

STAKEHOLDER & FACTION MAPPING

① THE ADAPTIVE CHALLENGE:

Start by framing "the work at the center."
that will determine who are relevant
Stakeholders & factions

② STAKEHOLDERS

- groups of people who are affected by this challenge -
- note that the stakeholders depend on the challenge. If the challenge changes, different stakeholders may be relevant.
- (Here each stakeholder is written on the map in black)

LIST of all stakeholders:

- teachers
- Parents
- Staff
- Students
- donors
- parents' employers
- partner orgs
- vendors
- janitors
- bus drivers
- admin

③ FACTIONS

cross-stakeholder groups who share a perspective on the challenge.
factions may even define the challenge differently, which can provide important insight.

(Here, each faction is shown in a different color, with their perspective in a speech bubble.)

④ LOSSES

each person is protecting against certain losses in holding their perspective.
What losses are they resisting in trying to get their way?

(Here, losses are shown underneath the perspective bubble for one member of each faction. Note that each person may have specific losses they are concerned about and some may be generalizable across the faction)

