# Stakeholders Map Model

**STEP 1–IDENTIFY AND ANALYSE YOUR STAKEHOLDERS**

Brainstorm who your stakeholders are and then create a list of potential stakeholder groups. Consider the following questions:

* Who will be directly affected by the workplace modernization project?
* Who might be indirectly affected by the project?
* Who is directly interested in the workplace modernization project?
* Who can influence the issue and/or decision?

Once you have compiled your list of key potential stakeholders, determine their **levels of interest in and influence on** the workplace modernization project.

1. **Level of interest/engagement**–How much a stakeholder cares about the outcomes. Are they beneficiaries or will there be negative effects?
2. **Level of influence/power**–The degree in which a stakeholder can make or break the project.

You can also identify if the stakeholder group is an opponent, is neutral or enthusiast towards the upcoming modernization project.

| Stakeholder group | #FTEs  (full-time employees) | Level of influence  Low (L) Medium (M)  High (H) | Level of interest  Low (L) Medium (M)  High (H) | ⯀ Opponent | ⯀ Neutral | ⯀ Enthusiast | Challenges for this group |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *Example: Executives* |  |  |  |  |  |  | *Example:*  *Going from an enclosed office to a wide variety of unassigned workpoints based on activities.* |
| *Example: Managers* |  |  |  |  |  |  |  |
| *Example: Employees* |  |  |  |  |  |  |  |
| *Example: Community XYZ* |  |  |  |  |  |  |  |

**STEP 2–MAP YOUR STAKEHOLDERS**

There are different ways to map stakeholders; included below is one example. Map each stakeholder group onto a quadrant that best reflects their level of influence and interest in the project as identified in step one. For example, if a stakeholder group has a high level of influence and interest in the outcome, they should be placed in the top right quadrant. Conversely, if they have a low level of influence and interest, they should be placed in the bottom left quadrant. The location on the quadrant will help you determine the general action you need to take with each stakeholder group and the appropriate level of engagement required.

LOW LEVEL OF **INFLUENCE/POWER** HIGH

LOW LEVEL OF **INTEREST/ENGAGEMENT** HIGH

| **FOLLOWERS/BLOCKERS** | *High influence, low interest* | **These stakeholders are highly influential but they don’t have a lot of interest, nor are they actively engaged in your project.**  Stakeholders with a low interest are typically disinterested parties. However, since they have a high level of influence, if they are persuaded to oppose, they may evolve into formidable opponents and deter change. Thus, it is important to keep them in the loop and well-informed.   * Consider their objectives and keep them satisfied to ensure they remain strong advocates. * Engage and consult with them on their interest areas. * Try to increase their level of interest to ensure they become KEY ALLIES. |
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| **KEY ALLIES** | *High influence, high interest* | **These are your key stakeholders.** **They have a lot of influence and a strong interest in the outcome.**  These stakeholders are both significantly impacted by change and most able to act on it. They may either support or oppose change. It is particularly important to engage these stakeholders in the change. Make sure that they understand what is going on.   * Focus efforts on this group. * Build strong relationships and ensure you retain their support. * Involve them in decisions and engage regularly. * Get their buy-in and give them a sense of ownership in the outcome. |
| **FANS** | *Low influence, high interest* | **These stakeholders have a strong interest in your project but very little power to influence it.**  It is easy to ignore these stakeholders as they apparently cannot derail the change. However, if sufficiently upset, they may gain influence to resist to change. They are potential supporters or ambassadors for the project. Remember that minorities can be very powerful, especially if they band together or enlist powerful allies.   * Anticipate their needs and keep them informed to ensure their continued support. * Consult on their area of interest and use their input to improve your chances of success. * Make use of interest through involvement in low risk area. |
| **CRITICS** | *Low influence, low interest* | **These stakeholders sit on the periphery of the project. They are neither interested or have much influence.**   * Monitor their activity from time to time to stay on top of their involvement; their potential impact on the project may change over time. * Communicate to keep them informed and encourage their interest. * Aim to increase level of interest. |