

CHECKLIST FOR IDENTIFYING STAKEHOLDERS

This checklist guides the identification of stakeholders affected by the change initiative, and organizes them into categories based on the extent of their involvement. Identifying all significant stakeholders is an important effort as you develop implementation plans, even if you engage with only a few of these groups.

Category	Stakeholders
Core stakeholders	Employees Customers Shareholders and other investors
Subgroups with significant involvement and major influence on the outcome	Managers, supervisors, and team leaders Executive leadership (i.e., the group sponsoring the change) HR, IT, or other staff assisting the change effort Labor unions
Individuals and subgroups affected by the change	<i>Individuals or subgroups positively affected</i> Employees with increases in salary, career opportunities, and/or job security Managers and employees with increased responsibilities in the new structure <i>Individuals or groups for whom the impact is undetermined</i> Specialists (e.g., IT, HR) involved in some aspects of the change Employees who remain after downsizing The HR community <i>Individuals or subgroups negatively affected</i> Employees who will lose their jobs or need to relocate
Other external stakeholders	Board members Suppliers Business partners Government (e.g., regulators, state and local officials) Competitors Communities that may be affected Families of employees Media (e.g., local, national, and trade publications and websites; radio and TV) Industry and professional associations