

GGI Stakeholder engagement maturity matrix

A maturity matrix to support development and improvement
Good Governance Institute

VERSION 1.1 MAY 9, 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
STAKEHOLDER IDENTIFICATION & AWARENESS	No formal or coordinated stakeholder identification and oversight.	Basic stakeholder identification, including rudimentary mapping. No organisational oversight but some oversight in communications team/ department and on specific projects/ programmes. Stakeholders sporadically considered in organisations work, especially when service changes are made or new projects started.	Organisation is aware of its key stakeholders and they are researched and mapped in a rudimentary way. This information is recorded centrally and made accessible to those who need it but there isn't a culture of its active use or communication and the mapping and research of stakeholders isn't a systemic ongoing or dynamic process.	Most of the organisations stakeholders are identified and researched and mapped in a thorough way. This is well communicated internally and most managers have some awareness of the organisations key stakeholders whilst leaders have more developed awareness. The information about these stakeholders is regularly and proactively communicated and fed into the organisations ongoing communications around service delivery and in projects. There is a culture of stakeholder awareness in the organisation. The process of mapping and researching stakeholders is ongoing and attentive. All organisational stakeholder records have at least one key individual's contact details as well as the corporate details.	All of the organisations key stakeholders are researched and mapped thoroughly. There is a developed culture of stakeholder awareness in the organisation with a comprehensive understanding of key stakeholders among leadership and a decent understanding among management. Detailed information about, and up to date contact details for, these stakeholders is centrally available, and proactively communicated. The process of stakeholder identification, mapping and awareness is effective, dynamic and ongoing.	Stakeholder identification and awareness is endemic and the culture around it is so strong that it leads to outcomes above and beyond in the work that the organisation does, helps foster effective relationships with these organisations and contributes to the successful delivery of the organisation's strategy and objectives. The organisation is regarded as a beacon of best practice in this area and used as a model by others.
RELATIONSHIP DEVELOPMENT	Stakeholder relationships are not organised or managed in any structured way.	Some unstructured and uncoordinated stakeholder relationship development more through individual relations than in any structural way and largely through the communications team. No culture of stakeholder relationship development. Very little organised organisational understanding of stakeholders and their relationship value and status with them.	Basic understanding of stakeholder relationships among senior leaders in the organisations including their influence over the work of the organisations and factored into how decisions are made, service changes made and communicated and projects run. Some basic tools used by the communications team to support stakeholder relationship development. Emerging / fledgling culture of stakeholder relationship management.	Good understanding of the value and importance of stakeholder relationships and active stakeholder relationship management with at least key stakeholders among all senior leaders and many managers and staff. Basic culture of stakeholder relations in the organisation. Basic levels of communication in the organisation about the value of stakeholder relationships and about the organisations stakeholder relationships. The communications team manage key stakeholder relationships effectively and proactively. Channels with key stakeholders are established and relations exist between the senior leaders. Stakeholder relationship management tools are well developed, accessible to all and used sporadically.	Very good understanding of the value and importance of stakeholder relationships and active stakeholder relationship management with at least key stakeholders among all senior leaders and many managers and staff. This relationship management is conducted in a strategic way, aligned to the aims of specific projects but more importantly to the organisations strategic aims and objectives. Strong culture of stakeholder relations in the organisation. Regular and proactive communication in the organisation about the value of stakeholder relationships and about the organisation's stakeholder relationships. The communications team manage key stakeholder relationships effectively and proactively with positive results. Channels with key stakeholders are well established and relations exist between the senior leaders and further down in the organisation. Organisation provides training to staff on, and ongoing support with, stakeholder relationship development and management. Stakeholder relationship management tools are well developed, accessible to all and embedded organisationally into standard working practice and used effectively.	Excellent understanding of the value of stakeholder relationships and proactive relationship development and management throughout the organisation. Organisation is renowned for its stakeholder relations. Culture of stakeholder relations is excellent and a proud and protected part of the organisation's values and identity. Good and regular training for all staff as well as an excellent suite of tools which are embedded into working practice. Well developed multi-platform channels of engagement established with most stakeholders. Organisation is regarded as beacon of best practice and emulated by others.

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STRATEGIC MANAGEMENT	No strategic thinking around or management of stakeholder relationships.	Some uncoordinated strategic thinking about and management of stakeholder engagement and relationship management. Rudimentary work to connect stakeholders to the organisation's aims and strategy.	Sporadic strategic thinking about management of stakeholder engagement and relations among senior leaders and within communications team/ department. More developed connection of stakeholders to the organisation's aims and strategy. Some communication of this internally. Some elements of strategic management of stakeholder relations in the organisation's big programmes of work and some smaller projects.	Ongoing strategic thinking about management of stakeholder engagement and relations among senior leaders and within communications team/ department. Emergent culture of strategic management of stakeholder engagement and relations. Well established and codified links between the organisation's aims and strategy and stakeholders. Communications team and to a lesser extent leadership, a proactive voice on the importance, value and impact of strategic management of stakeholder engagement and relations. Some tools developed and shared. Decent strategic management of stakeholder relations in the organisation's big programmes of work and some smaller projects.	Nuanced strategic thinking about management of stakeholder engagement and relations among senior leaders, management and many staff, championed and supported effectively by communications team/ department. Developed culture of strategic management of stakeholder engagement and relations. Well established and codified links between the organisation's aims and strategy and stakeholders and evidence of a central strategy for strategic management of stakeholder engagement as well as elements of it in main corporate strategies. Communications team and senior leadership are a proactive voice on the importance, value and impact of strategic management of stakeholder engagement and relations. Tools are well-developed, easily accessible, regularly shared and embedded as part of standard working practice. Some training and support for project leads, managers and senior leaders. Effective strategic management of stakeholder relations in the organisation's big programmes of work and some smaller projects.	Stakeholder relationships are effectively strategically managed in line with the aims and strategy of the organisation and in a way that not just supports but helps realise them. Excellent culture of strategic management and effective outcomes. Organisation well renowned for its strategic approach and emulated as best practice.
SYSTEMS, PROCESSES, PROCEDURES	No existing systems, processes or procedures for stakeholder engagement.	Some stakeholders contact information is held by individuals across the organisation but no central coordination. Some stakeholder engagement process in the communications team/ department but not beyond. Records and means of stakeholder engagement aren't centralised or standardised. No uniform process and no processes embedded as standard working practice.	Some stakeholder records are kept centrally but a lot still held by individuals across the organisation. Some central coordination. The communications team/ department and senior leaders follow a roughly standard procedure for stakeholder engagement. Some culture around the proper process and procedures exists among this group but not more broadly. Beginnings of standardised process managed by comms.	The information for many of the organisation's key stakeholders is held on a central system and accessible to all staff and gets updated fairly regularly. Contact with stakeholders is recorded sporadically on the system. The communications team/ department have developed processes to support stakeholder engagement and have a standard procedure in place which is followed by some. There are some tools in place to assist with the intelligent and effective connecting of stakeholders with engagement aims.	The information for most of the organisation's stakeholders is held on a central well developed, dynamic, system and accessible to all staff and gets updated regularly. Contact with stakeholders is recorded as standard working practice on the system. The communications team/ department's processes to support stakeholder engagement are actively communicated to staff and used and engaged with. They are embedded into project and BAU methodology. A standard procedure in place which is followed by most. There are some tools in place to assist with the intelligent and effective connecting of stakeholders with engagement aims and training to support how to most effectively use them.	The organisation has excellent systems, processes and procedures in place for stakeholder engagement. They regularly get updated and developed based on learning from their use in projects and business as usual work. The central system is well developed and well maintained. The processes are agile and the procedure logical. There is whole organisational buy in and a good culture around the purpose, value and use of the system, processes and procedures. The net result of which is excellent stakeholder engagement which feeds into the achievement of successful aims and enhances the reputation of the organisation.

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CULTURE	No culture in the organisation of stakeholder engagement and relations.	An awareness of stakeholders and the role and purpose of stakeholder engagement among the communications team/ department and sporadically throughout the leadership and rest of the organisation.	Evidence of some culture of consideration of stakeholders across the organisation and the need to engage and manage relations as part of service delivery and project / programme work, translating into use of the organisations systems, processes and procedures.	A developing and somewhat pervasive culture of consideration of stakeholders in most things the organisation does on an ongoing basis. A more widespread, appreciation of the role and purpose of stakeholder engagement. Some internal communications about this purpose and value and some codification in organisation's key strategic documents.	There is a systematic and systemic approach across all of the organisations projects / programmes towards stakeholder engagement and relationship management. Staff fully understand the need for effective stakeholder management and proactively engage with the process. All staff thinking about the organisation's perception/ reputation with stakeholders and work with others in the organisation, particularly communications, to manage this. Strong evidence of the value and purpose the organisation places on stakeholder engagement codified in its documents and evidence in its communication activities.	Culture is so entrenched is stakeholder engagement and relationship management is second nature and perforates every element of programme and project delivery and other organisations use as example
INFLUENCE	No influence over stakeholders	Some influence over stakeholders but no conscious / central management of this influence, nor any coordination for strategic means.	More conscious understanding of the organisation's influence over different stakeholders, especially in the communications team/ department and across leadership. Some strategic use and coordination of this influence.	A widespread understanding of the organisation's influence over different stakeholders. The communications team play a proactive role in analysing, codifying and strategically orchestrating how this influence is positively used in projects and service development work and more generally to support the organisation's strategic aims and objectives.	An endemic understanding of the organisation's influence over different stakeholders throughout organisation. Influence well communicated to staff wherever and whenever appropriate. Proactive work done to understand cause and nature of influence and to enhance/ maintain this influence. The communications team and the leadership play a proactive role in analysing, codifying and strategically orchestrating how this influence is positively to support the organisation's strategic aims and objectives. Organisation is mindful not to do anything which will affect this influence and is also responsible with how it uses its influence.	Organisation is capable of influencing all of its stakeholders and understands the levers of influence over each.
PERCEPTION / REPUTATION	No management over perception and no understanding of perception/ reputation among stakeholders	Some understanding stakeholder's perception of the organisation but little to no management.	More developed understanding of the organisation's perceptions among stakeholders and some management of this with planned messaging to manage perception/reputation	Understanding of the organisation's perception and reputation among most stakeholders with engagement to manage perception and reputation	Good understanding of the organisation's perception and reputation among all stakeholders with practice ongoing engagement to manage perception and reputation between the communications team, organisational leadership and other relevant personnel.	Excellent understanding of the organisation's perception and reputation among stakeholders with intelligent, strategic ongoing management throughout the organisation.

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KEY ELEMENTS 

SKILLS & CAPACITY 	Little to no skills and or capacity in the organisation around stakeholder relationship engagement and management.	Some stakeholder engagement skills and minimal capacity, just within comms team.	Some dedicated time resource within comms team (not necessarily a specific role). Some stakeholder engagement skills and capacity across organisation.	Established skills and resources within comms team and across organisation. Formal processes and supporting resources in place. Regularly assessed and revisited.	Time resources dedicated to skills and capacity. Training and approach embedded across organisation. Written into job descriptions, objectives, appraisals etc.	Used as a centre of excellence to train other organisations in stakeholder engagement skills.
FEEDBACK AND IMPROVEMENT 	No means of gathering feedback from stakeholders or developing ways to improve.	Rudimentary approach to gathering feedback based on informal discussion. Not measured in a structured or consistent way.	Beginning to put in place consistent methods to gather feedback and developing ways to improve.	Established feedback mechanisms in place. Regular discussions about ways to improve stakeholder engagement.	Continuous improvement approach at board level, based on systematic gathering of feedback. Regular discussions at board meetings.	Organisation seen as a centre of excellence in its approach to gathering stakeholder feedback.