DIAGNOSING THE POLITICAL LANDSCAPE

- Identify the groups and individuals that influence or have an impact on the change you are wanting to effect

QUESTIONS TO CONSIDER:

- **Stake** in the challenge you are trying to address- how will they be affected by any resolution? How much do they care?
- What level of **resources** does the person/organisation control or **what networks** do they have- that you may need?
- What are the **commitments, beliefs and values** guiding behaviours and decision-making?
- **Loyalties**- what obligations does the person/group have to people outside their immediate group?
- **Losses at risk**- what does the person/group/institution fear they may lose (e.g. status, resources, identity) if things should change?
- **Hidden Alliances**-what shared interests does the person have with other major stakeholder groups that could lead them to form a hidden alliance- how might this be leveraged as a supportive one?

DIAGNOSING KEY ACTORS/STAKEHOLDERS

Stakeholder/actor	Relationship to the issue?	Preferred outcome?	Core values?	Loyalties?	Potential losses?

Adapted from The Practice of Adaptive Leadership by Heifetz, Grashow and Linsky (2009)