COMPANION WORKSHEET

Stakeholder Mapping

This worksheet is built to sit alongside the article Stakeholder Mapping: Spend Your Time Where It Pays Off. Use it after you have read the article, not instead of it. Pick one real initiative, one you are working on right now, and keep it in front of you for all five sections. The sections follow the article's order: who is in the room and where they stand, where your time has actually gone, who your Ned is, who you will bring in first, and where you will set the limit.

Answer with real names. A vague answer is usually avoidance protecting itself.

1 **Name and Rate the People**
Who can affect the initiative, and where do they stand.

2 **Audit Your Calendar**
Where the last thirty days of your time actually went.

3 **Find Your Ned**
Who has taken the most of your time, and what would change their mind.

4 **Start the Coalition**
Who you will brief or ask for help this week.

5 **Set the Limit**
What movement counts as a win, and when you walk away.

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SECTION 1

Name and Rate the People

Who can affect this initiative or will be affected by it, including the people no one has asked yet? Rate support and influence, low to high, by what each person has done and can do, not by how loudly they speak. Put a question mark on any you cannot rate. An unknown is a conversation you have not had yet.

What is the initiative?

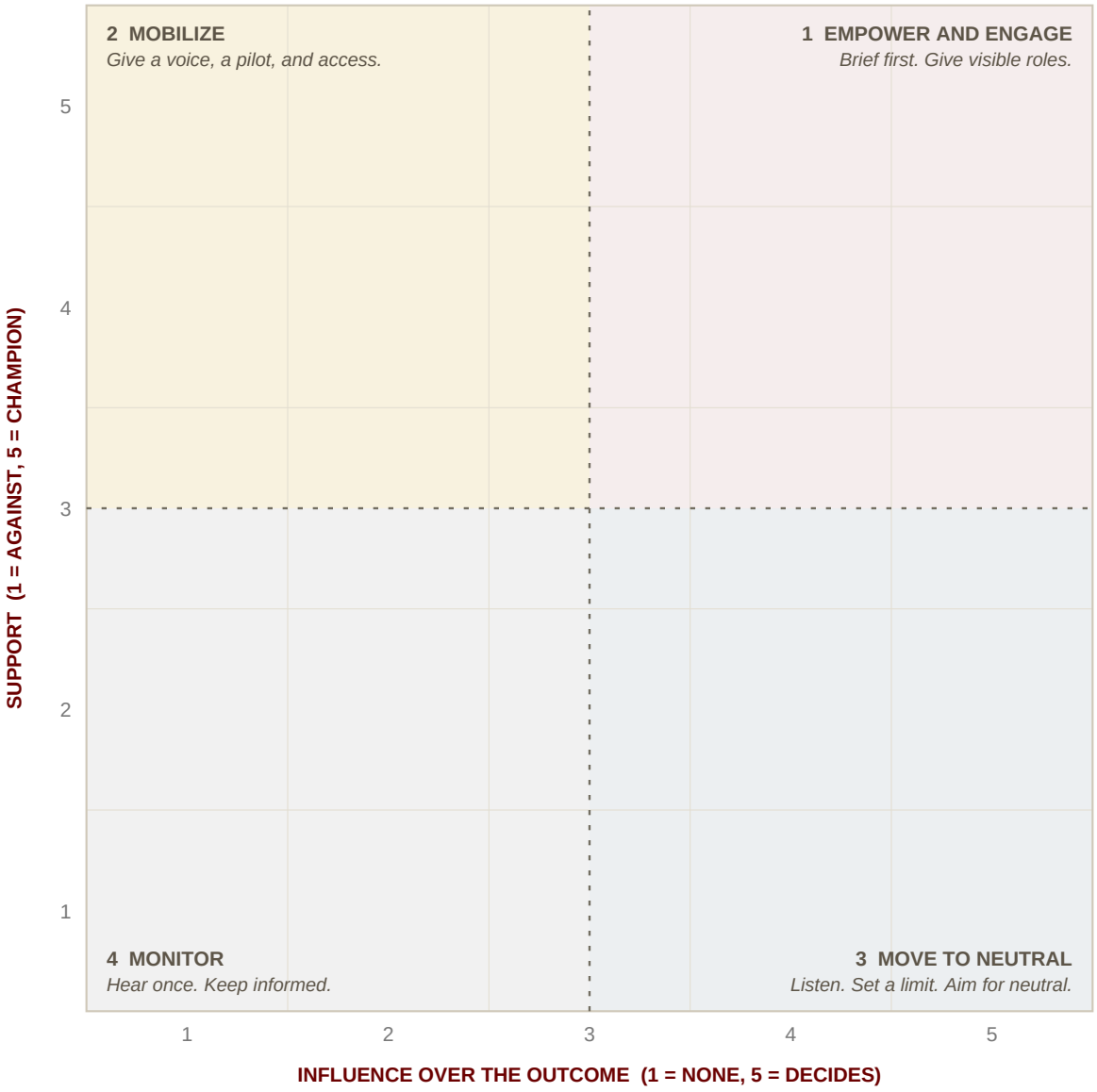
Person (name and role)	Support (low to high)	Influence (low to high)

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SECTION 1 (CONTINUED)

Place Them on the Map

Mark each person from your table on the grid, using initials, at the point where their two ratings meet. Influence runs across the bottom and support runs up the side. The dotted lines mark a rating of 3: neutral on support, unclear power on influence. Then put your sustained effort in quadrant order, 1 through 4, while anyone who could block the work hears from you early.



Where does your biggest cluster sit, and how does it compare with where your hours went in Section 2?

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SECTION 2

Audit Your Calendar

Count hours, not meetings. The map is not a judgment. It is a mirror for where your effort is going.

Looking at the last thirty days, how many hours went to each quadrant (Empower and Engage, Mobilize, Move to Neutral, Monitor)? Which got the most? Which got the least?

SECTION 3

Find Your Ned

A useful test: ask what would change their mind. If they can name something, you have work to do. If they cannot, or the answer keeps moving, neutral is the most you can hope for.

Who has taken the most of your time on this initiative? Where do they sit on the map? What would change their mind, and can they name it?

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SECTION 4

Start the Coalition

Start in the upper right, then the supporters with less power to act. Give them a role, a pilot to run, or a story to tell.

Who in the upper half of the map will you brief or ask for help this week? What small pilot or early win could they help you deliver?

SECTION 5

Set the Limit

Decide what movement counts as a win before you start. Walking away from the pursuit is a decision about opportunity cost, made on purpose.

With your most influential skeptic, what movement would count as a win: opposed to neutral, or neutral to mild support?

What does it cost to keep trying, and at what point will you walk away?

When will you redraw the map?

Your attention is the scarcest resource a change effort has. Spend it where it can change the outcome.

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