TEMPLATE 23 · TRANSFORMATION

Change Impact & Stakeholder Map

See who is affected, how much, and how each group needs to be engaged, before resistance tells you.

InflexionIQ

People rarely resist change itself. They resist losing something they value, without warning and without a say.

This pack makes the people side of a change visible. Page 2 scores how much each group is affected. Page 3 maps who has influence and where they stand, so engagement effort goes where it matters.

HOW TO USE IT

01 **List stakeholder groups** by how they'll be affected, not by the org chart.

02 **Score the impact** 0 to 3 on six dimensions. Total out of 18.

03 **Map each stakeholder** by influence and interest, and note where they stand today.

04 **Plan engagement** for each group and person, and review it monthly.

IMPACT SCORING KEY

0	**None.** No change for this group.
1	**Low.** Awareness: tell them what's changing and when.
2	**Medium.** Training and support to work differently.
3	**High.** Role or job changes. Needs one-to-one support.

SIX IMPACT DIMENSIONS

- Processes: the steps people follow
- Systems & tools: what they use
- Roles: what they're responsible for
- Skills: what they need to know
- Behaviours: how they're expected to act
- Location & ways of working: where and when

Read the totals. 0–5 low · 6–11 medium · 12–18 high. Any single 3 needs a named person to support that group, whatever the total.

THE FOUR STAKEHOLDER STRATEGIES

Manage closely
HIGH INFLUENCE, HIGH INTEREST

Involve in design. Meet regularly. No surprises.

Keep satisfied
HIGH INFLUENCE, LOW INTEREST

Brief at key decisions. Don't overload with detail.

Keep informed
LOW INFLUENCE, HIGH INTEREST

Regular updates and channels to ask questions.

Monitor
LOW INFLUENCE, LOW INTEREST

General communications. Watch for changes in position.

WHERE PEOPLE STAND

Champion → **Supporter** → **Neutral** → **Sceptic** → **Blocker**. Record where each stakeholder is today and where you need them to be. Close the biggest gaps among high-influence people first.

! Scoring the org chart
Groups are defined by how the change hits them. One department can hold three very different groups.

! Averaging away the pain
A total of 7 can hide a 3 on roles. Look at the peaks, not just the sum.

! Mapping once
Influence and stance shift as the change lands. Re-map at every phase gate.

! Confusing quiet with support
Silence from a high-influence stakeholder usually means you haven't asked yet.

Impact by stakeholder group

0 none · 1 low · 2 medium · 3 high

STAKEHOLDER GROUP	PEOPLE	PROCESSES	SYSTEMS & TOOLS	ROLES	SKILLS	BEHAVIOURS	LOCATION & WAYS OF WORKING	TOTAL	LEVEL	SUPPORT NEEDED
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	
		0–3	0–3	0–3	0–3	0–3	0–3	/18	L · M · H	

Stakeholder map

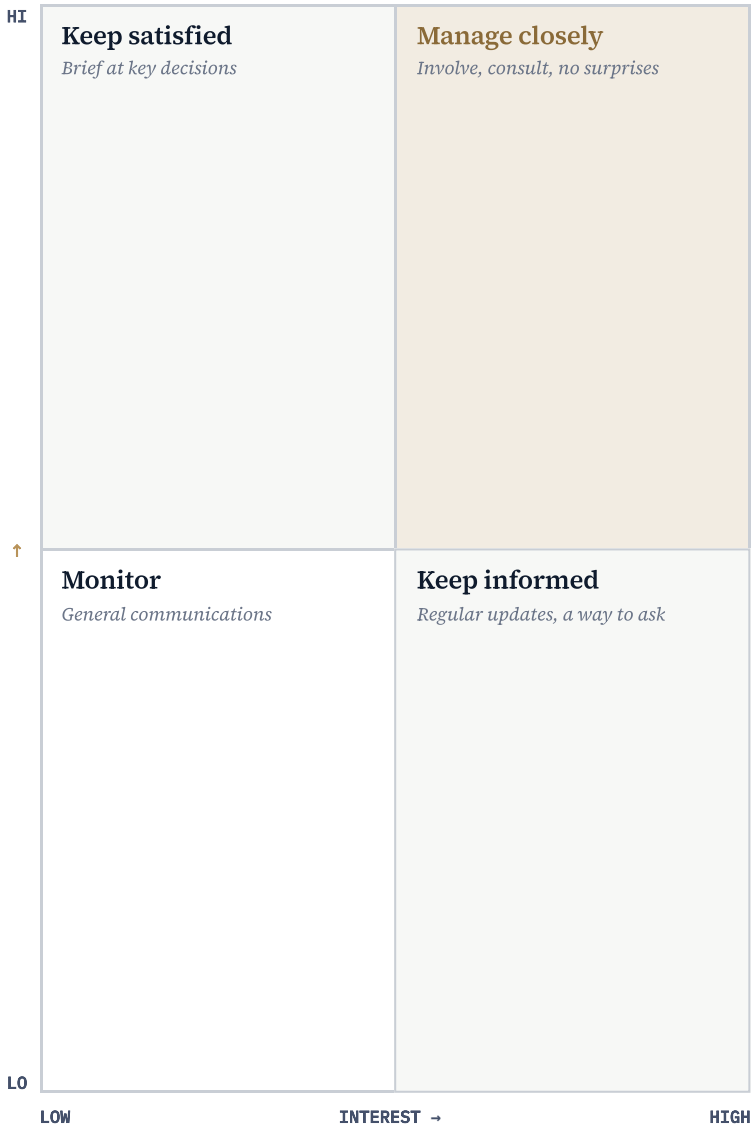
CHANGE

DATE

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Influence and interest

Influence ↑ · interest →. Write each number in the grid.



Stakeholder register

Stance: champion · supporter · neutral · sceptic · blocker

#	STAKEHOLDER	ROLE	INFLUENCE	INTEREST	STANCE NOW	TARGET	ENGAGEMENT ACTION	OWNER
01			H · L	H · L				
02			H · L	H · L				
03			H · L	H · L				
04			H · L	H · L				
05			H · L	H · L				
06			H · L	H · L				
07			H · L	H · L				
08			H · L	H · L				
09			H · L	H · L				
10			H · L	H · L				
11			H · L	H · L				
12			H · L	H · L				
13			H · L	H · L				
14			H · L	H · L				