

# Module 4: Selection

## — Stakeholder Mapping

### What is the tool

A tool to identify, evaluate, and prioritise stakeholders who can influence or have an interest in the football organisations player selection process.

### Why use this tool

A stakeholder is anybody who can affect or is affected by an organisation, a strategy, procedures, or a process. They can be internal or external, senior or junior, groups or an individual. Stakeholder mapping tools are used to identify, evaluate, and prioritise those who can influence or have an interest in a project, programme, or process.

Stakeholder mapping supports: (a) conscious awareness and reflection on all those that are needed to create what is trying to be achieved (e.g., player selection and recruitment into a football organisation), (b) introspective into current relationships with these stakeholders (e.g., parents, agents, coaches), and (c) a structured set of plans on what is needed to progress with these stakeholders (e.g., negotiation with player and parents).

### When to use this tool

- Co-created with key stakeholders in the football organisation's selection process to understand, support, and engage with their stakeholder map and influences
- Revisited along the selection process, ensuring pro-active thinking and action to pull people in and out as needed for negotiation and selection procedures

### How to use this tool

There are three useful stages of stakeholder mapping:

- 01 Identify the key stakeholders and the current relationships with them
- 02 Categorise the stakeholders by considering their level of influence and level of support towards the selection process
- 03 Consider how to approach, manage, and improve the relationships with these different categories of stakeholders

In some cases, all three of the above stages will be useful. However, in others it may only be useful to carry out one or two of the three stages – it is dependent on the unique situation and complexity within your football organisation. Below are the three stages, together with alternate methods of visualisation – choose whatever suits your scenario, ways of working, and goals best.

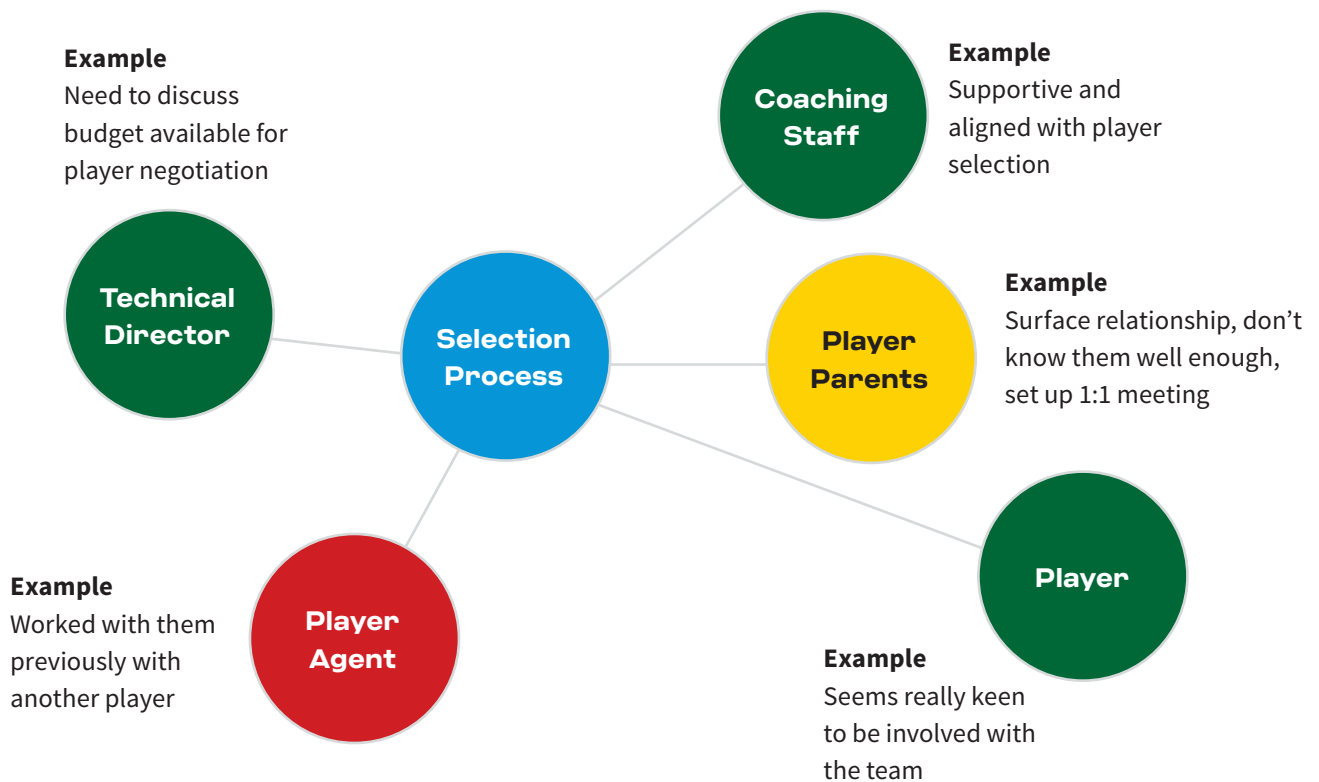
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### Stage 1: Identification mapping

Note, this map can be presented in many ways, either as a table or drawn out. Identify and consider the current relationships with stakeholders across the following categories:

- 01 Frequency of contact, either currently or as needed for negotiation and selection procedures
- 02 Quality of relationship (indicated by red, yellow, or green)
- 03 Key words/actions that relate to each stakeholder (indicated by noted words)

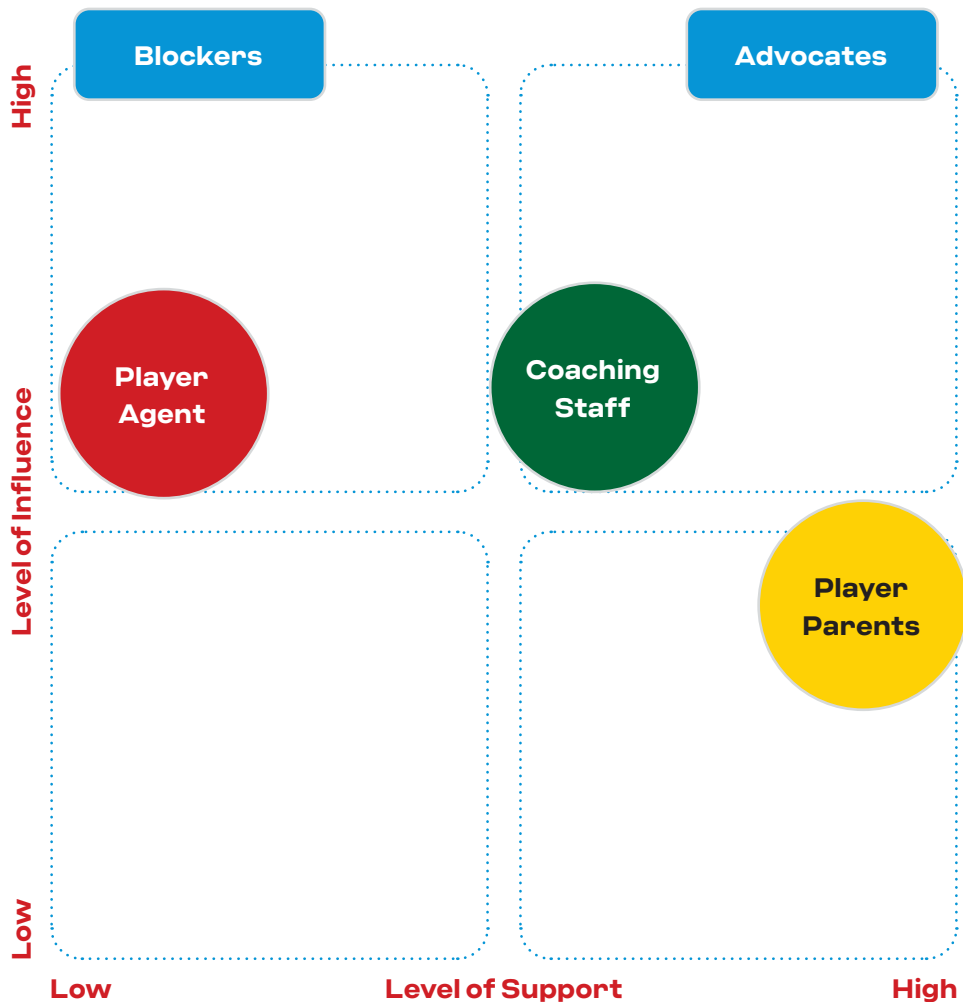


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### Stage 2: Categorising stakeholders

Using the outputs from stage one, map the stakeholders across two variables. The influence that each stakeholder has and the level of support/interest the stakeholder has. The resulting matrix helps to identify who can have the greatest impact on the success of the negotiation and selection processes.

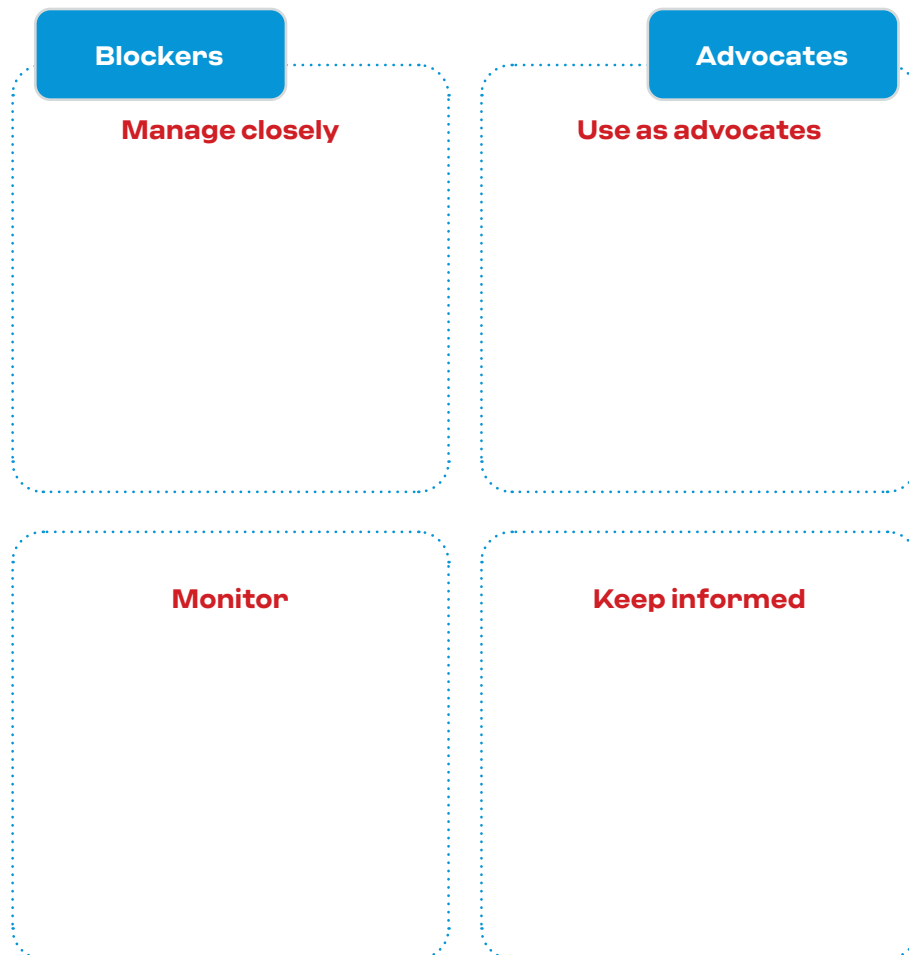


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### Stage 3: Management strategies

The final stage is to create clear and actionable plans moving forward for the groups of stakeholders, prioritising those identified as being able to have the greatest impact on successful negotiation and selection processes.



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### Optional stage: Most important stakeholders

For your most important stakeholders, it is recommended that you undertake an additional exercise to dive deeper into the relationships with these individuals on the basis of:

- Their expectations with regard to the selection process
- What they have to offer, whether tangible (e.g., salary, medical assessments) or intangible (e.g., communication, support).

This could be completed as part of your initial discussions with these key stakeholders. Since they are important to the success of the selection process, it is crucial that you communicate with these stakeholders as early as possible and build strong and lasting relationships.

Stakeholder (Importance categorisation: 3 = high, 2 = medium, 1 = low )	Stakeholder's role	Stakeholder's expectations of football organisation	Stakeholder's challenges	Stakeholder's resources
<b>Player Agent</b> 3	<ul style="list-style-type: none"> <li>• Negotiation between organisation and player on terms for recruitment</li> <li>• Communication of terms and offers between player and organisation</li> <li>• Financial compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal of fair offers and terms for player selection and recruitment</li> <li>• Clarity of player role within team</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of financial incentive</li> <li>• Clarity of role for the player within team</li> <li>• Direct contact with other football organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Network of football clubs and organisations</li> <li>• Knowledge of player market and contract terms</li> </ul>
<b>Player Parents</b> 2	<ul style="list-style-type: none"> <li>• Player support (emotional and logistical)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure player's well-being and future success</li> <li>• Secure playing time and opportunities for development</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing player's well-being with career ambitions</li> <li>• Communication gaps between family and club</li> <li>• Travel and logistical issues</li> </ul>	<ul style="list-style-type: none"> <li>• Emotional and moral support</li> <li>• Financial backing (for expenses, if applicable)</li> </ul>
<b>Coaching Staff</b> 1	<ul style="list-style-type: none"> <li>• Training and developing players</li> <li>• Game strategy and tactical direction</li> </ul>	<ul style="list-style-type: none"> <li>• Success of the team</li> <li>• Development of players to their full potential</li> <li>• Smooth functioning of team dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• Managing diverse player personalities and expectations</li> <li>• Pressure to perform</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching expertise and knowledge</li> <li>• Relationships with other coaching staff and players</li> <li>• Experience in player development</li> </ul>

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**Alternate visualisation: Project map of stakeholders involved in player selection and negotiation**

There are many ways to visualise a stakeholder map. This 'onion' diagram helps to visualise the relationships of stakeholders with respect to their influence on the process or procedures.

