



LEADERSHIP FOR EYE HEALTH SERIES

Influence mapping

Example activity

 Level of interest	High interest / low influence Support and mobilize – they can be powerful grassroots advocates For example: <ul style="list-style-type: none"> • Community organisations • Primary health workers • Patients and advocacy groups • Teachers and school health staff • District-level health staff 	High interest / high influence Prioritize and involve deeply – they are your key collaborators For example: <ul style="list-style-type: none"> • Ministry of Health • WHO country office • National societies • NGOs, INGOs • Hospitals, clinics
	Low influence / low interest Keep informed and monitor, they may become relevant later. For example: <ul style="list-style-type: none"> • National transport agency • General public • Unions • Telecoms agencies 	Low interest / high influence Engage strategically – find ways to increase their interest For example: <ul style="list-style-type: none"> • Ministry of Finance or Planning • Social protection or labour ministers • Education ministry • Insurance companies • National media editors
	Level of influence 	

Discussion questions:

- What do you notice?
- Who's missing?
- Would you move anyone?

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Full activity

1. Brainstorm a list of stakeholders. Consider eye health service providers, eye health product providers, academics / researchers / universities, central government, district government, businesses, media, general public, patients / patient groups, NGOs, donors / funders. Consider adjacent sectors such as education, health, transport, finance.

2. Allocate each stakeholder into the appropriate box of the grid below. Consider the level of interest each stakeholder may have in your goals, and the level of influence they may have in helping you achieve them. Don't worry about getting it right first time – you can always go back and change it.

Tips

- Think outside the box. Don't confine yourself to people you work with regularly.
- Be ambitious! Think about who you would like to be engaging with – through the power of your shared connections they will often be a way to reach them.
- If you find yourself disagreeing about a particular stakeholder – don't worry! That's interesting and can often tell you something about that stakeholder. Work together to figure out why you have different experiences.

3. Consider the type of influence that each stakeholder has. Some may hold multiple types. You may find that those stakeholders you consider to have low influence, hold other types of power that may help you in achieving your goals.

Titular influence or legitimate influence is the power someone holds due to their role in an organisation. For example, someone with the title of Chief Executive Officer, or Director holds power within their organisation to make certain decisions and take actions that can have significant consequences.

Expert influence is the power someone holds due to their level of knowledge or experience in a particular area.

Informational influence is the power someone can hold when they have or have access to a large amount of information.

Financial / reward influence is the power that someone can hold when they have the ability to reward people to do or say thing, or to behave in a particular way.

Connection influence is the power when someone has many connections to other people, who themselves may hold different types of power.

Relational influence is the power that someone holds when they are able to form strong relationships with others and inspire trust and confidence.

