

Working with stakeholders

Building on the work of Heifetz/Linksky and Mark Friedman

Population Level Result and Indicator:

Program result and performance measures:

Key Strategies to implement to support the result

Your Role (formal and informal):

Identify the adaptive challenges you are addressing in your results-based work.

List stakeholders that may share things in common around why they could form an alliance around the key strategies. List where they sit in the organization (a person-role-system analysis) and what they have in common (a composition analysis)

Develop a process for helping each stakeholder group endure the losses that may come as the key strategies are implemented

Stakeholder Analysis:

Stakeholder (individual or group)	Relationship to the Result?	Wants and Realities?	Highest Values?	Loyalties?	Potential Losses?