

Stakeholder Discovery Worksheet

Understanding who is affected and how to involve them

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How to use this worksheet

Use this worksheet when you are framing your decision and need to think carefully about who is involved, who is affected, and what their interests are. Completing it before working through the Stakeholders and Timing questions in Step 1 helps ensure nobody important is overlooked and that your decision-making process is informed by the right perspectives.

Influence is the ability to affect the decision or its outcome. Impact is how much the decision will affect them. A person can have one without the other, and both matter. Influence does not mean they need to agree with your decision. Consider people who are not in the room as well as those who are.

PART 1 The Decision

Summarise the decision you are making

PART 2 Stakeholder Register

List everyone who has an interest in, or is affected by, this decision. For Influence and Impact, rate High, Medium, or Low. For Involvement, note whether the person will be consulted, actively involved, informed after the decision, or not involved. Note who must be told when you decide, at Step 7.

Stakeholder (name or group)	Their interest in this decision	Influence (H/M/L)	Impact (H/M/L)	Involvement needed

PART 3 Stakeholder Analysis

Use the questions below to probe further. These may reveal stakeholders you have not yet listed, or sharpen your understanding of those you have.

Question	Your notes
Who has the most to gain from this decision?	
Who has the most to lose?	
Who could block or delay this decision?	
Whose support is most important?	
Who will be surprised by this decision?	
Are there any stakeholders not yet identified who should be consulted?	
Who is the decision owner, and who has the final say?	
Who will not be affected, and so does not need to be consulted?	
For the people most affected, how will this decision look and feel from their side?	
Who must be told when the decision is made, and when?	

PART 4 Next Steps

Based on your analysis, note any actions you need to take before or during the decision-making process.

Actions and notes

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