How do I find out who my stakeholders are?

People I can think of who will….

People I can think of who….

	benefit from the change/project	be damaged as a result of the change/project
are involved but the change/project could happen without them	1.	2.
the change/project could **NOT** happen without them	3.	4.

Finding Stakeholders

CODE	ACTION
1.	Ask these people up front to commit to support project/ change. They will be a great invisible resource.
2.	No need to create enemies. Use Issue -Data-Question-Build to emotionally engage.
3.	Try to get strong sponsorship from these people. Enlist them as allies to help manage other stakeholders.
4.	Approach with caution - you will need your antennae up and to exercise caution not to permanently alienate them.

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How do I get them (even the awkward ones) to engage?

People who seem to…

People who seem to …

	Not agree with the goals of your project/ change	agree with the goals of your project/ change
Understand what you are trying to achieve	a.	b.
Not understand what you are trying to achieve	c.	d.

Engaging Commitment

CODE	ACTION
a.	Listen sincerely to their concerns and build them into your risks. Don't try to 'sell' to them.
b.	Don't spend much time on this group. Just don't upset them.
c.	Build trust. Get them to listen to the vision/ approach (probably through a third party). Listen to their concerns.
d.	Use an implications discussion to help them to recognise the impact of the change and become engaged.

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How do I find out what they will do to get in my way?

People who I think want the change/project to …

People I think are betting on change/ project…

	Succeed	Fail
Success	A.	D.
Failure	B.	C.

Guessing Motivations and Predicting Behaviour

CODE	ACTION
A.	Nothing special. Delegate day-to-day management. Inform of decisions in advance - just don't upset them!
B.	Listen to their criticism and accept offers of help.
C.	Find out why they want failure. Remedy. Re-involve and inform of small and big wins.
D.	Remove from the main action. Find out why they want failure. Remedy. Re-involve and inform of wins.

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Who are the real show stoppers and How do I prevent them from stopping the show?

People who's

People who are …

	actions affect your success	success you affect through your delivery
Showing real support	i.	ii.
Not showing real support	iv.	iii.

Highlighting Risks

CODE	ACTION
i.	Gain continuing participation. Watch for any signs of declining support and act immediately
ii.	Don't overplay your hand & become coercive. Don't' upset them. Show real gratitude for their help.
iii.	Use an implications discussion to highlight the reasons they need to be more engaged in the project/ change.
iv.	Organise a straight talking implications session as soon as possible.

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People who I think want the change/project to …

Succeed   Fail

Success

A.	D.
B.	C.

Failure

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