

leader6

ASCEND DISCOVERY PROGRAM

Stakeholder Mapping and PAPRIAT™ Matrix

The stakeholder mapping methodology taught by Leader6 is based on the PAPRIAT™ matrix (Power and Attitude). This tool classifies stakeholders along two axes: their level of influence (power) and their attitude toward change or the project (active support, passive support, neutrality, passive opposition, or active opposition).

ENGAGEMENT STRATEGIES BASED ON THE PAPRIAT MATRIX

Strategic Approach to High-Power Quadrants

The upper zone of the matrix represents stakeholders with high influence power, whose engagement is critical to your success.

High-Power Active Supporters (Upper Green Zone)

These stakeholders constitute your most valuable strategic allies. They combine strong influence capacity with explicit support for your promotion.

Approach to adopt:

- Strategic alliance and mutual valorization. These stakeholders deserve privileged attention and sustained engagement.

Depending on the type of influence:

- **Decision-making influence:** Involve them in your strategic decisions and regularly seek their advice. Organize privileged meetings to discuss your vision and obtain their validation on major initiatives.
- **Operational influence:** Have them actively participate in the development of your structuring projects. Use their support to strengthen the acceptance of your initiatives at the operational level.
- **Social influence:** Leverage their relational capital to expand your support network. Encourage them to communicate positively about your leadership to other stakeholders.

Depending on the blocking capacity: Even with a favourable attitude, these stakeholders can have a significant impact if they change their opinion. For those with high blocking capacity (-), establish formal mechanisms for regular consultation and anticipate their potential concerns.

High-Power Passive Supporters (Light Green Zone)

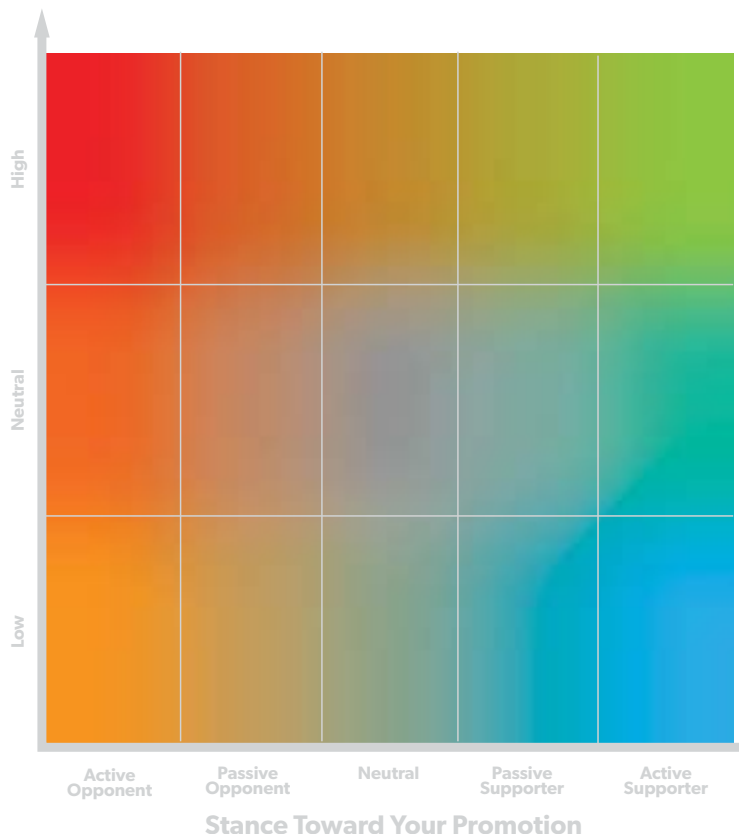
These stakeholders support your promotion, but in a less active or visible manner.

Approach to adopt:

- Activation and empowerment.

Recommended strategies:

- Transform their passive support into active engagement by entrusting them with specific responsibilities related to your transition.
- Organize strategic sessions to align their expectations with your vision.
- For those with high blocking capacity (-), strengthen their support through regular personalized communications highlighting the added value of your promotion for their objectives.



High-Power Neutrals (Upper Central Zone)

These stakeholders have not taken a clear position regarding your promotion but have considerable influence.

Approach to adopt:

- Strategic persuasion and value demonstration.

Specific strategies:

- Present arguments tailored to their specific priorities and concerns.
- For those with decision-making influence, prepare detailed analyses demonstrating the added value of your leadership for the organization.
- Propose concrete metrics to measure the positive impact of your transition on their objectives.

High-Power Passive Opponents (Upper Orange Zone)

These stakeholders show discreet resistance but possess significant influence.

Approach to adopt:

- Benevolent neutralization and constructive dialogue.

Recommended strategies:

- Precisely identify their objections or concerns through individual conversations.
- Propose compromises that preserve their interests while allowing your progression.
- For those with high blocking capacity (-), develop a specific mitigation plan potentially including the intervention of a mediator recognized by both parties.

High-Power Active Opponents (Upper Red Zone)

These stakeholders represent the most significant risk to your transition. They combine manifest opposition and strong influence.

Approach to adopt:

- Crisis management and opposition transformation.

Critical strategies:

- Focus a significant portion of your efforts on these stakeholders, as their active opposition can seriously compromise your transition.
- For those with decision-making influence, identify allies at the same hierarchical level to balance their opposition.
- Develop workaround strategies if necessary, while maintaining open dialogue.
- For those with maximum blocking capacity (), consider the intervention of a higher hierarchical sponsor to facilitate mediation.

Managing Stakeholders with Moderate Influence

The middle zone of the matrix represents stakeholders with moderate but not negligible influence.

Moderate-Power Active Supporters (Middle Green Zone)**Approach to adopt:**

- Amplification and collaboration.

Recommended strategies:

- Use their positive engagement to influence neutral or opposing stakeholders of equivalent level.
- Strengthen their legitimacy by publicly valuing their contributions.
- For those with significant social influence, create opportunities for spreading positive messages about your leadership.

Moderate-Power Passive Supporters**Approach to adopt:**

- Progressive involvement and empowerment.

Specific strategies:

- Assign them concrete responsibilities within your transition that correspond to their interests.
- Create opportunities for formal recognition of their contribution to strengthen their engagement.
- For those with operational capacity, solicit their expertise on specific aspects of your transition plan.

Moderate-Power Neutrals (Middle Gray Zone)**Approach to adopt:**

- Awareness-raising and progressive engagement.

Recommended strategies:

- Identify their professional motivations and concerns to adapt your communication.
- Organize targeted information sessions to demonstrate the added value of your promotion for their activities.
- For those with operational influence, involve them in short-term projects with mutual benefits.

Moderate-Power Passive Opponents**Approach to adopt:**

- Defusing and targeted collaboration.

Specific strategies:

- Identify the precise sources of their resistance through constructive individual exchanges.
- Offer concrete guarantees regarding their legitimate concerns.
- For those with medium to high blocking capacity (-), establish transparent and regular communication protocols.

Moderate-Power Active Opponents (Middle Orange Zone)**Approach to adopt:**

- Targeted management and strategic isolation.

Recommended strategies:

- Limit their negative influence capacity by developing alliances with other stakeholders of equivalent or higher level.
- Systematically document problematic interactions for factual management of conflict situations.
- For those with significant social influence, develop positive alternative narratives disseminated by your active supporters.

Approaches for Low-Power Stakeholders

Although less priority, these stakeholders can collectively have a significant impact on your transition.

Low-Power Active Supporters (Lower Green Zone)**Approach to adopt:**

- Valorization and collective mobilization.

Recommended strategies:

- Use their enthusiasm to create a positive climate around your promotion.
- Develop their influence capacity by integrating them into visible working groups.
- For those with social influence, facilitate their role as informal ambassadors of your leadership.

Low-Power Passive Supporters**Approach to adopt:**

- Adapted information and inclusion.

Specific strategies:

- Maintain a regular flow of information to strengthen their sense of belonging.
- Create opportunities for participation in visible initiatives to value their contribution.
- For those with development potential, identify growth opportunities related to your transition.

Low-Power Neutrals (Lower Yellow/Blue Zone)**Approach to adopt:**

- General communication and opportunistic inclusion.

Recommended strategies:

- Include them in global communication about your transition without excessive investment.
- Be attentive to signs of positive or negative evolution in their positioning.
- For those with social influence, even limited, encourage their participation in collective initiatives.

Low-Power Passive Opponents**Approach to adopt:**

- Discreet vigilance and progressive normalization.

Specific strategies:

- Maintain factual and transparent communication without relationship overinvestment.
- Avoid direct confrontations that could crystallize their opposition.
- For those with limited blocking capacity (-), favor a strategy of demonstration through results.

Low-Power Active Opponents (Lower Orange/Yellow Zone)**Approach to adopt:**

- Monitoring and impact limitation.

Recommended strategies:

- Limit negative expression platforms by favoring direct and private communications.
- Document problematic interactions while avoiding tension escalation.
- For those with social influence, even limited, neutralize negative narratives with positive factual communications.

Cross-Cutting Considerations Based on Specific Variables

Impact of Influence Type on Your Engagement Strategy

Decision-making influence:

- Prioritize rational and results-oriented arguments.
- Systematically prepare cost-benefit analyses to justify your positioning.
- Adapt your communication to demonstrate alignment with the organization's strategic objectives.

Operational influence:

- Highlight concrete improvements in processes and efficiency.
- Emphasize your understanding of technical and operational issues.
- Integrate these stakeholders in the solution design phase.

Social influence:

- Develop narrative communication highlighting shared values.
- Identify and activate relational networks to disseminate positive messages.
- Create opportunities for public recognition strengthening social ties.

Adaptation According to Blocking Capacity**High blocking capacity (-):**

- Give priority attention regardless of formal power level.
- Develop specific contingency plans for each potential blocking scenario.
- Systematically identify alternative paths to achieve your objectives.

Medium blocking capacity:

- Maintain active vigilance and open communication channels.
- Anticipate potential friction points and prepare appropriate responses.
- Develop strategic alliances to counterbalance their obstruction capacity.

Low blocking capacity (-):

- Monitor potential developments without relationship overinvestment.
- Integrate these stakeholders into a more global communication strategy.
- Favor an adaptive reactive approach rather than an intensive proactive one.

Stakeholders

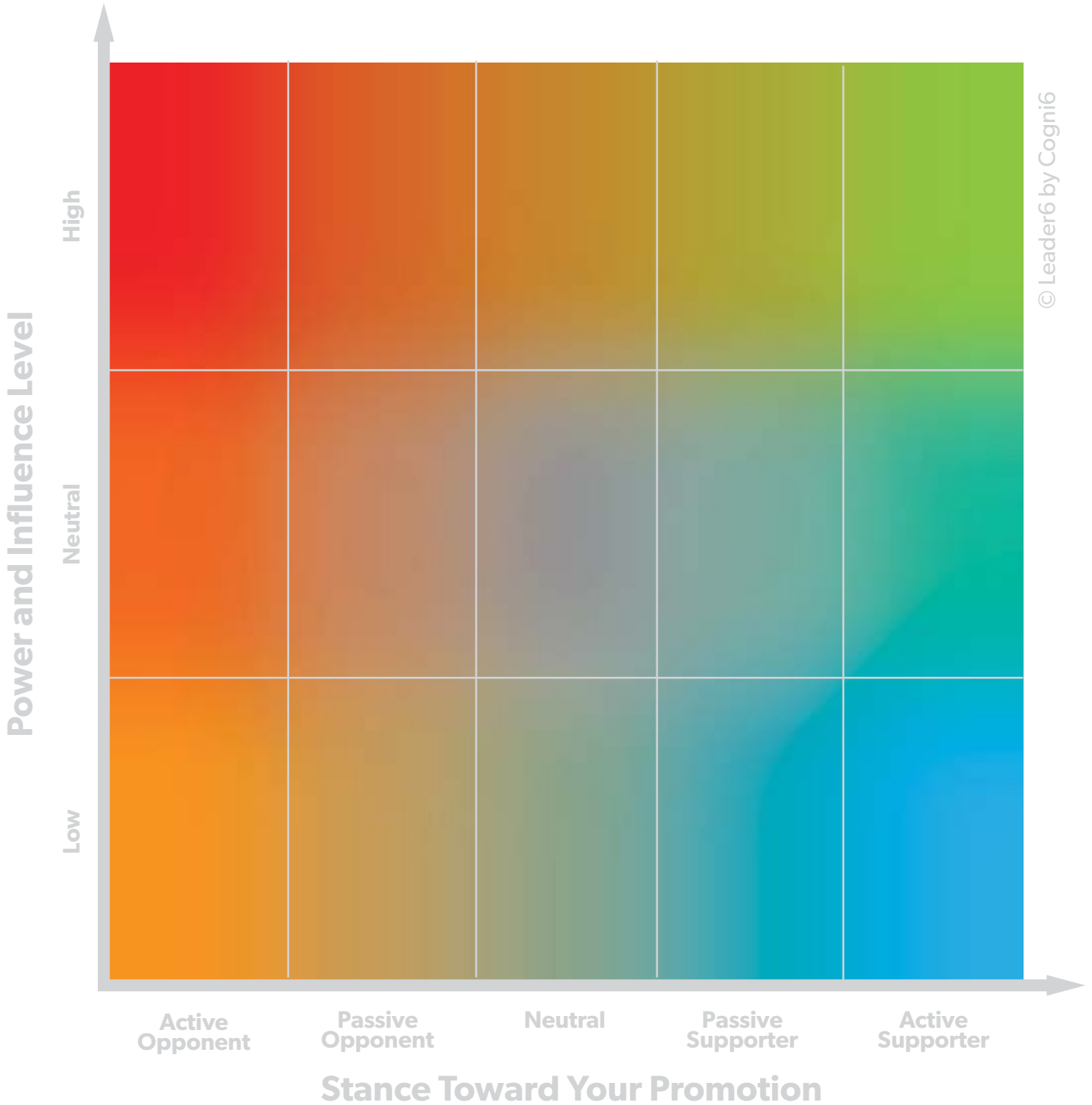
Name	Title / Function	Power Level and Influence	Attitude Toward Your Promotion	Type of Influence	Blocking Capacity
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Stakeholders

Name	Title / Function	Power Level and Influence	Attitude Toward Your Promotion	Type of Influence	Blocking Capacity
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PAPRIAT Matrix

From the list of stakeholders, use Acrobat’s annotation or print this document to position in the matrix the six stakeholders who have the most (positive or negative) influence on your role.



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PERSONAL NOTES AND REFLECTIONS