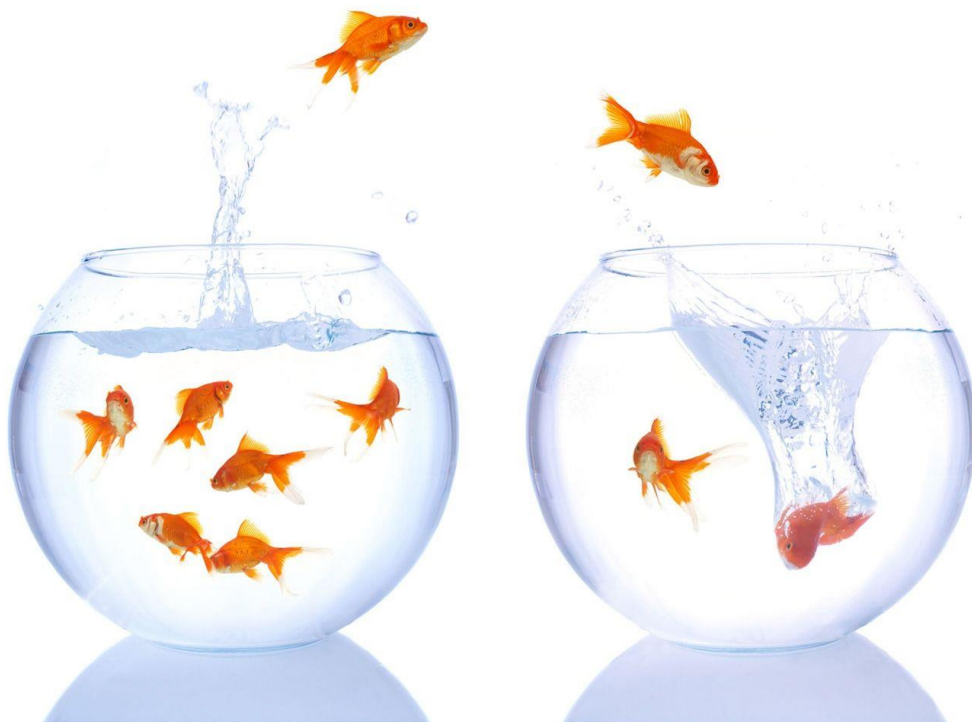


# Influence Radar

A Practical and Proven Framework for  
Stakeholder Management

Helping you to identify WHO you need to build influence  
with and practical steps on HOW to do it



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**CHANGE**

## Influence Radar – focus on who you want to build influence with

The world of work has changed. Organisations are getting flatter, access to information is greater and the potential for influence is becoming more accessible to everyone within a business.

What is influence?

The dictionary helps us by saying ‘The definition of **influential** is someone or something that has an impact on, or shapes, how people act or how things occur. A person who convinces others to listen and do what she suggests is an **example** of an **influential** person.’

To influence, you need to have something to say and to convince someone to listen and take action. I characterise influence as the ability for you to get someone to ‘tune in’ to your message in a way that impacts what they do, when they’ve heard it. Influence is the hallmark of a leader and as such can be the most important skill to cultivate in your career.

The good news is that anyone can increase their influence, it’s not dependent upon hierarchy, experience or seniority, it’s a skill and like any skill you need to intentionally practice it. It also helps to have a framework to get you started and to guide your actions and that’s where Influence Radar comes in.

Influence Radar helps you identify which stakeholders to target. It broadens your horizons to ensure you’re not focusing too narrowly on your own job description or within your own business function and it helps you prioritise individuals based on their relationship with you and the impact they can have on what you’re trying to achieve.

Influence Radar isn’t an academic or theoretical model. It’s a practical tool to help you identify important stakeholders and create a plan of engagement to maximise your ability to influence them. I developed it because I needed it myself, to help me successfully increase my own influence to deliver the many projects I’ve led and goals I’ve achieved over 25 years in senior Marketing positions (most recently as CMO for a \$3.5 Bn global business).

Influence Radar has helped me identify early warning of dissenters, increase my supporters and even create some raving fans. My ability to influence has increased my profile and enabled me to get things done quickly and effectively and not be slowed down by the impediments of hierarchy or negative corporate politics. Ultimately the ability to influence has had a huge impact on my success, my career and that of people within my teams.

Influence Radar works as a framework for identifying stakeholders and understanding where they currently sit in terms of supporting your goal, role or project. It’s a very useful tool to guide you in terms of who you need to engage and where they sit in your priority across all your stakeholders. And this is important, because if you work in a large organisation the number of people you could include in your network of influence can be overwhelming and it can be easier to focus on the ‘usual suspects’, those people you already know and like to work with. But this can have a very detrimental effect on your career and your success – by not engaging the right people, you will miss opportunities and some doors will remain shut.

You can use Influence Radar to start your journey in building a deep and broad network of supporters. It takes time and commitment but by following the framework outlined in this guide you will be taking significant steps in the right direction.

There are 3 steps to work through:

1. Identify your Sectors
2. Map Individuals
3. Create an Action Plan

**This guide takes you through each of these 3 steps.**

And as usual, the magic happens when you do the work. This is easier when you're supported by a mentor or coach, but you can do this work alone using this guide.

If you'd like our help, we'd be delighted to hear from you.

Kate and Elise at Nkuzi Change

Connect with us on LinkedIn: [Kate Franklin](#) and [Elise Finn](#)

# The Influence Radar Approach

## 1. Identify your Sectors

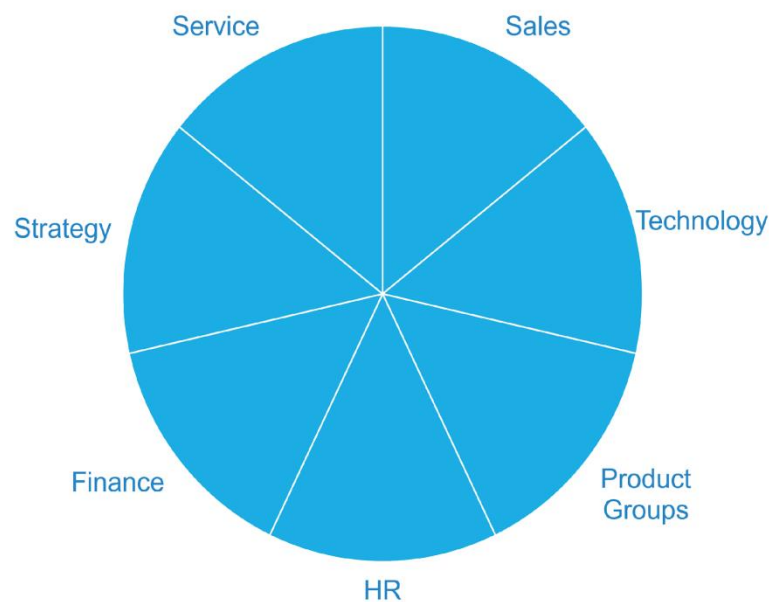
Start by listing all the departments (sectors) in your organisation. Consider how people in each of those sectors might be able to contribute, help or hinder your project.

Think about what you are relying on them to deliver, but also what influence they have across the rest of the organisation which may impact your project.

Look forward across the timeline and project phasing – some sectors may not play a role until launch or possibly afterwards, but they must be included in the Influence Plan from the start.

Only rule Sectors out if you are sure they have BOTH no impact on the success of your project and there is no value in keeping them informed or engaged throughout and on launch of your initiative.

Divide the Radar into the number of 'slices' based on the Sectors you are including and label them appropriately.

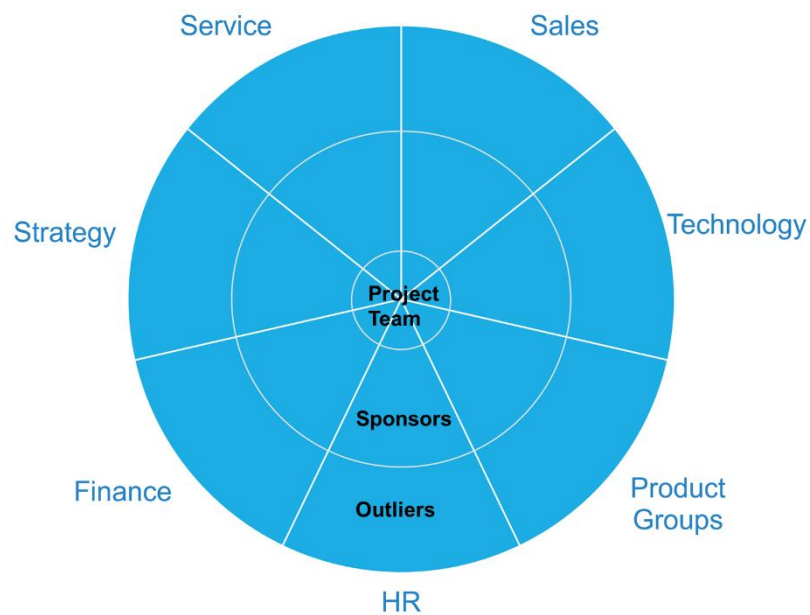


## 2. Add Individuals to your Influence Radar

**Build Your Bullseye.** People named in your Bullseye are your most important people as they are involved in your day to day effort to achieve your role, goal or project. They may be on your team, or on a **project team** if you're focusing on a particular project.

**1<sup>st</sup> Ring.** These are your Sponsors, these are naturally invested in your success and are close to your purpose but not involved in the day to day effort.

**2<sup>nd</sup> Ring.** These are your Outliers, these people are not involved directly in your purpose, but they are significant individuals in the organisation. They have authority and/ or influence on the *people* or the *resources* you and your team need to access to be successful.

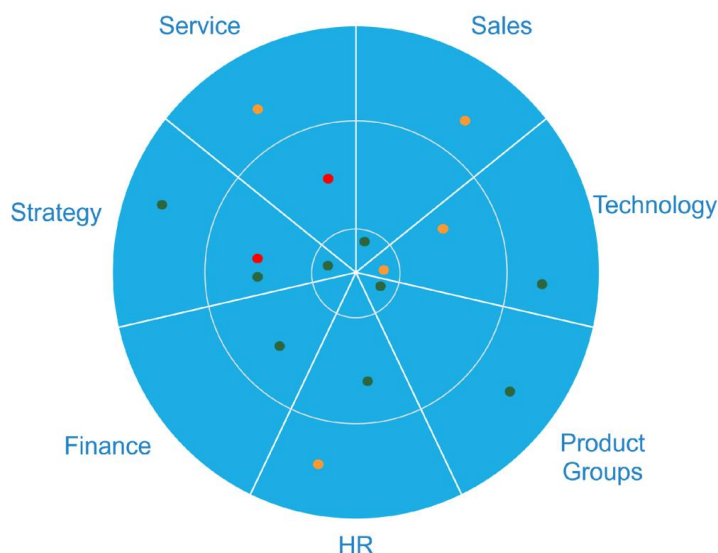


**Look at the spread of named individuals across your Radar sectors.**

- Do you have all the sectors covered in each of your Radar rings?
- Do you have too many people in some of your sectors? This may create a burden of relationship management for your Project Team.
- Do you have the *right people* or just your 'usual suspects'?

**Colour Code everyone on your Radar**

- Red – known to be passive or active resistors or critics
- Amber – unknown to be either resistors, critics or supporters
- Green – known to be passive or active supporters
- Consider highlighting VIPs if you have a lot of people on your Radar



Look at the spread of individuals and the colours - what does this tell you about your level of influence across the at the moment?

**3. Create an Action Plan to Strengthen your Influence Radar**

Consider different tactics to address weaknesses or gaps you can see from this visualisation of your network:

- Work to actively fill any gaps in sectors and rings where you don't have anyone already named. A strong and deep influence radar has named individuals in each sector and ring.
- Look at the 'links' between people already named on your Influence Radar and consider what that means for you
  - Who is Green and can help convert an Amber or Red that they are close to and have influence over?
  - Who is Amber or even Red and holds a strong level of influence across the organisation – and therefore potentially on your career? These might be your first and highest priority. Think about how you can start to build a positive reputation with them based on what you want to be known for and how you can offer value.
  - Who is Green and holds cross company influence that could create a ripple effect? These people I call catalysts. They are usually present in all organisations. They can exist at any level of seniority and they use their own (significant) sphere of influence to make things happen. They are also usually very well informed and have their 'finger on the pulse' of the organisation, all good reasons to make sure they're someone you can count on as green in your Influence Radar.

Your radar will change over time as your knowledge of the organisation deepens and your career progresses. To be effective it needs to be updated and used regularly to inform your plan for stakeholder engagement to help accelerate your career.

People's knowledge and experience of you will have a profound effect on your success, particularly in a large organisation and you don't need to leave this to chance. Influence Radar can help you understand and develop your sphere of influence so you can take positive action to minimise dissenters and maximise supporters.

I hope this guide is useful to you as you think about building your own sphere of influence.

If you would like to pick up this conversation reach us on email at [Kate Franklin](#) or [Elise Finn](#)

And connect with us on LinkedIn: [Kate Franklin](#) and [Elise Finn](#)

At Nkuzi Change our mission is to help organisations unlock the full potential of their people through coaching that is focused, directed, inclusive and scalable. We specialise in helping Middle Leaders successfully navigate periods of change and challenge and bring their teams to successful outcomes.