

# GGI Internal stakeholder engagement maturity matrix

A maturity matrix to support development and improvement

VERSION 1.1 JUNE 2022

PROGRESS LEVELS ▶

0 BASELINE	1 BASIC LEVEL	2 EARLY PROGRESS IN DEVELOPMENT	3 FIRM PROGRESS IN DEVELOPMENT	4 MATURITY / RESULTS BEING ACHIEVED	5 EXEMPLAR
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KEY ELEMENTS ▼

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<b>INTERNAL STAKEHOLDER IDENTIFICATION &amp; SEGMENTATION</b>	No formal or coordinated internal stakeholder engagement or segmentation.	Basic understanding and approach to internal engagement. Some mapping and insights but likely to be siloed.	Most internal stakeholders are identified, researched and thoroughly mapped. This is well communicated internally and managers have an understanding of key internal stakeholders. Internal stakeholder information is regularly and proactively communicated and fed into the organisation's ongoing communications around service delivery and in projects.	Mapping and engagement of stakeholders is ongoing and attentive. All internal stakeholders are documented with at least one key individual's contact details alongside the team, department or programme details.	Full oversight and view of all groups and individuals. All of the organisation's key internal stakeholders are researched and mapped thoroughly. A developed culture of internal engagement has created a comprehensive understanding of internal stakeholders among leadership and a reasonable understanding among management. Detailed internal stakeholder information with up-to-date contact details is centrally available and proactively communicated. The process of stakeholder identification, mapping and awareness is effective, dynamic and ongoing.	Engagement is fostering effective relationships, contributing to the successful delivery of strategy and objectives. The organisation is regarded as being among the best-in-class at internal stakeholder engagements and used as a model by others.
<b>RELATIONSHIP DEVELOPMENT &amp; MANAGEMENT</b>	Internal relationships are not organised or managed in a structured way. Information flow is hierarchical with little-to-no day-to-day sharing of information at relevant strategic or operational levels.	Some basic channels are in place to develop relationships but with little oversight or structure. While particular individuals may have strong relationships, formal processes do not effectively support internal engagement or understanding.	Senior leaders have a basic understanding of who their core internal stakeholder groups are as well as their role, processes and projects. Simple tools are used in support of internal relationship management but this is seen as an operational activity.	Throughout the organisation there is a good internal understanding of the value and importance of internal stakeholder relationships. Senior leaders can identify their key internal stakeholders and these relationships are proactively managed at various levels of the organisation. Relationship development is becoming a visible feature of strategic planning.	Very good understanding of the value and importance of internal stakeholder relationships. Management of relationships is conducted strategically with reference not only to the needs of projects but also to those of the organisation. Proactive management of relationships leads to positive results and has become a cultural imperative.	Excellent understanding of value and importance of internal stakeholder relationships. Internal stakeholder relationship management is culturally embedded at all levels of the organisation and effectively supported by well trained staff. Internal engagement is a source of pride, celebrated, successful and emulated by other organisations.
<b>SYSTEMS, PROCESSES &amp; PROCEDURES</b>	No systems, processes or procedures in place to manage internal engagement.	Systems, processes and reporting tools are beginning to be developed. Focus tends to be towards internal stakeholder data and 'news'. Measures and metrics are those that are available and not strategically selected.	Individual teams standardise data gathering tools and add simple analysis functions. Tracked information is more considered and methods for gathering missing information are developed.	Information gathering tools allow for qualitative insights alongside quantitative insights. Thought is applied to validity, relevance and value of information captured. Tools are co-developed with partner teams. New methods of data capture and analysis developed, linked to the organisation's strategy and aims.	Tools are proactively used to align contacts with strategy, goals and opportunities. Reporting is incorporated into both regular upward and downward feedback routes, with standardised presentation that informs decision making.	Qualitative and quantitative data gathering and analysis, alongside insights are used for current state reporting. This is visible to all and predictive measures can be applied to assess risk, opportunity or landscape change. Insights are acted upon.

PROGRESS LEVELS



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<b>CULTURE</b>	No culture of internal engagement in the organisation.	There is an awareness of internal stakeholders and the role and purpose of stakeholder engagement by those with a communication or related engagement function. However, this is only partially replicated by the leadership or the rest of the organisation.	There is growing cultural awareness of engagement with internal stakeholders in project work. Internal relationships are managed as part of service/project delivery and the organisation has systems and processes in place to support this.	There is a developed culture of internal engagement. Leaders understand the importance of internal engagement and act accordingly. This is communicated internally and reflected in strategic planning.	There is systematic and systemic approach to internal engagement on all projects and across the organisation. Leadership are seen to be proactively and effectively engaging internal stakeholders and this is well supported by the comms team and those involved in delivering work. Communications and documents demonstrate strong evidence that the organisation sees strategic value and purpose in internal stakeholder engagement.	Internal stakeholder engagement is second nature across all levels of the organisation. The leadership champion and drive engagement while all staff, including leaders, are mindful, proactive, motivated and effective in their internal communications and relationship building. Other organisations seek to emulate approaches.
<b>INFLUENCE</b>	No influence over internal stakeholders.	Information is shared with internal stakeholders, often in an ad hoc or sporadic fashion and achieves very limited influence. Information flows are not centrally managed or coordinated.	There is a general understanding of why influencing internal stakeholders is important and some steps have been taken to plan this, with teams beginning to coordinate. Consistent, overarching messages have been developed. The leadership demonstrate an awareness of the strategic role that influencing plays.	There is an understanding of how to influence different groups of internal stakeholders in different ways and of the tools used to instigate this influence. Influence is fed from internal stakeholders to the board. Influence is defined, documented and planned to positively impact projects and services in ways that are linked to the organisation's strategy and objectives.	There is a widespread understanding of how to influence different internal stakeholders throughout the organisation. This influence is proactively deployed, well communicated and planned so as to have an impact at the strategic level.	Organisation is capable of responsibly and effectively influencing all of its internal stakeholders and understands the levers of influence over each.
<b>SKILLS &amp; CAPACITY</b>	Little or no skills in the organisation for internal engagement.	Some internal stakeholder engagement skills and minimal capacity. Skills are likely contained within the communications team or among those with an engagement function in their role.	The organisation allocates and protects resources dedicated to internal communications. Some skills and capacity are evident across the organisations but this is not centrally coordinated.	There are established skills and resources. Shared processes are in place with regular review and assessment. Internal engagement is recognised as a core part of the board's remit.	Established skills and resources are embedded across the whole organisation. Time is spent on developing skills and capacity. Training and systematised approaches are embedded across the organisation. The value that the organisation places on internal stakeholder engagement is reflected in job descriptions, objectives and appraisals etc.	The organisation delivers exceptional internal engagement through embedded skills and capacity. Internal engagement skills and capacity are highly developed across all areas of the organisation with ongoing monitoring, evaluation and learning. Insights and experience are of value to other organisations.
<b>FEEDBACK &amp; IMPROVEMENT</b>	No means of gathering feedback from colleagues or developing ways to improve.	Rudimentary approach to gathering feedback based on informal discussion. Not collated, measured or otherwise used in a structured or consistent way.	Consistent methods of gathering, analysing and using feedback are being developed. The organisation is proactively looking for ways to improve and codify approaches.	Established feedback mechanisms are in place. The correct data is being gathered, analysed and shared. Regular discussions about ways to improve internal stakeholder engagement take place and methods of improving reporting are communicated and acted upon.	The board demonstrates a continuous improvement approach based on systematic gathering of feedback. Regular discussions occur at board meetings and are followed up by effective dissemination of information and approaches across the organisation.	Internal and external contacts report that the organisation is a centre of excellence in its approach to internal stakeholder engagement. The organisation is used as an example by others.