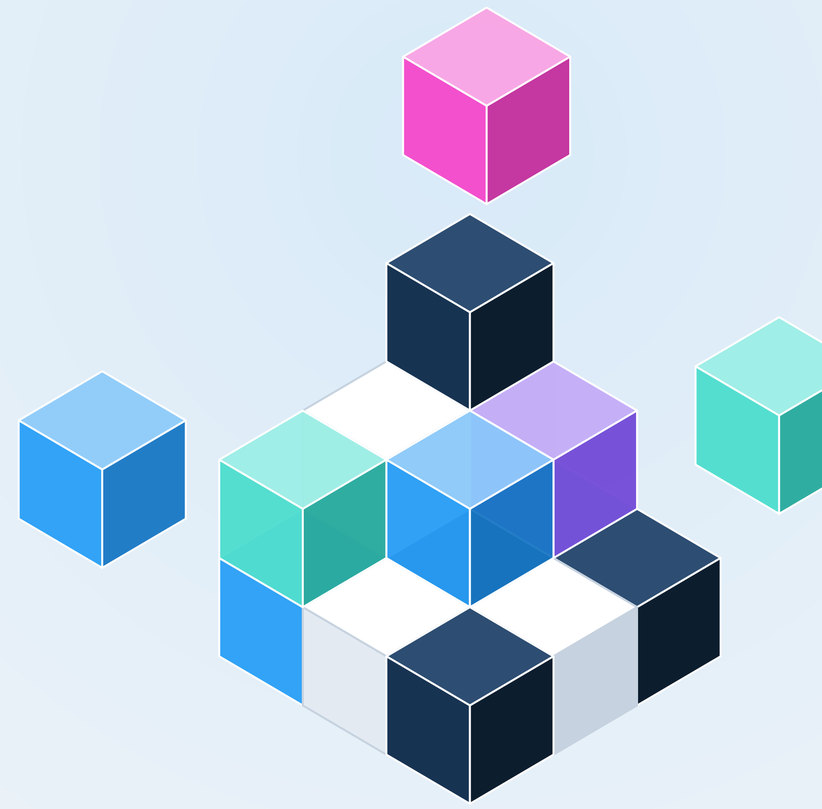
CHANGE & TRANSFORMATION

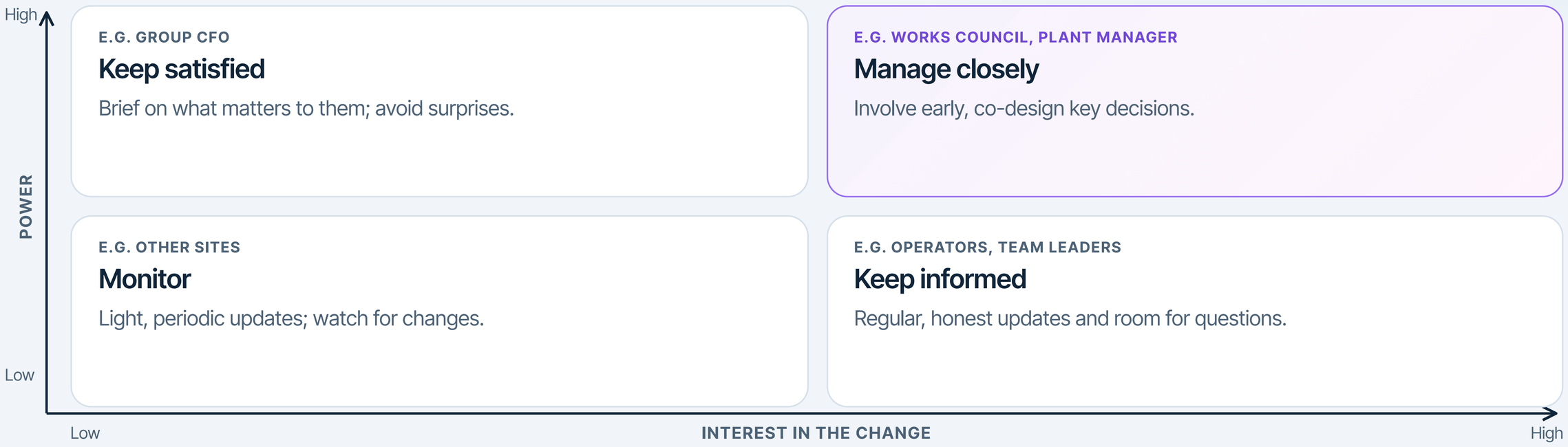
Stakeholder Mapping



Stakeholder mapping places the people and groups affected by a change on a grid of power and interest, so each gets the right level and kind of engagement.

01 THE CORE MODEL

POWER-INTEREST MATRIX · ENGAGEMENT BY QUADRANT



Power

The ability to influence decisions, resources or the outcome.

Interest

How strongly the change affects them or matters to them.

Engagement plan

A specific action and owner for each key stakeholder.

02 USING THE MAP

Stakeholders move; update the map as the change progresses.

STATIC LIST — LIVING MAP

COMMON GAPS

- Map drawn once, never updated
- Informal influencers missed
- Everyone gets the same message

GOOD PRACTICE

+ Reviewed in every phase
+ Informal influence included
+ Messages tailored per quadrant

03 WORKED EXAMPLE

NEW SHIFT MODEL IN A GERMAN PLANT · KEY GROUPS

MANAGE CLOSELY
Works council
co-determination rights

→ ACTION
Early co-design
joint working group

·

KEEP INFORMED
Operators
weekly updates and Q&A

·

KEEP SATISFIED
Group CFO
monthly cost view

04 MANAGEMENT TAKEAWAYS

01
Map before you communicate
Know who matters and why before the first announcement.

02
Name an owner per stakeholder
Each key person or group has one relationship owner.

03
Listen, not just inform
Engagement includes taking concerns into the design.

05 COMMON MISTAKE

LIMITATION
Ignoring the most affected
Groups with high interest but little formal power can still block a change in practice.