

The chief executive's last 100 days

External stakeholder analysis

Make a list of all your external stakeholders and reflect on the priority you want to give them in the communications about your departure. Consider:

- Their interest in you/the organisation and their influence/power over you (the more the influence and interest, the more care and attention you need to give them)
- Their communication needs about your departure (e.g. the amount of reassurance they need; from whom)
- How you want to inform them of your departure – the numbers could be in the region of 100+ (depending on your network, organisation reach etc.) so you need to think about how you use precious resources
- The key messages you want them to hear (and from whom).

Adapting Johnson, Scholes and Whittington¹ your analysis matrix could look something like this:

Strong influence over organisation direction

Powerful but not that bothered

What:

Keep informed - generic
Keep eye on; reassure if needed

How:

Social media
Press release
Letter from the Chair

Example:

Media
Public bodies

Powerful and interested

What:

Amongst the first to know
Personal 1:1

Bespoke

How:

Face to face/phone call
Follow up by Chair

Member of SMT assigned to watch

Example:

Funder/major donor/supporters
Policy makers; partners

No interest or power

What:

Public broadcast
Special contact if could be useful/powerful in the future

How:

Social media
Press release
Email/letter if have potential

Example

Potential funder/policy maker
Potential future network

Interested and part of future

What:

Keep informed
Personal but generic

How:

Email
Phone call
What's App group
Leaving party!

Example

Other CEOs
Others in the ecosystem

Low influence

Low interest

Strong interest in organisation direction

Adapted by Caroline Copeman, 2022

¹ Johnson, Scholes, Whittington (2008), **Exploring Corporate Strategy**, Pearson Education, 8th edition