

Brainstorm key stakeholders

To begin the broader set of exercises associated with stakeholder management, it's important to define who exactly these stakeholders are. Since team members may have very different perspectives, it's a great idea to discuss this as a team.

Using the template below, list the key stakeholders to engage to realize the stated vision for a given project or initiative in a discrete time frame (a year is a good length to start). Do not forget to engage across multiple organizational levels and think beyond the org chart — consider also informal influencers. Also consider outside organizations, if relevant. A tip: Whenever possible, it's best to list individual names, as opposed to generic groups of people.

This exercise also requires teams to designate an appropriate level of necessary engagement. In the next step, teams will refine this by assigning more specific roles to key activities in the plan. Please consider the following four levels of engagement, from low to high, and assign a value to each stakeholder or group listed along with notes about why a given stakeholder needs to be engaged at that level.

- **Level 1:** Need to be aware.
- **Level 2:** Need to understand and communicate to others.
- **Level 3:** Need to have input on approach.
- **Level 4:** Essential role in delivering solution.

Who? (Specific person or group of people)	Level of engagement (1-4)	Why do they need to be engaged at this level?