Stakeholder mapping template with a filled example and an engagement plan

A stakeholder mapping template helps a team list the people and groups that a project or decision affects, record what each one needs, and agree who to ask, who to tell and what to check before deciding. This kit gives you a blank stakeholder list, a two-axis map, a table of what the map changes and an engagement plan, each with a filled example from a fictional project. A 60-minute agenda shows how to fill it in.

60 minutes | 3–10 participants | Online and adaptable in person

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The outcome

In 60 minutes the team has a list of 8 to 12 stakeholders with their needs and the evidence for each, a map in four areas, three to five decisions that now name who to ask and who to tell, and a contact plan in which each contact has an owner, a date and a sign that it worked.

Before the session

- For facilitators, trainers and project leads who help a project or change team of 3–10 people look outside the team, at the start of a project or before a decision that affects other people.
- Ask the project lead for the project in one sentence and for two or three decisions due in the next month. Bring any evidence that exists, such as meeting notes or a project brief.
- Prepare the four sheets in a shared document or print one set. Agree who keeps the list afterwards, and store it where the team would be comfortable for a stakeholder to read it.
- Send the sheets a day early as plain text for screen readers. Plan silent writing before each discussion, accept written contributions, let people pass and keep cameras optional. The map uses text labels, not colour.

Included in this kit

A facilitator run of show, participant worksheets with real tables, reference tables, debrief questions, adaptation notes and a follow-up plan. Use the editable Word copy to tailor examples and prompts before delivery.

Original material by Superglue. Timings are suggestions; adjust them to your participants. This resource has not been independently evaluated.

What is inside

- Stakeholder list
- Stakeholder map
- What the map changes
- Engagement plan
- Filled example: stakeholder list
- Filled example: stakeholder map
- Filled example: what the map changes
- Filled example: engagement plan
- Facilitator section: run of show, reference tables, debrief and adaptations

Stakeholder list

Write one role or group per row, not a person's name. Rate the effect of the work on them and their influence on the work from 1 (low) to 3 (high). Mark each row Known, with the source, or Assumption, with a way to check.

Respectful use: the list describes roles and needs. It is not a judgement of people. Write nothing you would not show to the stakeholder, and check assumptions with them.

#	Stakeholder (role or group)	What they need or care about	How the work affects them	Effect (1–3)	Influence (1–3)	Map area	Known or assumption	Evidence, or how we will check
S1								
S2								
S3								
S4								
S5								
S6								
S7								
S8								
S9								
S10								

Stakeholder map

Write each stakeholder's number in one of the four areas. A rating of 2 or 3 counts as high, so a row you are unsure about gets more contact, not less.

The two-axis stakeholder grid is commonly credited to Aubrey Mendelow (1991). The axis wording, the area names and the advice here are written for this kit.

	Effect on them: 1 (low)	Effect on them: 2 or 3 (high)
Influence on the work: 2 or 3 (high)	ASK FIRST	WORK TOGETHER
Influence on the work: 1 (low)	TELL BRIEFLY	HEAR AND SUPPORT

What the map changes

List three to five decisions or steps that are coming. For each one, use the map to say who you ask before you decide, who you tell, and which assumption you check first. End each row with what the team will do differently.

Decision or step	Ask before we decide	Tell, and when	Check first	What we will do differently

Engagement plan

One row per contact. Start with the stakeholders in Work together and in Hear and support. A contact needs one owner who has said yes, a date and a sign that it worked. Status: planned, done or dropped.

#	Stakeholder	Map area	What we will do	Contact owner	By when	How we will know it worked	Status
E1							
E2							
E3							
E4							
E5							
E6							
E7							
E8							
E9							
E10							

Filled example: stakeholder list

A fictional learning team moves course bookings from email to an online system on Monday 16 November 2026. Six of the ten rows are still assumptions.

#	Stakeholder (role or group)	What they need or care about	How the work affects them	Effect (1–3)	Influence (1–3)	Map area	Known or assumption	Evidence, or how we will check
S1	Course participants (about 400 staff)	To book in a few steps, on a phone or a laptop	Bookings move from email to the new system	3	1	Hear and support	Assumption	Not asked yet. Check: test with six volunteers
S2	Line managers (18)	To approve quickly and see who is booked	They approve in the system, not by email	3	2	Work together	Known	Three interviews, 6 and 7 October
S3	Head of people (sponsor)	Go-live before January; no extra admin hours	Reads a monthly report from the system	1	3	Ask first	Known	Project brief, 1 October
S4	IT service desk	Single sign-on and a named supplier contact	Takes support questions after go-live	2	3	Work together	Known	Meeting notes, 8 October
S5	Data protection officer	Only necessary personal data; a retention period	Reviews the system once, then once a year	1	3	Ask first	Assumption	From an earlier review. Check: ask for conditions
S6	Finance team	A cost centre on every booking; a monthly export	An export replaces a manual spreadsheet	2	2	Work together	Assumption	Process not seen. Check: walk through an export
S7	External trainers (9)	The attendance list two working days ahead	Lists come from the system	2	1	Hear and support	Assumption	One said so. Check: ask three trainers
S8	Facilities team	To know room needs a week ahead	Room requests may move into the system	2	1	Hear and support	Assumption	Not asked. Check: how rooms are booked
S9	Warehouse shift staff (about 60)	A way to book without a laptop, in paid time	The standard route does not reach them	3	1	Hear and support	Assumption	No work laptops (staff list). Check: ask two shift leads
S10	Staff representatives	Fair access to training for all staff groups	Little change to their own work	1	1	Tell briefly	Known	Email from the chair, 9 October

Filled example: stakeholder map

The map from the team's session on Tuesday 13 October 2026: three in Work together, two in Ask first, four in Hear and support and one in Tell briefly. The team had spoken to nobody in Hear and support, so the first contacts went there.

	Effect on them: 1 (low)	Effect on them: 2 or 3 (high)
Influence on the work: 2 or 3 (high)	ASK FIRST S3 Head of people; S5 Data protection officer	WORK TOGETHER S2 Line managers; S4 IT service desk; S6 Finance team
Influence on the work: 1 (low)	TELL BRIEFLY S10 Staff representatives	HEAR AND SUPPORT S1 Course participants; S7 External trainers; S8 Facilities team; S9 Warehouse shift staff

Filled example: what the map changes

Five decisions from the fictional booking project. Each row ends with something the team now does differently because of the map.

Decision or step	Ask before we decide	Tell, and when	Check first	What we will do differently
Does every booking need a manager's approval?	Line managers; head of people	Course participants, in the launch message	That managers can approve within two working days	Decide after the manager demos on 20 October
The go-live date	IT service desk; head of people	All staff and external trainers, two weeks before	That single sign-on is ready	Announce the date only after IT confirms it in writing
Which personal data the system stores	Data protection officer	Staff representatives, in the one-page summary	The officer's conditions (assumption S5)	Configure nothing until the written conditions arrive
How staff without a laptop book a course	Two shift leads, for the warehouse shift staff	Warehouse shift staff, in the shift briefing	That a shared device works (assumption S9)	Test the route with shift staff before the general test
Who books training rooms	Facilities team	External trainers, with the first attendance list	How rooms are booked today (assumption S8)	Keep rooms out of scope until facilities has answered

Filled example: engagement plan

The plan as it stood at the first review on Friday 23 October 2026. Four contacts are done. Two are overdue: E3 by one day and E5 by seven days. E9 is due on the review day.

#	Stakeholder	Map area	What we will do	Contact owner	By when	How we will know it worked	Status
E1	Line managers	Work together	Run two 30-minute demos of the approval step and collect objections	Learning coordinator	20 Oct	The approval rule is agreed in writing with managers	Done
E2	IT service desk	Work together	Agree single sign-on, the support route and the go-live date	Project lead	16 Oct	IT confirms the date and a named contact in writing	Done
E3	Finance team	Work together	Walk through the monthly export with a sample file	Learning coordinator	22 Oct	Finance confirms the export has the fields they need	Planned
E4	Head of people	Ask first	Hold a 20-minute meeting on the approval rule and the go-live date	Project lead	15 Oct	Both decisions are in the decision log	Done
E5	Data protection officer	Ask first	Send the list of personal data and ask for conditions	Project lead	16 Oct	Written conditions arrive before configuration	Planned
E6	Course participants	Hear and support	Test the booking steps with six volunteers from three departments	Trainer	27 Oct	At least five of six book a course without help	Planned
E7	Warehouse shift staff	Hear and support	Ask two shift leads how staff without a laptop can book	Trainer	21 Oct	A booking route for shift staff is written and tested	Done
E8	External trainers	Hear and support	Ask three trainers what they need on the attendance list	Learning coordinator	28 Oct	The three trainers confirm a sample list	Planned
E9	Facilities team	Hear and support	Ask how rooms are booked today and who should book them	Learning coordinator	23 Oct	One written rule for who books rooms	Planned
E10	Staff representatives	Tell briefly	Send a one-page summary and offer a conversation	Project lead	30 Oct	Summary sent; questions answered in five working days	Planned

Facilitator run of show

1 Name the decision and the ground rules | 5 minutes

Read the project or decision in one sentence. Say: “We will map the people and groups outside this team that our work touches. The map describes roles and needs. It is not a judgement of anyone, and most of what we write today will be an assumption until we ask.” Agree two rules: write roles and groups, not names, and write nothing you would not show to the stakeholder.

2 List the stakeholders | 10 minutes

Give four minutes of silent writing: each person lists roles and groups, one per line. Prompt with four questions: “Who uses the result? Who must approve or pay? Who does extra work because of it? Who is easy to forget?” Take six minutes to merge the lists and remove duplicates. Aim for 8 to 12 rows. Split a group when one part of it is affected differently.

3 Record needs, effects and evidence | 12 minutes

Spend eight minutes on two columns for each row: what the stakeholder needs or cares about, and how the work affects them. Work in pairs when the list is long. Then spend four minutes on the last two columns. Ask for each row: “How do we know?” Write Known with the source, or Assumption with a way to check. Nobody has to defend a row.

4 Rate and read the map | 10 minutes

Spend six minutes rating each row from 1 to 3 twice: the effect of the work on them, and their influence on the work. Read the rating scale aloud first. When two people disagree, write the higher number and mark the row as an assumption. Spend four minutes placing each row in its area on the map and reading the map aloud. Ask: “Who is in Hear and support, and have we spoken to any of them?”

5 Decide what the map changes | 10 minutes

Write three to five coming decisions on the sheet “What the map changes”. For each one, take two minutes: who we ask before we decide, who we tell and when, and which assumption we check first. Finish each row with one sentence that starts with “So we will…”. If the map changes nothing about a decision, say so and move on.

6 Plan the contacts | 10 minutes

Fill the engagement plan. Start with the areas Work together and Hear and support, then Ask first, then Tell briefly. Each row needs one action, one contact owner who says yes, a date and a sign that it worked. Every assumption that a decision depends on gets a contact that checks it. Several stakeholders can share one contact.

7 Read back and close | 3 minutes

Read back the number of stakeholders, the number of rows still marked Assumption and the first three contacts with their owners and dates. Agree the date of the first review and who keeps the list. Ask each person for one stakeholder they now see differently, in one line aloud or in the chat, or a pass.

Reference tables

What each map area changes

A rating of 2 or 3 counts as high. The area names and the advice are written for this kit; the two-axis grid itself is commonly credited to Aubrey Mendelow (1991).

Map area	Ratings	Before a decision	After a decision	What goes wrong if we skip it
Work together	Influence 2–3, effect 2–3	Draft the decision with them. Agree it before it is final.	Confirm in writing what was agreed.	They block or undo a decision they hear about late.
Ask first	Influence 2–3, effect 1	Ask for their conditions early. Keep the contact short.	Say how their conditions were met.	A late “no” on a point they could have named early.
Hear and support	Influence 1, effect 2–3	Ask what they need. Test the change with a few of them.	Tell them early and say where to get help.	The work suits the team, not the people it changes.
Tell briefly	Influence 1, effect 1	No input needed, unless they ask.	Send a short summary. Invite questions.	Silence that looks like secrecy.

Rating scale

A shared scale for discussion, not a measurement. When two people disagree, write the higher number.

Rating	Effect of the work on them	Their influence on the work
1	Their day changes little or not at all.	They cannot change the work or its timing.
2	Part of their work changes.	The work needs their time or advice.
3	A core part of their work changes.	They can approve, stop or delay the work.

Debrief and next steps

Questions for reflection

- Which stakeholder did we add late, and what would have happened if we had missed them?
- Which rows are still assumptions, and which decision depends on them?
- Who is strongly affected by our work and has little influence on it, and how will we hear them?
- What will we do differently in the next two weeks because of this map?

Adapt the session

- For three or four people, skip the pairs and fill the list together. Keep the silent writing, so that the first voice does not set the list.
- For a 30-minute version, collect five stakeholders from each person in advance. In the session, merge, rate and fill “What the map changes” for one decision. Plan the contacts by message.

- Online, keep one shared document on screen and collect the silent lists in the chat or in the document. Read each row aloud before the group rates it. Make cameras optional and turn on captions.
- For quiet participants and people working in a second language, collect ratings in writing first and read them out without names. Anyone can pass, and nobody has to explain a rating.
- When a stakeholder is a member of the team, or a single named person, write the role and keep the row factual. If the row would embarrass the team in front of that person, rewrite it as a need.

After the session

Send the list, the map and the plan on the same day. After each contact, change the row from Assumption to Known or correct it. Review the plan every two weeks: look only at overdue contacts, new stakeholders and open assumptions. When a decision from the table is made, record who was asked and who was told.

Questions people ask

What should a stakeholder mapping template include?

A list of the people and groups the work affects, what each one needs, how the work affects them and how much they can affect the work. It also marks what is known and what is assumed, and has a simple map and a contact plan. This kit adds a table of what the map changes.

How do you map stakeholders in a workshop?

List roles and groups in silence, merge the lists, and record the need, the effect and the evidence for each. Rate effect and influence from 1 to 3, place each row in one of four areas and plan a contact.

Is this the power and interest grid?

It is related. The two-axis stakeholder grid is commonly credited to Aubrey Mendelow (1991). This kit uses two axes of its own, the effect of the work on the stakeholder and their influence on the work, with its own area names and advice.

How is this different from the project kickoff meeting agenda?

The project kickoff meeting agenda settles roles, decisions and risks inside the team. This template looks outside the team, at the people the work affects. Use the kickoff agenda first for a new project.

Is it fair to rate people by influence?

The ratings describe a role’s relation to this piece of work, not a person’s worth or character. Write roles and groups, keep each row factual, and write nothing you would not show to the stakeholder. The template is a planning aid, not an assessment of people.

What is included in the free and editable files?

The open PDF has the blank stakeholder list, map, table of what the map changes and engagement plan, a filled example of each and the 60-minute agenda. Subscribers also receive the editable Word file, an Excel workbook that names map areas and flags overdue contacts, and a CSV of the example list.

Use and sharing

Free to use and adapt in your own training sessions, including paid client work. Do not resell or redistribute the unmodified download as a standalone product. Share the resource page instead.