



# Stakeholder Map - the Guide



**Purpose:** Identify the 25 key stakeholders who make or break your AI transformation. Map their interest and influence. Define your orchestration tactics. Review regularly.

*"Stakeholder orchestration isn't a one-time alignment exercise. It's an ongoing leadership capability that keeps your transformation on track."*

## Phase 1: Stakeholder Brainstorm

### The Discovery Questions

Use these questions to generate your initial list. Cast a wide net — you'll narrow down later.

Question	Why It Matters
★ True Fans & Positive Voices?	Your champions who will advocate, adopt early, and influence peers
🚫 Big Critics & Blockers?	Those who can slow or kill your initiative — often surface legitimate concerns
📢 Loudest Voices?	People others listen to, regardless of formal authority
🔗 Big Networks?	Connectors whose opinion cascades through the organization
👑 Senior Management / Sponsors?	Executive sponsors who provide air cover and resources
🏢 All Relevant Sites?	Geographic locations, offices, plants that will be affected
👥 All Relevant Teams?	Functions, departments, business units in transformation scope
⚖️ Works Council / Employee Reps?	Required partners in many regions; can accelerate or block adoption
🔒 IT & Security Leaders?	Gatekeepers for compliance, data access, platform decisions
💰 Finance / Budget Holders?	Control resources and ROI expectations
🔧 Frontline Managers?	Shape daily behavior through a thousand small interactions
😬 Silent Skeptics?	Smile in meetings but block progress behind the scenes



**Tip:** Don't just list names — include people who *influence* adoption at every level, from C-suite sponsors who set the tone to frontline managers who shape daily behavior.



## Brainstorm Capture

*List everyone who comes to mind. Don't filter yet.*

### Internal Stakeholders

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

### External / Adjacent

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

## Phase 2: Select Your Key 25

### Narrowing Criteria

*From your brainstorm list, select the 25 stakeholders who will most determine success or failure.*

**!** **Why 25?** More than 25 doesn't reveal more insights. Fewer risks missing critical voices. 25 forces prioritization while ensuring coverage.

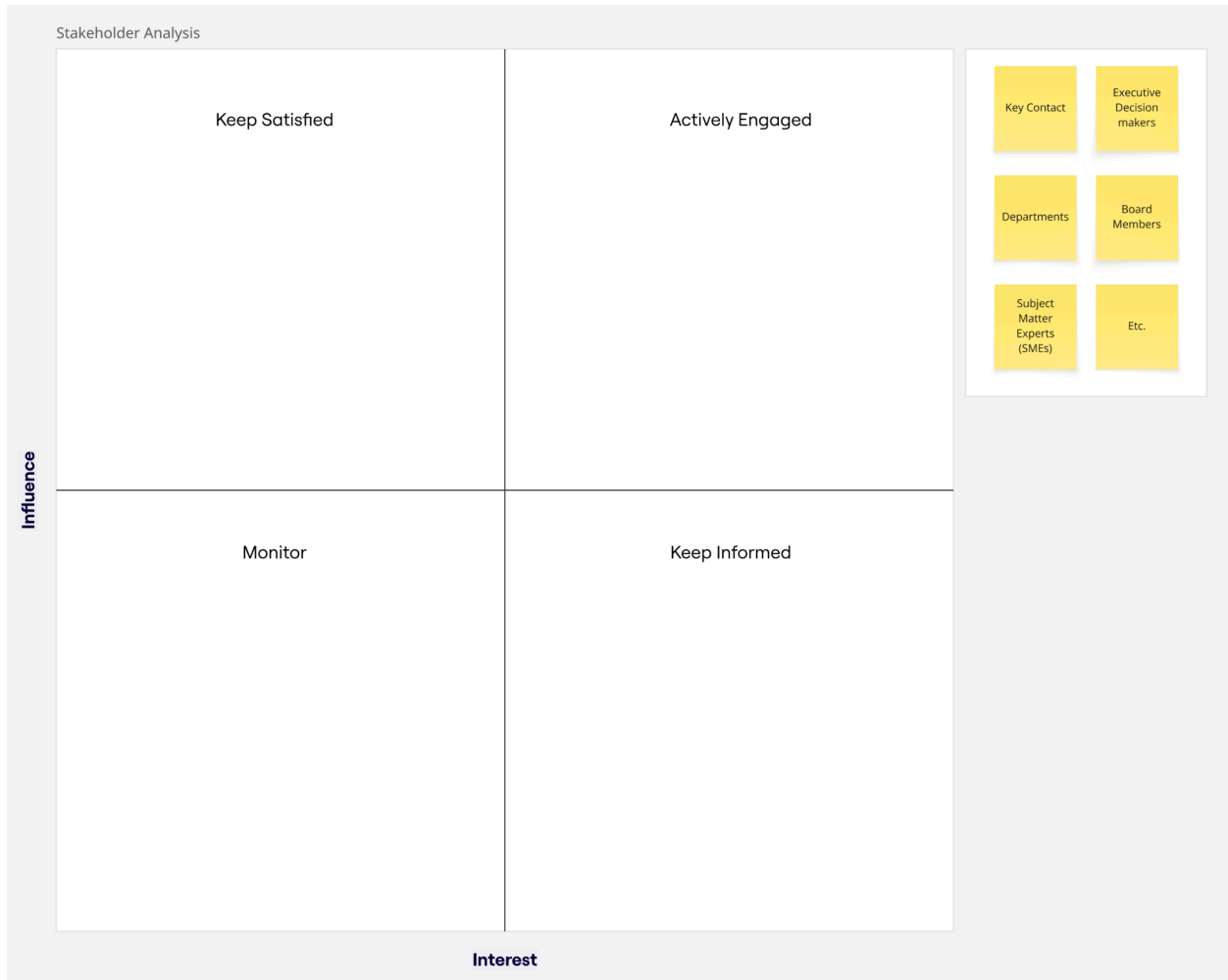
### Selection Checklist

- ☐ At least 2-3 executive sponsors included
- ☐ Key blockers/critics represented (don't avoid them!)
- ☐ All major functions/teams affected have a voice
- ☐ All geographic sites represented
- ☐ Works Council / employee representatives (if applicable)
- ☐ IT and Security leadership included
- ☐ Finance / budget authority represented
- ☐ Mix of formal authority AND informal influence
- ☐ Both enthusiasts AND skeptics included
- ☐ Frontline managers who shape daily adoption

## Phase 3: Map Interest & Influence

### The Stakeholder Grid

*For each of your 25 key stakeholders, assess their level of Interest (how much they care) and Influence (how much power they have over success).*



## Phase 4: Define Orchestration Tactics

### Engagement Strategy by Quadrant

Quadrant	Profile	Tactic	Engagement Level
<b>High Influence + High Interest</b>	Key Players — can make or break the project	<b>Manage Closely</b> — active partnership, co-creation, regular 1:1s	Weekly touchpoints
<b>High Influence + Low Interest</b>	Powerful but not engaged (yet)	<b>Keep Satisfied</b> — ensure their needs are met, escalate issues early	Bi-weekly updates
<b>Low Influence + High Interest</b>	Enthusiasts with limited formal power	<b>Keep Informed</b> — leverage as champions, amplify their voice	Monthly updates + invite to demos
<b>Low Influence + Low Interest</b>	Peripheral stakeholders	<b>Monitor</b> — minimal effort, watch for changes	Quarterly check-in

### Tactical Plan for Your Key 25

Name	Quadrant	Current Stance	Primary Concern	Engagement Tactic
		🟢 Supporter / 🟡 Neutral / 🔴 Blocker		



#### Listen for Underlying Needs

*"When a department head says 'my team doesn't have time for training,' the underlying need might be 'I'm worried about short-term productivity dips affecting my performance metrics.'"*

**Always ask:** What's the real concern behind the stated position?



#### Finding Win-Win Solutions

*The skill of orchestration is finding solutions that genuinely serve both your AI transformation goals AND each stakeholder's objectives.*

Stakeholder Type	Their Goal	Your Goal	Intersection Solution
<b>CFO</b>	ROI within 12-18 months	Investment in transformation (70% non-tech)	Back-office cost elimination delivers tangible Y2 savings; show 2x ROI data
<b>Department Head</b>	Maintain control & team morale	Deploy AI that transforms their work	Position as augmentation; give authority to co-create use cases
<b>IT Leader</b>	Prevent compliance violations & sprawl	Enable rapid experimentation	Platform-based guardrails that enable safe innovation within boundaries
<b>Frontline Manager</b>	Not lose productivity during change	Adoption and behavior change	Workflow-integrated micro-learning; show 2+ hours/week time savings
<b>Works Council</b>	Protect employee interests	Successful transformation	Frame as "capacity without hiring"; co-design career pathways

## Phase 5: Regular Review Rhythm

### The Orchestration Operating Rhythm



**Critical:** Stakeholder positions evolve as your initiative progresses. A supporter in Month 1 can become a blocker by Month 6 if their concerns aren't addressed.

#### Monthly Stakeholder Review

- ☐ Update stakeholder map with current stances
- ☐ Identify where goals are misaligned
- ☐ Design intersection solutions before conflicts escalate
- ☐ Adjust engagement tactics based on what you're learning
- ☐ Note any position changes (supporter → neutral → blocker)

#### Quarterly Steering Check

- ☐ Present progress against ROI AND adoption metrics
- ☐ Surface emerging concerns from stakeholder groups
- ☐ Secure decisions on resource allocation
- ☐ Reinforce the 3-year transformation timeline

## Review Log

Date	Key Changes	Actions Taken

## Red Flags: When Orchestration Is Failing

Warning Sign	What It Signals
Steering committee meetings become status updates, not strategic decisions	You've lost altitude — re-engage executives on the "why"
Department heads stop participating in pilot co-creation	They've disengaged — understand their underlying concern
IT begins blocking deployments rather than enabling them	Trust breakdown — involve them earlier in decisions
Frontline managers implement shadow AI outside your initiative	Your official path is too slow or not solving their problems
Executive sponsors express surprise at challenges you've faced for weeks	Communication breakdown — surface problems earlier
Supporters suddenly become neutral or negative	Unaddressed concern — diagnose immediately



### The Orchestration Mindset

*"The skill of orchestration is finding solutions that genuinely serve both your AI transformation goals and each stakeholder's objectives. This requires moving beyond compromise to creative problem-solving."*

#### Remember:

- Resistance often surfaces legitimate concerns enthusiasts miss
- Engage blockers as co-designers, not obstacles
- Build trust through transparency — surface problems early
- Create win-win solutions, not compromises

**Source:** *The Focused AI Captain* by René Esteban, CEO FocusFirst

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