

# Stakeholder engagement plan

All records

**STAKEHOLDERS MAPPED**  
**10**  
1 project · largest: ERP replacement

**MANAGE CLOSELY**  
**3**  
M. Okafor, L. Marchetti, S. Virtanen

**HIGH-POWER RESISTANCE**  
**1**  
worst: L. Marchetti (Resistant, P5)

**ATTITUDE GAPS TO CLOSE**  
**6**  
largest: L. Marchetti, 2 steps

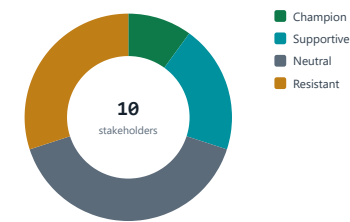
**CONTACTS OVERDUE**  
**1**  
P. Kowalczyk

**UNASSIGNED RELATIONSHIPS**  
**1**  
R. Adeyemi

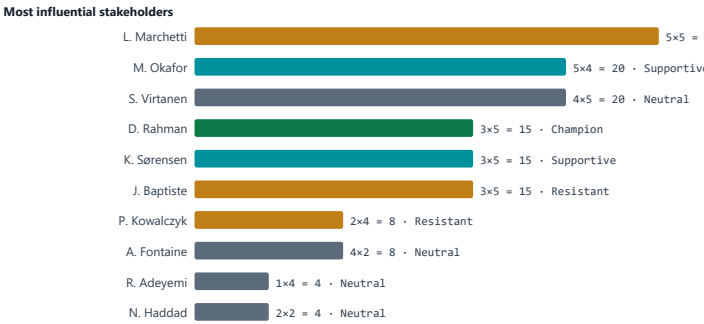
10 of 10 record(s) included. All records. Amounts in USD.



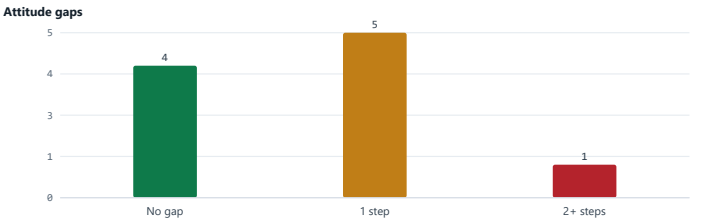
Stakeholders per quadrant, coloured from champion (green) to opposed (red). Red or amber in the top row — Manage closely — is where the project is actually at risk. Stakeholders per quadrant, coloured from champion (green) to opposed (red). Red or amber in the top row — Manage closely — is where the project is actually at risk.



A project with no champions is being pushed uphill by its own team. One or two resistant voices are normal; count how much power they hold before worrying. A project with no champions is being pushed uphill by its own team. One or two resistant voices are normal; count how much power they hold before worrying.



Power times interest is a crude but useful ranking of who deserves your calendar. A red bar near the top is the conversation to have this week. Power times interest is a crude but useful ranking of who deserves your calendar. A red bar near the top is the conversation to have this week.



Each step is one move on the champion-supportive-neutral-resistant-opposed scale. Moving anyone two steps is a campaign, not a conversation — budget effort accordingly. Each step is one move on the champion-supportive-neutral-resistant-opposed scale. Moving anyone two steps is a campaign, not a conversation — budget effort accordingly.

Engagement plan

| Stakeholder  | Role                                    | P × I | Attitude               | Key concern                                                          | Approach                                                                         | Owner                     | Next contact | State     |
|--------------|-----------------------------------------|-------|------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------|--------------|-----------|
| L. Marchetti | Finance Director                        | 5 × 5 | Resistant → Supportive | Budget overrun and disruption to month-end close                     | Fortnightly working session on the finance module with their own team in the ... | Programme manager         | 2026-08-17   | Due soon  |
| M. Okafor    | Managing Director                       | 5 × 4 | Supportive → Champion  | Total cost and hitting the promised go-live date                     | Monthly one-to-one steering update ahead of the board pack; bring the benefit... | Programme manager         | 2026-08-30   | Scheduled |
| S. Virtanen  | Production Manager                      | 4 × 5 | Neutral → Supportive   | Downtime during cutover and shop-floor usability                     | Involve in every design workshop that touches scheduling; walk the pilot line... | Project lead — operations | 2026-08-19   | Due soon  |
| A. Fontaine  | Sales Director                          | 4 × 2 | Neutral                | Nothing changes for the sales team until phase two                   | Short written summary once a month, nothing that needs a reply; a meeting onl... | Programme manager         | 2026-09-03   | Scheduled |
| D. Rahman    | IT Lead                                 | 3 × 5 | Champion               | Legacy integrations and the support workload after go-live           | Weekly technical stand-up; make them solution owner for the legacy integratio... | Programme manager         | 2026-08-13   | Due soon  |
| K. Sørensen  | Engagement lead, implementation partner | 3 × 5 | Supportive             | Scope creep against a fixed-price contract                           | Weekly delivery review against the statement of work; change requests in writ... | Programme manager         | 2026-08-14   | Due soon  |
| J. Baptiste  | Employee representative                 | 3 × 5 | Resistant → Neutral    | Headcount implications and monitoring of individual performance data | Formal consultation calendar agreed and kept; share the data-use policy befor... | HR manager                | 2026-08-15   | Due soon  |
| P. Kowalczyk | Warehouse Supervisor                    | 2 × 4 | Resistant → Neutral    | Job change — scanning replaces the paper system they built           | Hands-on demo of the warehouse module before anyone else sees it; involve the... | Project lead — operations | 2026-08-04   | Overdue   |
| R. Adeyemi   | Payroll Officer                         | 1 × 4 | Neutral → Supportive   | Parallel-run workload landing on a one-person function               | Agree temporary cover before the parallel runs land on one person; involve th... | unassigned                | 2026-08-21   | Due soon  |
| N. Haddad    | Customer Service Lead                   | 2 × 2 | Neutral                | Whether order-status lookups get slower                              | Newsletter updates and an invitation to the pilot demo; nothing more unless o... | Project lead — operations | 2026-09-23   | Scheduled |

The four quadrants

| Quadrant       | Definition                  | Who is here                                                   | Playbook                                                                                                                                                                                        |
|----------------|-----------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manage closely | Power ≥ 4 and interest ≥ 4  | M. Okafor, L. Marchetti, S. Virtanen                          | Engage frequently and personally. They can stop the project and will live with its results — involve them in decisions, invest real meeting time, and never let them be surprised.              |
| Keep satisfied | Power ≥ 4, interest below 4 | A. Fontaine                                                   | Keep them confident without consuming their time. Concise updates and early warning of anything touching their area — enough attention that they never feel the need to intervene, and no more. |
| Keep informed  | Interest ≥ 4, power below 4 | D. Rahman, P. Kowalczyk, K. Sørensen, R. Adeyemi, J. Baptiste | Regular, honest updates and genuine involvement in the detail. Their knowledge and energy improve the result; neglected, they become the source of the resistance stories.                      |
| Monitor        | Both below 4                | N. Haddad                                                     | Minimal effort — a broadcast update is enough. Watch for movement: power and interest shift, and a Monitor stakeholder can walk into another quadrant overnight.                                |

Stakeholder register

| Project         | Stakeholder  | Role               | P | I | Attitude   | Desired    | Owner                     | Last       | Next       | Status  | Quadrant       | Gap | Contact |
|-----------------|--------------|--------------------|---|---|------------|------------|---------------------------|------------|------------|---------|----------------|-----|---------|
| ERP replacement | M. Okafor    | Managing Director  | 5 | 4 | Supportive | Champion   | Programme manager         | 2026-07-31 | 2026-08-30 | Current | Manage closely | 1   | —       |
| ERP replacement | L. Marchetti | Finance Director   | 5 | 5 | Resistant  | Supportive | Programme manager         | 2026-08-03 | 2026-08-17 | Current | Manage closely | 2   | —       |
| ERP replacement | S. Virtanen  | Production Manager | 4 | 5 | Neutral    | Supportive | Project lead — operations | 2026-07-27 | 2026-08-19 | Current | Manage closely | 1   | —       |

| PROJECT         | STAKEHOLDER  | ROLE                                    | P | I | ATTITUDE   | DESIRED    | OWNER                     | LAST       | NEXT       | STATUS       | QUADRANT       | GAP | CONTACT |
|-----------------|--------------|-----------------------------------------|---|---|------------|------------|---------------------------|------------|------------|--------------|----------------|-----|---------|
| ERP replacement | D. Rahman    | IT Lead                                 | 3 | 5 | Champion   | Champion   | Programme manager         | 2026-08-06 | 2026-08-13 | Current      | Keep informed  | 0   | —       |
| ERP replacement | P. Kowalczyk | Warehouse Supervisor                    | 2 | 4 | Resistant  | Neutral    | Project lead — operations | 2026-07-16 | 2026-08-04 | Current      | Keep informed  | 1   | Overdue |
| ERP replacement | A. Fontaine  | Sales Director                          | 4 | 2 | Neutral    | Neutral    | Programme manager         | 2026-07-10 | 2026-09-03 | Current      | Keep satisfied | 0   | —       |
| ERP replacement | K. Sørensen  | Engagement lead, implementation partner | 3 | 5 | Supportive | Supportive | Programme manager         | 2026-08-07 | 2026-08-14 | Current      | Keep informed  | 0   | —       |
| ERP replacement | R. Adeyemi   | Payroll Officer                         | 1 | 4 | Neutral    | Supportive | —                         | 2026-07-22 | 2026-08-21 | Current      | Keep informed  | 1   | —       |
| ERP replacement | J. Baptiste  | Employee representative                 | 3 | 5 | Resistant  | Neutral    | HR manager                | 2026-06-30 | 2026-08-15 | Needs update | Keep informed  | 1   | —       |
| ERP replacement | N. Haddad    | Customer Service Lead                   | 2 | 2 | Neutral    | Neutral    | Project lead — operations | 2026-07-05 | 2026-09-23 | Current      | Monitor        | 0   | —       |

Notes

Sample matrix — replace every stakeholder with your own before relying on it. Treat the file and this report as confidential working notes.

Power, interest and attitude scores are your reading of other people, not facts about them — they can be wrong, and they go stale. The matrix tells you where to spend engagement effort; it does not do the engaging, and a plan nobody executes changes nobody's mind. Treat this file and anything printed from it as confidential working notes: it contains candid judgements about named individuals and should never be circulated beyond the people who maintain it.