Stakeholder Analysis Map showing relative position of Senior Leaders – 9-Box Model

Impacted by (+ve/–ve) and/or interest in the "change"

	Low	Medium	High	
	Connected – Workshops and small group meetings – test out ideas and use as focus groups. Contact is driven by change activities.	Commitment – 1:1s and small group work contact at least weekly. Communication strategy will depend on profile. Adapt accordingly. **Supporter (+ve)** / **Sniper (-ve)**	Commitment – 1:1s and small group work contact at least weekly. Communication strategy will depend on profile. Adapt accordingly. **Fence Sitter (-ve)** / **Champion (+ve)**	High
	Engaged – Presentations/webinars solicit feedback. Contact at least once a month initially. Create a web page for the 'change' project?	Connected – Workshops and small group meetings – test out ideas and use as focus groups. Contact is driven by change activities. **Blocker (-ve)**	Commitment – 1:1s and small group work contact at least weekly. Communication strategy will depend on profile. Adapt accordingly. **Supporter (+ve)**	Medium
	In the loop – written/audio updates to keep the 'change' front of mind. Monthly updates	Engaged – Presentations/webinars solicit feedback. Contact at least once a month initially. Create a web page for the 'change' project?	Connected – Workshops and small group meetings – test out ideas and use as focus groups. Contact is driven by change activities.	Low

Power and/or influence over the "change"

This map illustrates the hypothetical relative position of the senior leaders in an organisation. On your map you would include the title of the roles or names of the people e.g. the title or name of the Champion. In an ideal world the champion will hopefully be the sponsor of the change. However, you might find that you have more than one champion. Clearly if you perceive that the sponsor is more a Supporter than Champion it suggests that maybe they're not the right person to be sponsoring the change!

The idea is that you map all of the other stakeholders based on their interests and influence within the change programme. I have given my thoughts on the frequency and nature of the engagement approaches you use to manage these stakeholders. The use of social media is a great means of keeping people informed. Audio communication can include things like podcasts and video messages.

It goes without saying that this document could be quite sensitive once populated. Give careful thought to who you share it with. You might wish to adopt a bold approach and show this to the 'snipers' and 'blockers' to open up a courageous conversation. Clearly how you use this map will form part of your stakeholder engagement strategy.

This tool integrates the Stakeholder Analysis tool from How To Create A Coaching Culture by Ro Gorell and Gillian Jones (Pub. Kogan Page).