**Table 1.1: Questions to Understand the Perspectives of Organizational Stakeholders Including Change Agents**

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| Who are important stakeholders within and outside the organization? |
| What are their agendas, their stake in change or the status quo, access to resources? |
| What are the functions of this setting for different stakeholders (e.g., hospital functions as site of healing for patients, home for long-term or palliative care patients, workplace for staff, site of professional and class conflict) |
| Who is absent from this setting? Why? |
| What is the meaning of [focus of program, policy, or practice to be introduced] from different stakeholder perspectives and its salience to them? |
| How do power relations come into play in this setting? |
| What is the relative power of stakeholders? How is power exerted? |
| Who controls access to this setting? |
| Who sets the agenda in this setting? |
| What stakeholders or stakeholder groups are influential on the organizational decision-making process? |
| Who participates in decision making? On what basis? On whose conditions? |
| Who has voice? What is the relative role and power of experts and of the lay public in agenda setting, problem definition, intervention planning, implementation, and evaluation? |
| What—or who—drives (or blocks) change in this setting? |
| What are the best strategies for working with the various stakeholders to assess their needs and interests? |
| What is the most effective approach for ongoing, two-way communication between planning team and stakeholders? |
| What roles are appropriate for various stakeholders in this setting during the implementation and sustainability processes? What specific roles will each stakeholder play (e.g., advisor, consultant, member of planning team, implementer, volunteer in program, etc.)? |
| How will the planning team ensure that stakeholder roles and expectations for stakeholder participation are clarified initially and over time? |
| How will the planning team appropriately incorporate stakeholder resources (funds, in-kind, volunteer, etc.)? |
| For change agents: How will we ensure the implementers have the skills, technical support, and organizational support to support the intervention? What are likely barriers and how can these be addressed? |

Adapted from Poland et al., 2009