

	Profile	Attributes	Actions
Champion	The Champion is characterised as the 'White Knight' because they lead the charge into battle. They will be positive and energised which will naturally attract followers and converts.	Likely to have high levels of influence and/or power and be a positive supporter and driver for the change strategy	Keep this stakeholder engaged and committed by regularly reviewing actions, asking for help and ensuring they get recognition in whatever way that is appropriate for them.
Change Agent	The Change Agent is characterised as a person with a mission. They have a clear directive and are a convert to the change strategy and will probably have personal experiences to share.	Likely to have high levels of influence and be a positive supporter of the change strategy. May have low levels of power but is a driver for the change	Find every opportunity for them to have personal experience of the change so that they become Champions. Where they are a change agent with power, align them with the champion to create Knights of the Round Table!
Supporter	The Supporter shows interest and enthusiasm for the change strategy but has not yet had enough personal experience of the change to be a driver. They are likely to be the voice of reason tempering the ebullience of the champion. They may not completely understand the vision.	A positive supporter of the strategy. Might have high levels of influence and high/medium levels of power. Will not drive the change but will support it.	Keep their enthusiasm by involving them in the change and giving them key areas of responsibility. Use their reasoning skills to help craft plans that have identified both the upside and downsides. Give them opportunities to have personal experience of the change and use their levels of influence and power to drive change in their areas of the business.
Fence Sitter	The Fence Sitter does exactly that – neither commits to one view or the other. They will watch from the side-	A neutral supporter and where they are likely to have high levels of power and influence. They are	Give them plenty of opportunities to experience positive outcomes from the change. The strategy

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	lines to see whether the change strategy delivers success. They will decide which way to go dependent on the results.	unlikely to use these for the benefit of the change strategy. They may sway with the wind leaving you uncertain as to their allegiance.	with this character is to get them off the fence and actively supporting the change.
Blocker	This character is very likely to use their influence and power to stop any progress because of conflicting interests. Or at a very personal level because of their view of other stakeholders. The Blocker can create followers through fear.	Likely to have high levels of influence at the level in which they operate or above. May or may not have high levels of power but will be a negative supporter of the change strategy and will actively look for ways to stop change activities.	Work alongside The Blocker and find out what the real issues are. Identify ways of overcoming objections – reframe their objections. If there are personal differences with other key stakeholders, understand the issues and coach them to deal with the issues.
Sniper	The Sniper is the most deadly of characters since you don't know when they are going to strike. Overtly they may sound positive about the change but in private they sabotage change efforts. Identifying The Sniper is therefore difficult.	Likely to have high levels of influence and/or power and will use this influence and power to de-rail the change activities when they detect vulnerabilities. They might be overtly supportive in public but actively negative in private or at critical points in the strategy.	Keep your ear to the ground to find out who the likely Snipers are. Whenever possible call them on any potential negativity – for example, any sarcastic remarks are addressed, reports about possible private negativity investigated and confronted. Turning them from Sniper to Blocker will at least give you the opportunity to address issues in public - versus not being able to address at all.