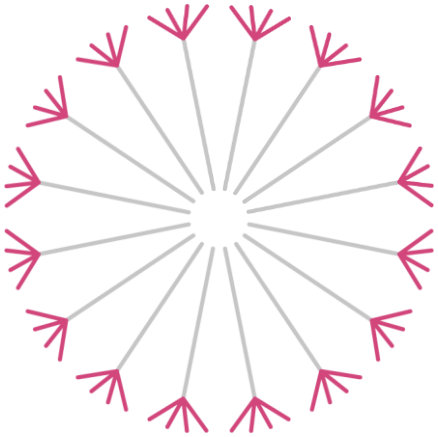


Fast Track Impact

Get more impact | Get your time back | Get inspired

FAST TRACK YOUR RESEARCH IMPACT

Let's get started

Have you got:

- PDF of book
- E-handout

Digital icebreaker

Raise a foot to the camera, look at what everyone else is wearing and write in chat:

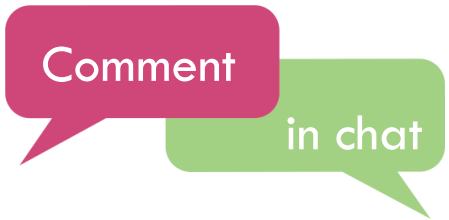
Who would you like to swap shoes, socks or slippers with?

Describe the footwear you noticed, rather than the person's name

Comment in chat

Question:

Why do you do research?



Question:

What could you do to regularly connect with your purpose?

Could engaging with impact be part of this?

Thinking to

ols

What is impact?

Who benefits ?

What is impact?

The **good** that

researchers do

in the world

Reed (The Research Impact Handbook)

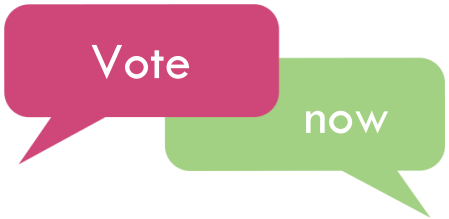
"Perceived and/or demonstrable benefits to individuals, groups, organisations and society (including human and non-human entities in the present and future) that are causally linked (necessarily or sufficiently) to research."

Reed et al. (2020) *Research Policy*

Types of impact

The **good** that researchers do in the world

Benefit



Which one of the following is **not** a type of impact, based on this definition:

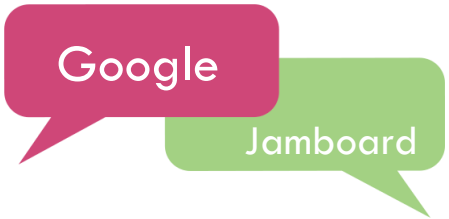
- Economic
- Environmental
- Social
- Technological
- Health/wellbeing
- Cultural

Types of impact

The **good** that

researchers do

in the world



What interim/initial impacts might you see on the pathway to impact?

For example:

- Increased awareness or understanding of an issue…

Understanding and awareness

Attitudinal

Economic

Environmental

Policy

Other social

Capacity or preparedness

Other forms of decision-making and behaviour change impacts

Health and Well-being

Cultural

The heart of the impact agenda in…

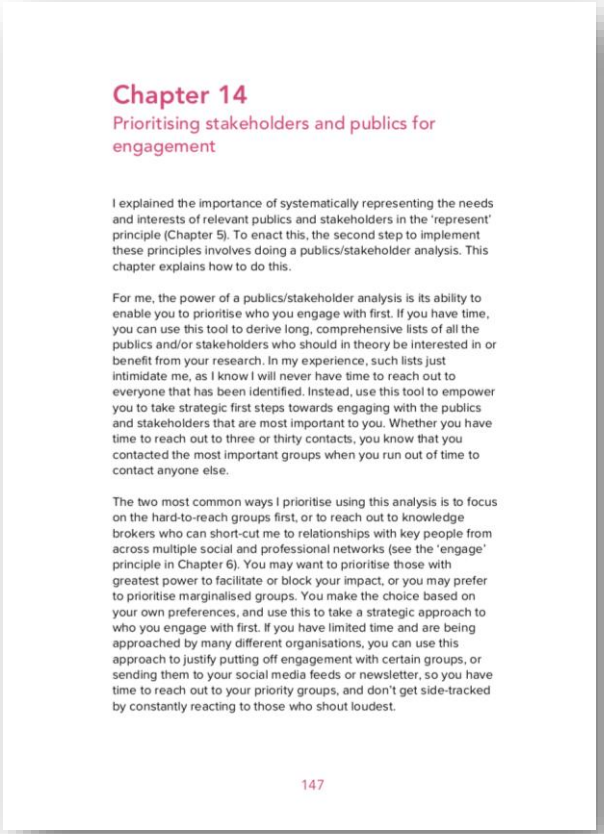
Empathy

Comments or questions?

Practical

tools

Stakeholder analysis



Chapter 14

Prioritising stakeholders and publics for engagement

I explained the importance of systematically representing the needs and interests of relevant publics and stakeholders in the 'represent' principle (Chapter 5). To enact this, the second step to implement these principles involves doing a publics/stakeholder analysis. This chapter explains how to do this.

For me, the power of a publics/stakeholder analysis is its ability to enable you to prioritise who you engage with first. If you have time, you can use this tool to derive long, comprehensive lists of all the publics and/or stakeholders who should in theory be interested in or benefit from your research. In my experience, such lists just intimidate me, as I know I will never have time to reach out to everyone that has been identified. Instead, use this tool to empower you to take strategic first steps towards engaging with the publics and stakeholders that are most important to you. Whether you have time to reach out to three or thirty contacts, you know that you contacted the most important groups when you run out of time to contact anyone else.

The two most common ways I prioritise using this analysis is to focus on the hard-to-reach groups first, or to reach out to knowledge brokers who can short-cut me to relationships with key people from across multiple social and professional networks (see the 'engage' principle in Chapter 6). You may want to prioritise those with greatest power to facilitate or block your impact, or you may prefer to prioritise marginalised groups. You make the choice based on your own preferences, and use this to take a strategic approach to who you engage with first. If you have limited time and are being approached by many different organisations, you can use this approach to justify putting off engagement with certain groups, or sending them to your social media feeds or newsletter, so you have time to reach out to your priority groups, and don't get side-tracked by constantly reacting to those who shout loudest.

147

Journal of Environmental Management 90 (2009) 1933–1949

Contents lists available at ScienceDirect

Journal of Environmental Management

journal homepage: www.elsevier.com/locate/jenvman

Who's in and why? A typology of stakeholder analysis methods for natural resource management

Mark S. Reed [a,*], Anil Graves [c], Norman Dandy [d], Helena Posthumus [c], Klaus Hubacek [b], Joe Morris [c], Christina Prell [e], Claire H. Quinn [b], Lindsay C. Stringer [b]

[a] Aberdeen Centre for Environmental Sustainability and Centre for Planning and Environmental Management, School of Geosciences, University of Aberdeen, St Mary's, Aberdeen AB24 3UF, UK
[b] Sustainability Research Institute, School of Earth and Environment, University of Leeds, Woodhouse Lane, Leeds, West Yorkshire LS2 9JT, UK
[c] Natural Resources Management Centre, Cranfield University, Bedford MK43 0AL, UK
[d] Forest Research, Alice Holt Lodge, Farnham, Surrey GU10 4LH, UK
[e] Department of Sociological Studies, University of Sheffield, Northumberland Road, Sheffield S10 2TU, UK

ARTICLE INFO

Article history:
Received 17 March 2008
Received in revised form
2 October 2008
Accepted 11 January 2009
Available online 20 February 2009

Keywords:
Stakeholder analysis
Typology
Methods
Identification
Categorisation
Inter-relationships
Participation
Rural Economy and Land Use programme

ABSTRACT

Stakeholder analysis means many things to different people. Various methods and approaches have been developed in different fields for different purposes, leading to confusion over the concept and practice of stakeholder analysis. This paper asks how and why stakeholder analysis should be conducted for participatory natural resource management research. This is achieved by reviewing the development of stakeholder analysis in business management, development and natural resource management. The normative and instrumental theoretical basis for stakeholder analysis is discussed, and a stakeholder analysis typology is proposed. This consists of methods for: i) identifying stakeholders; ii) differentiating between and categorising stakeholders; and iii) investigating relationships between stakeholders. The range of methods that can be used to carry out each type of analysis is reviewed. These methods and approaches are then illustrated through a series of case studies funded through the Rural Economy and Land Use (RELU) programme. These case studies show the wide range of participatory and non-participatory methods that can be used, and discuss some of the challenges and limitations of existing methods for stakeholder analysis. The case studies also propose new tools and combinations of methods that can more effectively identify and categorise stakeholders and help understand their inter-relationships.
© 2009 Elsevier Ltd. All rights reserved.

1. Introduction

Public participation is becoming increasingly embedded in national and international environmental policy, as decision-makers recognise the need to understand who is affected by the decisions and actions they take, and who has the power to influence their outcome, i.e. the *stakeholders* (as defined by Freeman, 1984). Although this is a vital first step in any participatory exercise, stakeholders are often identified and selected on an *ad hoc* basis. This has the potential to marginalise important groups, bias results and jeopardise long-term viability and support for the process. For this reason, interest is growing in a collection of methods that can be used for "stakeholder analysis". We define stakeholder analysis as a process that: i) defines aspects of a social and natural phenomenon affected by a decision or action; ii) identifies individuals, groups and organisations who are affected by or can affect those parts of the phenomenon (this may include non-human and non-living entities and future generations); and iii) prioritises these individuals and groups for involvement in the decision-making process.

Stakeholder analysis has become increasingly popular with a wide range of organisations in many different fields, and it is now used by policy-makers, regulators, governmental and non-governmental organisations, businesses and the media (Friedman and Miles, 2006). Approaches to stakeholder analysis have changed as tools have been progressively adapted from business management for use in policy, development and natural resource management. It is perhaps this variety of different approaches that has given rise to widespread confusion over what is really meant by stakeholder analysis (Donaldson and Preston, 1995; Stoney and Winstanley, 2001). Weyer (1996) described it as a "slippery creature", "used by different people to mean widely different things". Donaldson and Preston (1995) put this confusion down to a "muddling of theoretical bases and objectives". This may partly be due to the long period of

* Corresponding author. Tel.: +44 1224 272 000.
E-mail address: m.reed@sbdn.ac.uk (M.S. Reed).

0301-4797/$ – see front matter © 2009 Elsevier Ltd. All rights reserved.
doi:10.1016/j.jenvman.2009.01.001

See my blog for advance stakeholder analysis methods:
https://www.fasttrackimpact.com/blog

Stakeholder analysis: 3i's

1. Who is interested (or not)?
2. Who has influence (to facilitate or block impact)?
3. Who is impacted (positively or negatively)?

Why?

Publics and Stakeholder Analysis Template

Name of organization, group or segment of the public	Likely interest in your research H/M/L	What aspects of your research are they likely to be interested in (or why are they likely not interested)?	What level of influence might they have on your capacity to generate impact (to facilitate or block) and/or what level of impact (positive or negative) might they derive from the research? H/M/L	Comments on level of influence (to facilitate or block impact) and/or likely impact (positive or negative) e.g. times or contexts in which they have more/less influence over the outcomes of your research, ways they might block or facilitate your research or impact, types of benefit they might derive from the research

Individual

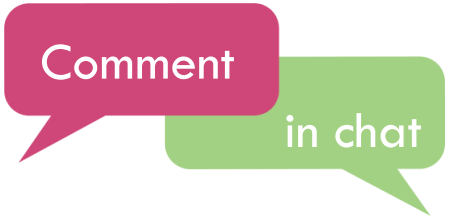
task

Stakeholder analysis: 3i's

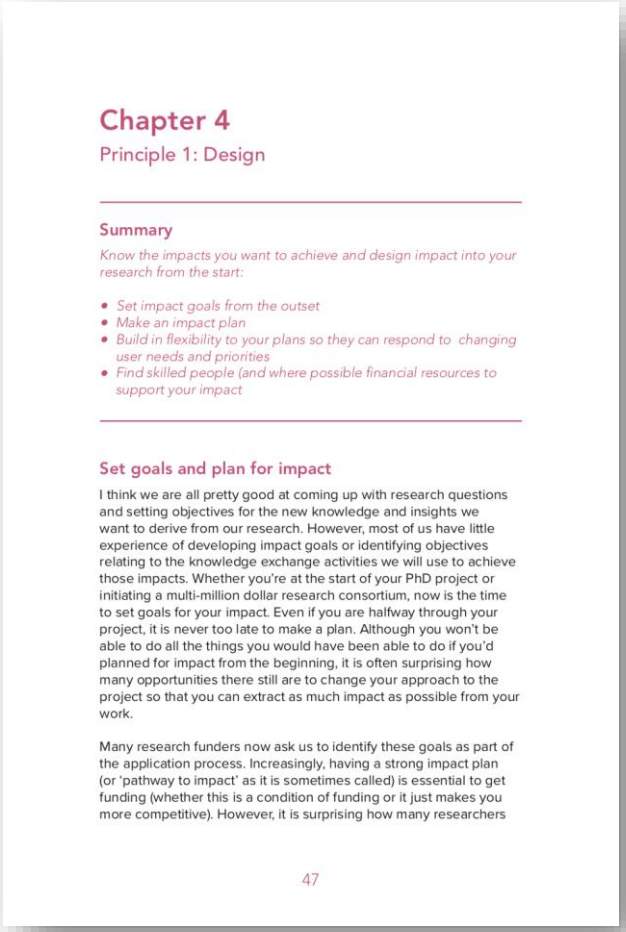
What did you take from this exercise?

For example:

- Did you find it difficult or have any issues?
- Did you see your stakeholders in a new light?
- Have you set yourself any actions based on what you learned?



Impact planning



Chapter 4

Principle 1: Design

Summary

Know the impacts you want to achieve and design impact into your research from the start:

- *Set impact goals from the outset*
- *Make an impact plan*
- *Build in flexibility to your plans so they can respond to changing user needs and priorities*
- *Find skilled people (and where possible financial resources to support your impact*

Set goals and plan for impact

I think we are all pretty good at coming up with research questions and setting objectives for the new knowledge and insights we want to derive from our research. However, most of us have little experience of developing impact goals or identifying objectives relating to the knowledge exchange activities we will use to achieve those impacts. Whether you're at the start of your PhD project or initiating a multi-million dollar research consortium, now is the time to set goals for your impact. Even if you are halfway through your project, it is never too late to make a plan. Although you won't be able to do all the things you would have been able to do if you'd planned for impact from the beginning, it is often surprising how many opportunities there still are to change your approach to the project so that you can extract as much impact as possible from your work.

Many research funders now ask us to identify these goals as part of the application process. Increasingly, having a strong impact plan (or 'pathway to impact' as it is sometimes called) is essential to get funding (whether this is a condition of funding or it just makes you more competitive). However, it is surprising how many researchers

47

Evidence & Policy • vol x • no x • x–x • © Policy Press 2018
Print ISSN 1744 2648 • Online ISSN 1744 2656 • https://doi.org/10.1332/174426418X15326967547242
Accepted for publication 23 June 2018 • First published online 29 August 2018

SPECIAL ISSUE • Networks and Network Analysis Evidence, Policy and Practice

article

Pathways to policy impact: a new approach for planning and evidencing research impact

Mark S. Reed, mark.reed@newcastle.ac.uk
Newcastle University, UK

Rosalind Bryce, rosalind.bryce.perth@uhi.ac.uk
University of the Highlands and Islands, UK

Ruth Machen, ruth.machen@newcastle.ac.uk
Newcastle University, UK

Background
The use of research in policy settings is complex, unpredictable and influenced by a range of poorly understood social factors. This makes it difficult to plan for, facilitate and evaluate policy impacts arising from research.

Aims and objectives
1. Propose and test tools for planning for and facilitating research impact, based on a new logic model combined with a novel approach to public/stakeholder analysis
2. Propose and test methods for establishing causal links between research and policy impacts
3. Use case study findings to provide new empirical insights into the social processes that mediate the generation of impact from research

Methods
Social Network Analysis, qualitative analysis of semi-structured interviews, and analysis of secondary data were used in a case study of peatland climate change research in Scottish Government policy.

Findings
Boundary organisations and centrally-positioned, well-trusted individuals, were crucial to the development of a trusted body of research in which policymakers were sufficiently confident as the basis for policy.

Discussion and conclusions
The non-linear social dynamics that characterise science-policy networks can be understood and evaluated. By using the tools described in this paper, researchers and other stakeholders can better plan, facilitate and evaluate research impact.

key words research impact • knowledge exchange • impact evaluation

1

See a worked example on my vlog: https://www.fasttrackimpact.com/vlog

Fast Track Impact Planning Template

Impact goal	Target stakeholders or publics	Reasons for being interested in the project	Activities to engage this target group	Indicators of successful engagement [and means of measurement]	Indicators of progress towards impact [means of measurement]	Risks to activities [and mitigation]	Risks to impact [and mitigation]	Who is responsible and what resources are needed?	Timing

RESILIENT DAIRY LANDSCAPES

Worked example

Overall impact goal: to develop and use a food system model to evaluate and then propose a range of dairy farming interventions that can increase the resilience and sustainability of production in the face of difficult to predict interactions between environmental, social and market forces.

Impact goals	Target stakeholders or publics	Reasons for being interested in the project	Activities to engage this target group	Indicators of successful engagement [and means of measurement]	Indicators of progress towards impact [means of measurement]	Risks to activities [and mitigation]	Risks to impact [and mitigation]	Who is responsible and what resources are needed?	Timing
Work with dairy farmers, the dairy industry and Government to develop scalable new pricing models based on Payments for Ecosystem Services (PES), inform the development of food, farming and environmental policy relating to PES, natural capital and adapting to environmental change, and support Government's role in providing early warning of major, notifiable or new and emerging animal diseases in the diary sector, in the context of the emerging post-Brexit agricultural policy regime in England and Scotland.	Dairy industry stakeholders (as above) National government departments and agencies, local councils Ecosystem service beneficiaries including publics, Cumbrian utilities companies, Network Rail, supermarkets, Cumbrian food and drink manufacturers, insurers, local businesses Intermediaries and networks including North Pennines AONB, Local Nature Partnership, Catchment Pioneer Third sector organisations including Rivers Trusts, Game & Wildlife Conservation Trust, Innovation in Agriculture, BITC N8 AgriFood, 3Keel, CISL	Increased profitability and resilience to Brexit Meet objectives of 2011 NEWP, PES Action Plan and PES aspirations in 25 year plan Opportunities to invest in natural capital to increase resilience to flood threats, climate change and demonstrate CSR Opportunities to leverage additional funding to meet operational objectives Intersections with a range of strategic objectives and initiatives in these organisations Achieving impact from research	Promote milk premium and related schemes to new entrants	Materials co-developed with Nestle/First Milk via their network [material available online]	Significant numbers of new scheme entrants [Nestle scheme records]	No new materials developed [3Keel to lead development]	No new scheme entrants [Nestle and First Milk to lead]	Nestle, First Milk, 3Keel	Late 2018
			Seminars in Westminster (with Natural England) and Edinburgh, policy brief with NE and GFS projects	Attendance by identified priority teams, follow-up opportunities taken up relevant teams [event records]	Integration of findings to post-Brexit agriculture policy [citations and testimonials]	Poor attendance [work with NE to target Defra teams, advisory board members for Scottish Government]	No Brexit or no policy influence [work with N8 AgriFood and GFS high level network]	Mark with N8 and GFS programme secretariat	November 2018 (London), 2019 (Scotland) then ongoing
			Investment brochure, website and PES registry promoted via stalls and presentations at key regional events	Brochure, website and registry launched, presentations delivered [Google analytics, event records]	Initial investment from new companies with interest in Cumbrian landscape [registry entries]	Major private investment from at least one new company or a number of smaller investments [registry entry]	No new investment [work with Government and Nestle to create conditions necessary]	Mark with Nestle, BITC, 3Keel, Wildlife Trusts and IUCN	2021
			Co-development of activities above for beneficiaries	Evidence of intermediary buy-in to launched resources [attendance at presentations, newsletter list]	Additional funding for intermediary activities linked to PES funding [annual reports, testimonials]	Limited buy-in [3Keel and BITC to lead via their networks]	As above	As above	2021
			Input to relevant expert groups, consultations, select committees and boards, for example Defra's Social Science Expert Group and Scottish Government's Strategic Research (RESAS) Programme Board	Written and/or oral evidence provided as opportunities arise [citations in relevant documents]	Integration of findings to post-Brexit agriculture policy [citations and testimonials]	Few relevant opportunities or insufficient time to engage with them [training and support for PDRAs to lead drafting of responses]	No Brexit or no policy influence [work with N8 AgriFood and GFS high level network]	Mark with relevant Co-Is	Ongoing
			Engage with the Parliamentary Office of Science and Technology on POSTnote or policy brief on "Post-Brexit Resilience and Sustainability of UK Dairy Sector"	Production of POSTnote or policy brief [new materials online including project findings]	Integration of findings to post-Brexit agriculture policy [citations and testimonials]	Lack of interest from POST [launch GFS branded policy brief at seminars in London and Edinburgh]	No Brexit or no policy influence [work with N8 AgriFood and GFS high level network]	Mark with relevant Co-Is	2020-21

Small group discussion

Discuss:

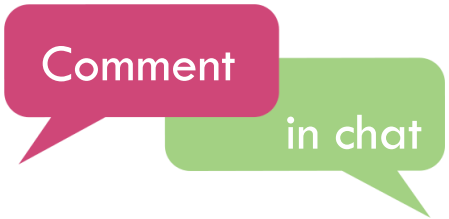
- Insights
- Questions
- Actions

Next steps

Actions

Write in chat:

- What will I do, based on what I learned today?



Find someone to be accountable to or…

Direct message your email address with your action and I'll contact you a month from now to remind you what you wrote and see if I can help.

Fast Track Impact

Get more impact | Get your time back | Get inspired

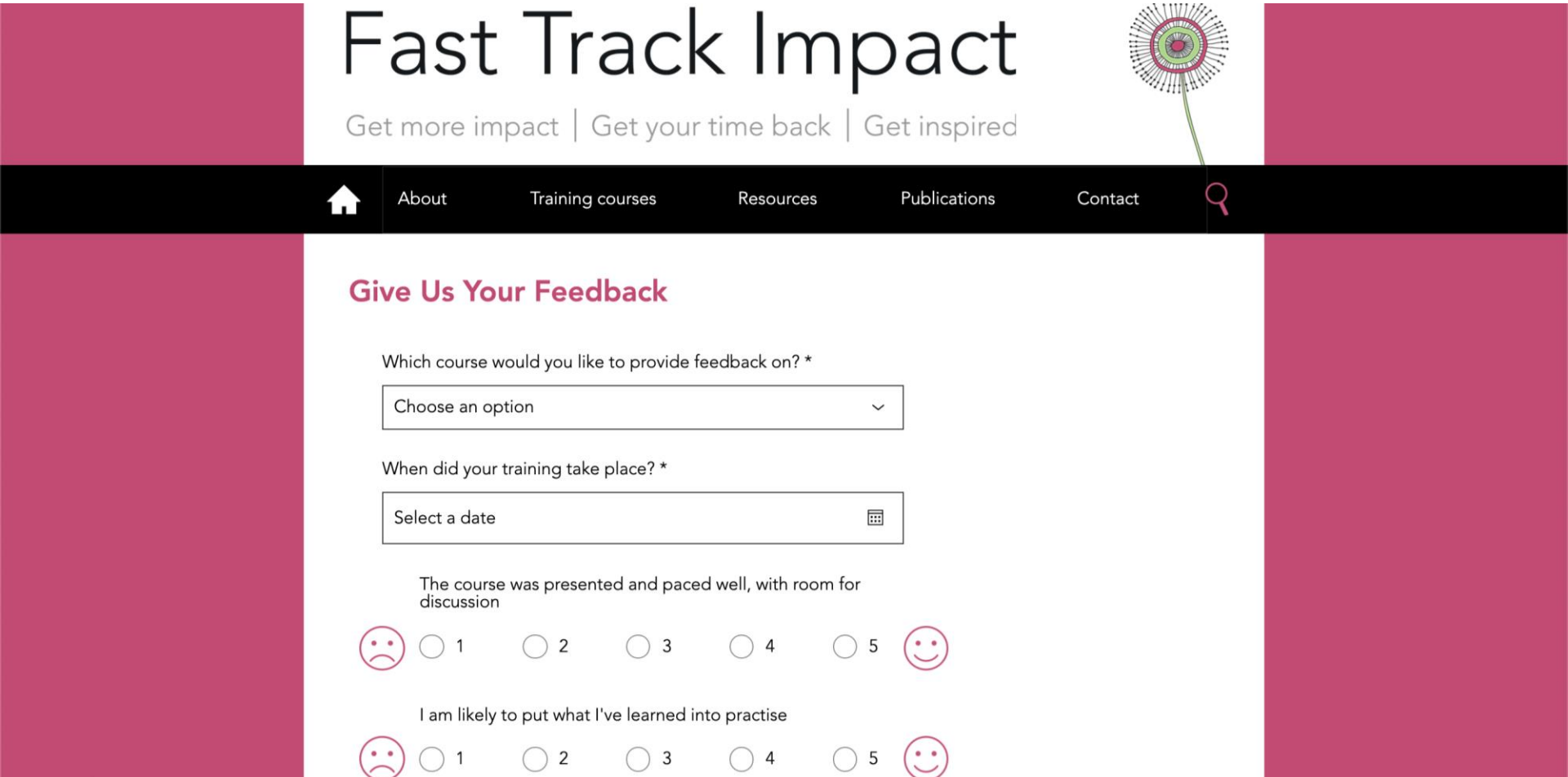
Get a reply from Mark to any query within 1 week:
send via Madie (pa@fasttrackimpact.com)

www.fasttrackimpact.com

@fasttrackimpact

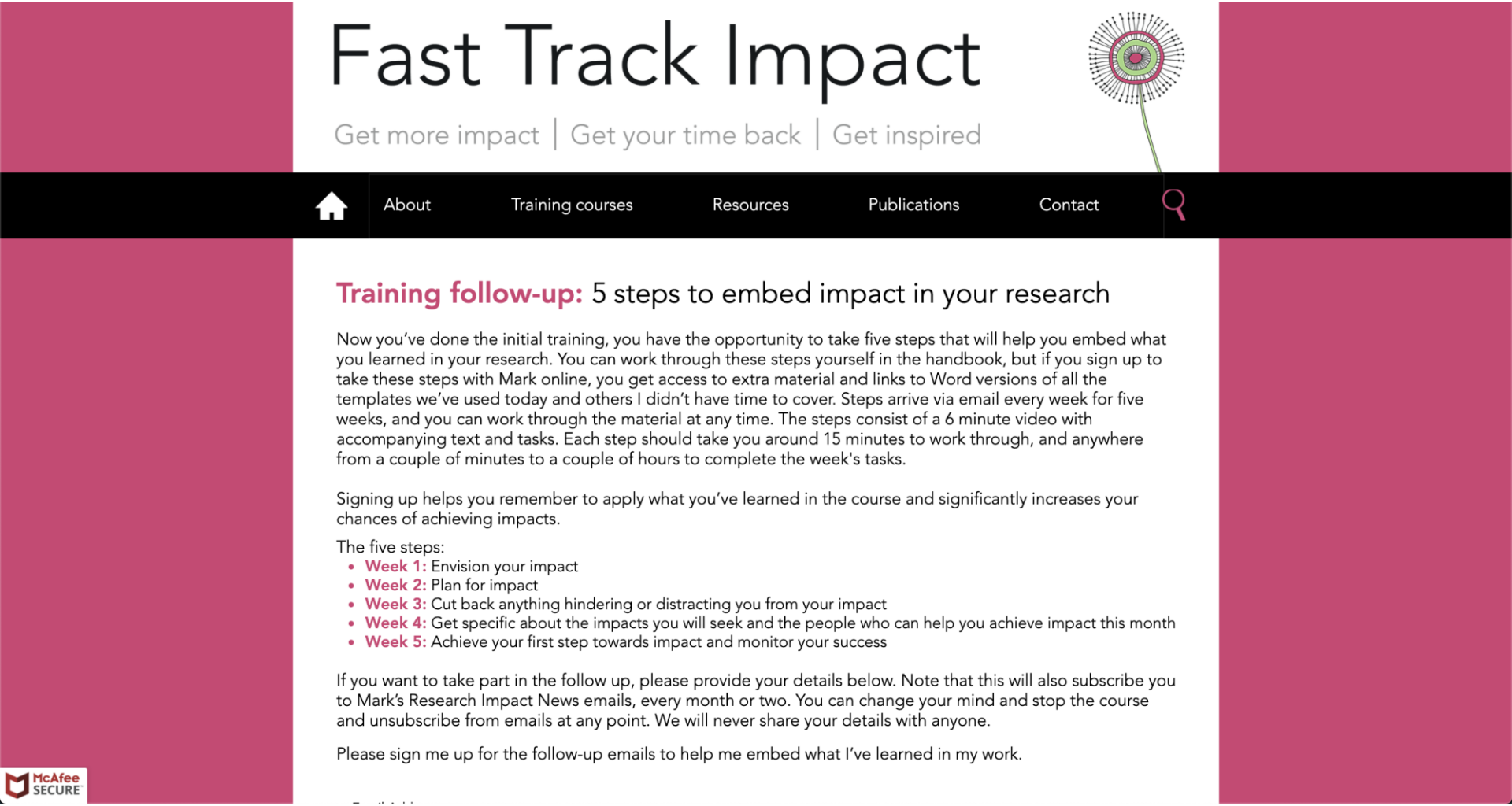
Feedback

www.fasttrackimpact.com/feedback-form



Free follow-up training

www.fasttrackimpact.com/for-researchers



Fast Track Impact

Get more impact | Get your time back | Get inspired

About | Training courses | Resources | Publications | Contact

Training follow-up: 5 steps to embed impact in your research

Now you've done the initial training, you have the opportunity to take five steps that will help you embed what you learned in your research. You can work through these steps yourself in the handbook, but if you sign up to take these steps with Mark online, you get access to extra material and links to Word versions of all the templates we've used today and others I didn't have time to cover. Steps arrive via email every week for five weeks, and you can work through the material at any time. The steps consist of a 6 minute video with accompanying text and tasks. Each step should take you around 15 minutes to work through, and anywhere from a couple of minutes to a couple of hours to complete the week's tasks.

Signing up helps you remember to apply what you've learned in the course and significantly increases your chances of achieving impacts.

The five steps:

- **Week 1:** Envision your impact
- **Week 2:** Plan for impact
- **Week 3:** Cut back anything hindering or distracting you from your impact
- **Week 4:** Get specific about the impacts you will seek and the people who can help you achieve impact this month
- **Week 5:** Achieve your first step towards impact and monitor your success

If you want to take part in the follow up, please provide your details below. Note that this will also subscribe you to Mark's Research Impact News emails, every month or two. You can change your mind and stop the course and unsubscribe from emails at any point. We will never share your details with anyone.

Please sign me up for the follow-up emails to help me embed what I've learned in my work.

McAfee SECURE