**Matrix 1: Stakeholder knowledge and influence **

|  |  |
| --- | --- |
| **Having knowledge and little influence, must contribute** |  **Has great influence, great knowledge, must contribute** |
| **Not necessary for implementation, has no influence** |  **Has great influence (power) but does not need to participate** |

Input from brainstorming. Post-it notes with the stakeholders' names are placed according to the two axes. 1) No or great influence on the project. 2) Not necessary for the implementation of the project or stakeholders with great knowledge to contribute.

**Matrix 2: The impact of change for stakeholders **

|  |  |
| --- | --- |
| **Radical change in peripheral area** |  **Radical change in the core area** |
| **Minor change in peripheral area** |  **Minor change in core area** |

Input from brainstorming. Post-it notes with the stakeholders' names are placed according to the two axes. 1) Changes in the stakeholder's view as a peripheral or a core area. 2) Minor changes or radical changes for the stakeholder.

**Matrix 3: The stakeholders' perception and behavior **

|  |  |
| --- | --- |
| **Positive to the project, but passive** |  **Active support for the project** |
| **Negative to the project, but passive** |  **Active opponent** |

Input from brainstorming. Post-it notes with the stakeholders' names are placed according to the two axes. 1) Does the stakeholder relate passively to the project or is he / she very active? 2) Is the stakeholder negative towards the project and the change or is the person positive?

**Matrix 4: The impact of change and stakeholder involvement **

|  |  |
| --- | --- |
| **Significantly affected by change, but has little influence** |  **Significantly affected by change and has great influence** |
| 2.**Affected a little by the change and has little influence**  |  **Affected slightly by change and has great influence** |

Input from brainstorming. Post-it notes with the stakeholders' names are placed according to the two axes. 1) Is the stakeholder significantly or slightly affected by the change? 2) Do stakeholders have large or little influence on the project?

**Template 5: Description of the individual stakeholder **

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Advantages and benefits of the project** | **Disadvantages and costs for the stakeholder** | **Position. Stakeholder's view and behavior** | **Measures concerning the stakeholder** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| 5. |  |  |  |  |
| 6. |  |  |  |  |
| 7. |  |  |  |  |
| 8. |  |  |  |  |
| 9. |  |  |  |  |

From matrix 1, the main stakeholders are selected. Based on matrix 2, the advantages and disadvantages of the individual stakeholder are described. Based on matrix 3, the stakeholder's position towards the project is described. Finally, planned measures for managing the stakeholder are described.

**Template 6: Description of key stakeholders in the change process **

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Why is it important not to lose the stakeholder's commitment?** | **What is needed to keep the stakeholder's commitment?** | **What role can the stakeholder play in the change process?** | **Measures concerning the stakeholder** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| 5. |  |  |  |  |

From matrix 4, the most important stakeholders are selected. Based on matrix 4, the three questions are described for each stakeholder. 1: Why is it important not to lose stakeholder engagement? 2: What is needed to keep the stakeholder's commitment? 3: What role can the stakeholder play in the change process? Finally, the measures that the project decides to initiate with the relevant stakeholder are described.