

GGI Stakeholder engagement maturity matrix

A maturity matrix to support the development and improvement of effective and impactful stakeholder engagement and relationship management

To use the matrix, identify and circle the level you believe your organisation has reached and then draw an arrow to the right to the level you intend to reach in the next 12 months. Generally, organisations/teams will only progress one level per year

➔ VERSION 1.1 OCTOBER 2023

PROGRESS LEVELS ▶

KEY ELEMENTS ▼

	0	1 NO MATURTY	2 BASIC LEVEL	3 EARLY PROGRESS	4 FIRM PROGRESS	5 RESULTS	6 EXEMPLAR
Stakeholder Identification Awareness ▶	No	<p>Little formal or coordinated stakeholder identification and oversight by the board, executive or communications and engagement lead.</p>	<p>Basic stakeholder identification, including rudimentary mapping. No organisational or board oversight but some oversight in communications team/ department and on specific projects/programmes.</p> <p>Stakeholders sporadically considered in the organisation's work, especially when service changes are made or new projects started.</p>	<p>The organisation has rudimentary sense of its stakeholder environment to those who need it but there is some sort of identification and mapping done with minimal board awareness or oversight.</p> <p>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 with any real board level input.</p>	<p>Most of the organisations stakeholders are identified and the relationships mapped and analysed, with board oversight. This is well communicated internally and most managers have some awareness of the organisations key stakeholders whilst leaders have more developed awareness.</p> <p>This intelligence is used by the board to seek assurance on the management of key relations and by the executive leadership and communications and engagement lead and their team to support effective engagement with stakeholders. There is a culture of stakeholder awareness partly shaped by the board and particularly executives in the organisation the process of mapping and reflecting on stakeholder relationships is ongoing and attentive.</p>	<p>The organisation and board has good sight and understanding of its stakeholder environment and relations.</p> <p>The process of stakeholder identification, mapping and awareness is effective, dynamic and ongoing.</p> <p>This information and understanding is used to strategically manage these relationships and the board is active in both its oversight and support of this work.</p>	<p>The organisation and board has comprehensive sight and understanding of its stakeholder environment and relations and the culture around it is so strong that it leads to outcomes above and beyond in the way that the organisation does, helps foster effective relationships with these organisations and contributes to the successful delivery of the organisation's strategy and objectives.</p> <p>The organisation is regarded as a beacon of best practice in this area and used as a model by others.</p>
Relationship Development ▶	<p>Stakeholder relationships are not organised or managed in any structured way but rather instinctually and with little board oversight.</p>	<p>There is some unstructured and uncoordinated stakeholder relationship development more through individual relations than in any structural way and largely through the communications team with the board largely uninvolved in supporting or contributing to this work in any organised or strategic way or providing any oversight.</p> <p>No culture of stakeholder relationship development. Very little organised organisational understanding of stakeholders and their relationship value and status with them.</p>	<p>Reasonable understanding of the nature and quality of the trust's stakeholder relationships among the board and across the trust's executive and broader senior leadership, including the influence these relations have on the work of the organisation and its decision making. Some basic relationship management support is provided by the communications and engagement team to support senior leaders with relationship management and development.</p> <p>Emerging/fledgling culture of stakeholder relationship management.</p>	<p>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 staff and reasonable oversight and input from the board.</p> <p>The senior leadership and at times where appropriate the board, actively manage key stakeholder relations strategically, supported by the communications and engagement team.</p>	<p>Very good understanding of the value and importance of stakeholder relationships and active stakeholder relationship management with most stakeholders is being conducted in an organised and managed way by the senior leadership, with good board awareness and necessary input and involvement to support. 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.</p> <p>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. Channels with key stakeholders are well established and relations exist between the senior leaders and further down in the organisation.</p>	<p>Excellent understanding of the value of stakeholder relationships and proactive relationship development and management throughout the organisation. Organisation is renowned for its stakeholder relations owned, steered and shaped by the board as a collective and proactively overseen day-to-day by the executive leadership.</p> <p>The board sees outcome based evidence of the impact of this work. 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.</p> <p>Well developed multi-platform channels of engagement established with most stakeholders. Organisation is regarded as beacon of best practice and emulated by others.</p>	

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Strategic Management ▶	No	Reactive, with minimal/ isolated strategic thinking around or management of stakeholder relationships.	Some uncoordinated strategic thinking about and management of stakeholder engagement and relationship management, with minimal to no involvement or oversight of board. 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. Relations aligned to the organisation's strategy by senior leaders with involvement of the communications team and some input from the chair and other non-execs. 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 with some board oversight and input. 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 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 by the senior leadership team and to a lesser extent the board and supported effectively by the communications team. 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. The board, senior leaders and the communications team are an active voice on 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, with active board oversight, assurance on impact and supportive input. Excellent culture of strategic management and effective outcomes. Organisation well renowned for its strategic approach and emulated as best practice.
Systems, processes, procedures ▶		Immature and inconsistent 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 seniorleaders follow an 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 assists with the intelligent and effective connecting of stakeholders with engagement aims.	There is a system in place with good, up to date, records of the organisation's stakeholders, the board is well-sighted and assured on the existence and use of 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 resultof 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	Minimal 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.	<p>The board sporadically emphasises the importance of stakeholder relations and engagement, particularly on decision making.</p> <p>There is 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.</p>	<p>The board and particularly the executive, are actively engaged in shaping a culture of stakeholder engagement and relationship management. There is a widespread appreciation of the purpose and importance of stakeholder engagement and relationship management among leadership and most managers.</p> <p>There are some internal communications about this purpose and value and some codification in organisation's key strategic documents.</p>	<p>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.</p> <p>Strong evidence of the value and purpose the organisation places on stakeholder engagement codified in its documents and evidence in its communication activities.</p>	Culture of stakeholder engagement and management is so central that it is part of organisational DNA and shapes how the organisation operates, led and overseen by the board and the more actively on a day to day basis by the executive.
Influence ▶		Minimal influence over stakeholders but not well understood or analysed.	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.	<p>There is a widespread understanding on the board and across the broader leadership of the organisation's influence over its stakeholders and some sense of the inverse.</p> <p>The chief executive, other key executives and the chair, supported by 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.</p>	<p>There is a comprehensive understanding of the organisation and also on the board, which exercises active oversight'.</p> <p>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.</p> <p>Organisation is mindful not to do anything which will affect this influence and is also responsible with how it uses its influence.</p>	<p>Organisation is capable of influencing all of its stakeholders and understands the levers of influence over each.</p> <p>The board and wider leadership understanding well the influence it has and where this influence lies across its membership.</p>

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Perception/ Reputation ▶	No	Minimal management over perception and no understanding of perception/reputation among stakeholders.	Some understanding stakeholder's perception of the organisation but little to no management and minimal board oversight or awareness.	Reasonable understanding of how the trust is perceived by stakeholders and sense of its reputational standing by board, senior leaders and sporadically through management. Information being used in an uncoordinated way to develop or manage perceptions.	Good board and wider senior leadership understanding and awareness of the organisation's perception and reputation among stakeholders. Proactive work, led by the chief executive and chair supported by the communications team and other executives and non-executives, to manage and protect the trust's reputation and to monitor and manage the trust's perception by stakeholders particularly where relevant to strategic delivery and performance.	Great wider senior leadership understanding and awareness of the organisation's perception and reputation among stakeholders. Board taking active assurance and providing oversight and support where necessary. Proactive work, led by the chief executive and chair supported by the communications team and other executives and non-executives, to manage and protect the trust's reputation and to monitor and manage the trust's perception by stakeholders particularly where relevant to strategic delivery and performance.	Excellent understanding of the organisation's perception and reputation among stakeholders with intelligent, strategic ongoing management throughout the organisation owned and overseen by the board.
Skills and Capacity ▶		Little to no skills and or capacity in the organisation around stakeholder relationship engagement and management.	Some stakeholder engagement skills and capacity across the executive and communications team.	Reasonable stakeholder engagement skills and dedicated time, resource and capacity across the executive, broader senior leadership and management supported by the communications team.	Established skills and resources within comms team and across organisation, particularly across the executive and chair. Formal processes and supporting resources in place. Regularly assessed and revisited.	Excellent capacity and skills across the executive and throughout the organisation, as well as on the board, in relation to strategic stakeholder engagement and relationship management. These skills well understood and utilised by the board and revisited regularly. A well structured and profficiently skills communications team well used in support of leadership. Training and approach embedded across organisation. Written into job descriptions, objectives, appraisals etc.	Organisation seen as an example for the strength and depth of its skills and capacity and their utilisation to effective strategic impact and outcome delivery.
Feedback and Improvement ▶		Little structural 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. Minimal strategic management and coordination for feedback and little to no formal reporting to board or its committees and little to no board or executive oversight	Beginning to put in place consistent methods to gather feedback and developing ways to improve, with reasonable reporting arrangements, somewhat effective use of feedback to shape decision making and strategy development. Reasonable board oversight.	Established feedback mechanisms in place. Regular discussions about ways to improve stakeholder engagement. Good reporting arrangements, effective and at times impactful use of feedback to shape decision making and strategy development. Good board oversight.	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.