|  | WORKSHEETStakeholder Impact Questions |
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|  | PURPOSEThis tool contains some initial questions that sponsors and the core project management team should use to determine potential change impacts.When to UseUse this tool when you are planning on leading your team through a change and when you want to ensure that you understand how this change may impact key stakeholders.Who UsesCo-leads and sponsors.How to UseUse these questions as individual questionnaires, interview schedules, or a discussion tool to elicit and record all responses. The answers will give you an initial assessment of what key project participants consider are the change issues and the people impacts of the change process. |
|  | Answer the following questions as completely as possible—you will use the information on this tool throughout the change process.

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| 1. | What will be different once the change is complete and successful? |
|  | **Specifically describe the following: what work is done, how work is done, where work is done, and who does the work.** If applicable, include information about reporting relationships, communication processes, employee leadership, the decision-making process, the teams and technology involved, relationships with clients and other business units, and any compliance or regulatory requirements. |
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| 2. | Given the above, who are the stakeholders? |
|  | Are they directly or indirectly affected by the change or do they only need to know about it? Might they push back or resist the change? If so, how? |
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| **Stakeholder/Stakeholder Group:** | <Provide name and description> |

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| 3. | What are the stakeholders currently accountable for doing? What are their current rewards or reinforcements? What are the current consequences if they do not do what they are accountable for? |
|  | Describe their current job (roles and responsibilities) and any current tangible or intangible rewards, reinforcements, and consequences. |
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| 4. | What will the stakeholders be accountable for doing in the future? How will their jobs be different? |
|  | Compare their future job to their current job, and list what they will need to stop doing, start doing, and keep doing if the change is to be successful. Be as specific as possible. |
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| **Stop Doing** | **Start Doing** | **Keep Doing** |
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| 5. | What will the stakeholders rewards or reinforcements be for doing their job differently? |
|  | Describe any tangible or intangible rewards, reinforcements, and consequences. |
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| 6. | What new or improved skills or knowledge will the stakeholders need? |
|  | Use this information to create training and/or learning plans. |
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| 7. | How big is the change for them? How fast? |
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| 8. | What will the stakeholders have to give up as a result of the change? What will they gain? |
|  | Consider: Comfort, familiarity, routines, confidence, preferred work, relationships, responsibility, control, power, influence, access, visibility, rank, prestige, perks, job security, and career advancement. |
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| 9. | How will you involve the stakeholders in planning or implementing the change (to build ownership and commitment in the change)? |
|  | What can you give them control of? What can you let them decide or have a say in? (Note: The earlier in the project, the better. When creating a transition plan, use information from questions 7, 8, and 9.) |
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| 10. | What will the stakeholders want (or need) to know about the change? What will they be concerned about? |
|  | Use the information from this question to create a communication plan. |
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