



CLUB SUPPORT FACTSHEET

MANAGING STAKEHOLDERS

A stakeholder is anyone who has an interest or concern with the running of a club. Managing stakeholders is therefore vital to the implementation of a new vision and values.

Planning how to manage all of your stakeholders will mean you can identify everyone who needs to be involved. This will help you focus your time and resources on engaging those who can have the biggest impact on developing, socialising and embedding a new vision and values.

It is worth spending time early on to do this planning as it will help you be clear about who to build relationships with so you avoid blocks or conflict later on.

The 9 Cs

Start by creating a list of anyone involved in or affected by the creation of a new vision and values. You could start this yourself, then get together with others for a group brainstorm.

Once you have your list, use the 9 Cs template to categorise all the stakeholders and double check for any omissions. Some stakeholders may cross-over into more than one category.

The 9 Cs of Stakeholder Management

<p>Commissioners Those that pay the organisation to undertake activities or provide services.</p>	
<p>Customers Individuals or organisations who pay for products or services.</p>	
<p>Collaborators Those who the organisations works with to develop and deliver product or services.</p>	
<p>Contributors Those who an organisation acquires content or parts for a product.</p>	
<p>Channels Organisations and individuals that distribute and provide a route to market.</p>	
<p>Commentators Those whose opinion is heard by customers and others.</p>	
<p>Champions Those bought into and will actively promote the project.</p>	
<p>Competitors Rivals offering similar or the same products.</p>	
<p>Consumers Those who are served by customers or end users.</p>	

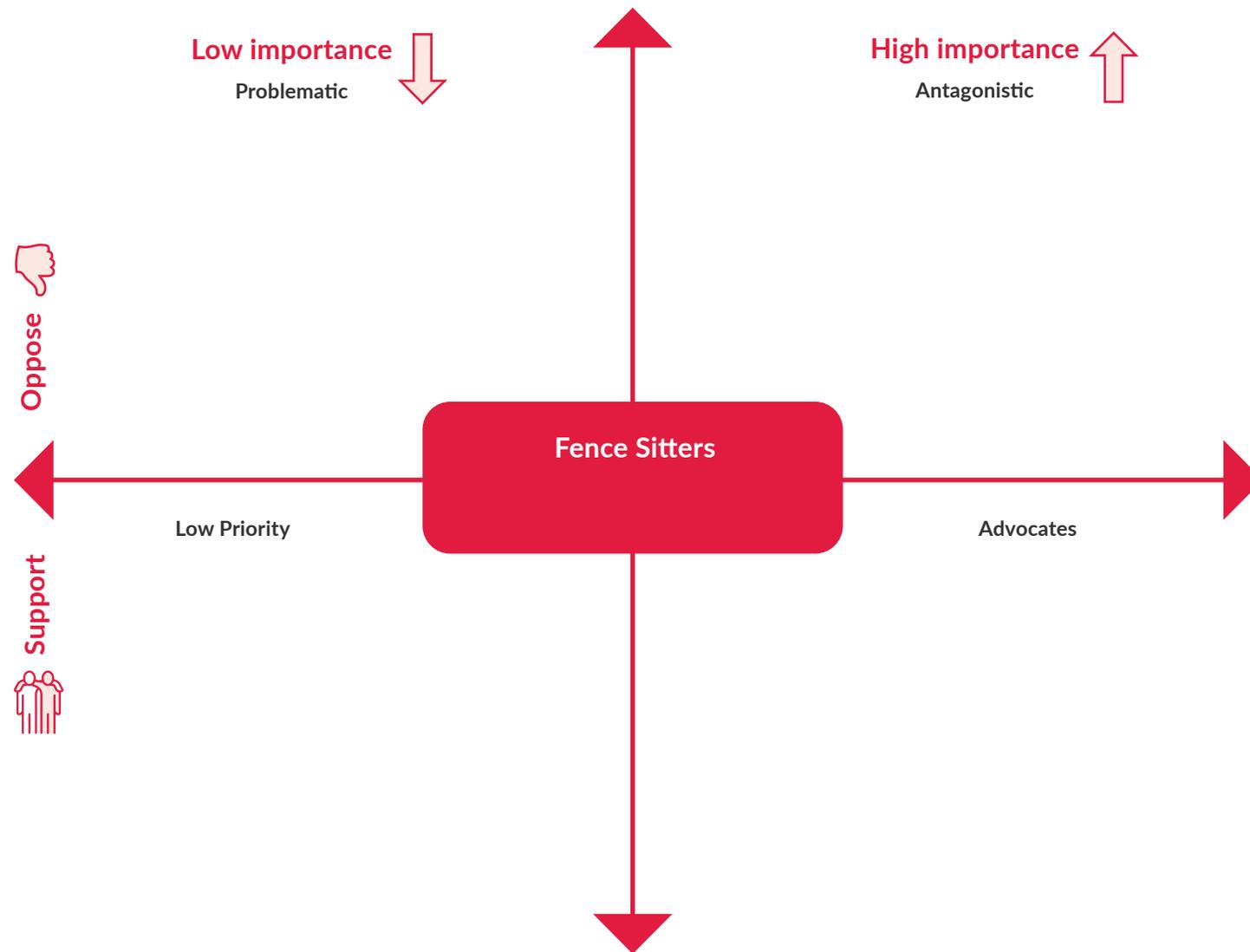
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Plotting Stakeholders

Once your stakeholders have been identified, it's time to think about the most effective way to work with them – and this will depend on how important and how supportive they are to your project.

- 1 Start by adding each stakeholder to one of the five sections on the Plotting Stakeholders template – do this quickly at first, going with your instinct about where they are placed.





Plotting Stakeholders cont...

2 Look again at where you have placed each one to check if they are in the right section. Ask yourself these questions to help with this:

- Do they have decision making power?
- Do they have a lot of influence?
- How much will their role/work be affected?
- Do you have an existing relationship with them?

3 Now you can plan your approach for those in each section, e.g.

- Problematic – explain ‘what’s in it for them’, listen to their concerns without promising to make changes
- Low priority – keep them informed, show appreciation for their support
- Advocates – engage them in decisions, ask them to talk with those being problematic
- Antagonistic – see the ‘Dealing with Antagonistics’ factsheet for top tips



Remember that you can link up your stakeholders to do some of the work on your behalf e.g. people in the low priority section could be tasked with sharing why they support your project with people in the problematic section.

Dealing with individuals who are antagonistic

Be aware of your own reaction when stakeholders respond antagonistically to your vision and values; you will have invested more time and energy to its development and have a better understanding of it than people who have not been involved so far.

Try not to take people being antagonistic personally. Instead, listen to understand where their concerns are coming from to help you select the best approach for how to respond, using the tips on the factsheet.



Ask for peer support if you are finding things difficult.