

Supportive High Influence

These key players support the project and are very important to the implementation of a project.

Tactics that may be used to mobilize their support include:

- ▶ Provide information to reinforce beliefs about potential benefits and costs.
- ▶ Involve them in some/all the project team's deliberations.
- ▶ Ask them to sell the project to those who are neutral or voicing opposition to the project.
- ▶ Invite neutral potential supporters to react to proposed strategies.

Opposed High Influence

These key players could oppose the project and exert considerable influence to block implementation.

Tactics that may be used to lessen the impact of this group include:

- ▶ Anticipate the nature of the opposition and develop counter arguments in advance.
- ▶ Engage these partners in negotiation to identify and potentially adopt changes in the project.
- ▶ Develop options or alternative plans to be traded with potential or actual opponents to change them into neutral or supportive partners.
- ▶ Recruit supporters who are otherwise closely aligned to opponent partners and ask them to talk to and work with these individuals.
- ▶ Take steps to block formation of coalitions among potential or actual project opponents.

Opposed Low influence

These partners oppose or potentially could oppose the project but are relatively unimportant to its adoption and implementation. This group presents fewer problems than "Problematic" partners but nonetheless, the project team should take precautions to prevent non-supportive partners from moving into the problematic category.

Possible tactics to be sure they do not become opponents include:

- ▶ Targeting moderately unsupportive partners for education and lobbying efforts.
- ▶ Modifying the project to assuage the concerns of strongly negative partners.
- ▶ Prepare defensive tactics if non-supportive and problematic partners unite or if a problematic partner appears likely to take a public position in opposition to the project.

Supportive Low influence

These partners support the project but are relatively unimportant to the project's passage or implementation.

Possible tactics for maintaining this group's support include:

- ▶ Using low-cost education with those partners who almost fall into the high importance category.
- ▶ Involve these partners with other supporters to expand the size of the supportive coalition.