you? Is there anything you need to follow up on?

Repeat the Stakeholder Canvas based on your conversation and reflect upon any differences between your starting assumptions and what you know now.

Add any further insights about the challenge to your Challenge Definition and Context Map.

Step 6

Close the feedback loop by sending a thank you note to your interviewee and sharing any relevant reflections or insights from your conversation.

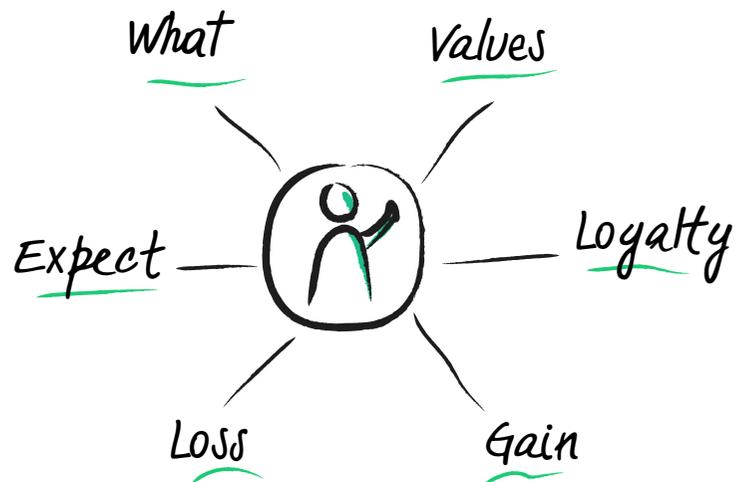
ITP Stakeholder Canvas

Stakeholder description

How they see the challenge



Stakeholder wheel



Engagement with the challenge

Influence

Process	-	_____	+
Other Stakeholders	-	_____	+
<u>Interest</u>	-	_____	+
<u>Insight</u>	-	_____	+

ITP Dialogue Interviews

This document provides thought-starter questions to the interviewer in order to bring out the perspective, insights and understandings the interviewee has gathered from a corporate stakeholder on transitioning to a low carbon future. The questions can be mixed and used as the interviewer sees fit.

1. Tell us about the corporate stakeholder you interacted with. Who are they? How did the interaction come about?
2. What does this stakeholder say or do? What is their attitude in public towards a low carbon future? How does this stakeholder behave?
 - a. What are they afraid of?
 - b. What frustrates them?
 - c. What do they want and need?
 - d. What is success for them?
3. How does this stakeholder see their role in transitioning to a low carbon future? What behaviours are they driving in the system?
4. What does this stakeholder think and feel? What motivates them? What is most important to them? What are their hopes and worries?
5. What does this stakeholder see in the surrounding environment? What is their perspective of the system?
6. What does this stakeholder hear from others (peers, influencers, policy makers, the public, etc.) about transitioning to a low carbon future?



ITP Strategy Context Map

