

Figure 11.6

Impact Matrix: Identifying Key Actors, Interests, and Impact

ACTOR	LEVEL OF INTEREST Low, Moderate, or High	IMPACT P = Mostly Positive O = Neutral or Mixed N = Mostly Negative
Me		
My supervisor		
Other employees		
The customer		
Colleagues or counterparts elsewhere in my organization		
Colleagues in counterpart organizations		
Other		

- **Actors:** A list of the key individuals or groups involved in the issue or decision.
- **Level of Interest (or salience):** Rate how important this issue is to each actor or how much they are likely to care about it. Their level of interest should reflect how great an impact the decision would have on their time, their quality of work life, their prospects for success, etc.
- **Impact of Decision:** Categorize the impact of the decision on each actor as mostly Positive (P), Neutral or Mixed (O), or mostly Negative (N). If a decision has the potential to be negative, mark it as negative. If, in some cases, the impact on a person or group is mixed, then mark it neutral.