Stakeholder = A person at work who influences your ability to succeed

Step #1. In the first column, list each of your Stakeholders, individually, by name.

In the second column, you'll indicate the group to which each person belongs, as follows:

Stakeholder Groups:	Stakeholder Group Definitions:
Manager	Your direct boss
Manager +1	Your boss's boss
Manager +2	The manager 2 levels up from your direct report
DR	Your direct report
DR-1	Your direct report's report
Team (name of team)	A member of a project and/or functional team
Collaborator	Participant in the work but not on the team
Customer	Someone who is the recipient of your work
Influencer	Person who impacts how you/your work are perceived
Mentor	Someone who provides insight and advice

If the person belongs in more than 1 group, choose their primary relationship to you. For further help, see the examples in the sample worksheet. Also, consider who is missing from your list? (Cross-functional partner, leader of a group you would like to work with in the future)

Step #2. Rate each of your stakeholders based on your perception of 3 things:

• The current level of **Trust** in the relationship
• The degree of **Alignment** on the work that connects you
• The stakeholder's **Impact** on your success
You will assign a rating of "Low" (L), "Medium" (M) or "High"(H). If the relationship is new or not fully established, please rate it "Unknown" (U).

*Please note: These are intended to be quick ratings, based solely on your perception. Read the considerations below to help you. Don't spend more than 1-2 minutes per stakeholder to determine your ratings.

Considerations for rating Trust:
High (H) - You consistently show mutual respect, have confidence you can count on each other, and work through issues productively.
Medium (M) - At least half the time, or, in moderate amounts, you do so.
Low (L) - Less than half the time, or in low amounts, you do so.
Unknown (U) - The relationship is new or not fully established.

Considerations for rating Alignment on the work:
High (H)- You both consistently share the same objectives for the work that connects you. You come to agreement on strategies, plans, roles and responsibilities and you each value the other's input and ideas.
Medium (M) - At least half the time, or, in moderate amounts, you do so.
Low (L) - Less than half the time, or, in low amounts, you do so.
Unknown (U) - The relationship is new or not fully established.

Considerations for rating Impact on your success:
High (H)- This stakeholder has a high degree of influence regarding how you and the work are perceived.
Medium (M) - This stakeholder has a moderate degree of influence on perceptions.
Low (L)- This stakeholder has limited impact on how you and the work are perceived.
Unknown (U) - You are unsure of this person's influence regarding how you are perceived.

Step #3. Choose 1-3 Stakeholders to prioritize over the next 90 days

Choose 1-3 stakeholders based on low ratings of **Trust** and/or **Alignment**, with consideration given to their **Impact.** Your goal is to devote increased intention and attention on these relationships for 3 months because they influence your ability to succeed.

Go to **www.elmhirstassociates.com** and download the Conversation Starter™ to help you structure your next conversation with each stakeholder.

SAMPLE STAKEHOLDER MANAGER™

STAKEHOLDER	GROUP	TRUST	ALIGN	IMPACT	X
Adisa Ukololo	Collaborator	L	L	H	**X**
Lilly Zhou	DR	L	U	H	**X**
Casey Maxon	Team - GDT	M	H	H	
Ashok Patel	Manager	H	H	H	
Nancy Jacks	Manager +1	U	U	H	**X**
Jasmine Sadana	Manager +2	H	M	M	
Alex Nyguen	Influencer	M	U	M	
Dareya Lewis	Team LT - peer	M	L	M	

YOUR STAKEHOLDER MANAGER™

STAKEHOLDER	GROUP	TRUST	ALIGN	IMPACT	X

STAKEHOLDER	GROUP	TRUST	ALIGN	IMPACT	X
		TRUST	ALIGN	IMPACT	X