

Relationship Map & Stakeholder Analysis

“We are always embedded in existing relationships.”

(Steps 2–4 of the transcultural leadership development)

Purpose of the Worksheet


This worksheet supports leaders in making existing relationships visible, identifying relevant stakeholders more concretely, and working intentionally on key relationships. The focus is not on abstract “cultures,” but on specific people, relationships, and shared practices.

The template can be used and expanded continuously—as a thinking, reflection, and working tool.


1. Clarifying the Context (Please complete briefly to define the framework)

- Project / Initiative:
- Organization / Unit:
- Own role:
- Time period / Phase:

2. Relationship Map (Stakeholder Mapping)

 Instructions: Create a visual relationship map (e.g., on paper, a whiteboard, or digitally):

- Place yourself, your team, or the specific project/initiative in the center.
- Arrange all relevant internal and external stakeholders around it.
- Connect actors with lines and make relationships visible.
- Use arrows or colors to indicate dependencies, proximity, or intensity of relationships.

 Reflection questions:

- Who are the most important internal and external stakeholders for this initiative?
- Who do I / do we depend on – and who depends on us?
- Which relationships are critical for success?
- Which “relationships behind the relationships” become visible?

- Who am I still referring to abstractly (“the client in Brazil”) – and what are the actual names of the people?
(Optional: Add short notes or sketches)

3. Analysis of Individual Relationships (Table Format)

👉 Use the following table for each key relationship:

Stakeholder / Person	A	B	C	D	E	...
<i>Role & context</i>						
<i>Interests & goals</i>						
<i>Resources & influence</i>						
<i>What already connects us?</i>						
<i>Existing practices (What do we do together?)</i>						
<i>Challenges / tensions</i>						
<i>Potential for further development</i>						
<i>Other</i>						

4. Making Commonalities Visible

👉 Instructions: Before exploring differences or problems in depth, consciously focus on what connects people.

➡ Guiding questions:

- What already connects us (goals, tasks, values, challenges)?
- Which shared projects or topics are central?
- Which shared practices, formats, rituals, or routines exist (e.g., meetings, reviews, events, informal gatherings)?
- What is already working well but is often taken for granted?
(Optional: List or bullet points)

5. Reflection: → Meaning and Learning Points

- What have I newly recognized about my existing relationships?
- Where have I overemphasized differences and overlooked commonalities?
- Which relationships deserve more attention?
- What language do I use when speaking with and about different stakeholders?
(People rather than stereotypes)

6. Next Steps – → Working Intentionally on Relationships

- Which 1–2 key relationships would I like to further develop?
- What would be a small, realistic next step?
- Whom should I actively involve?
- How would I notice that the relationship has improved in quality?

Note:

This template follows a transcultural approach: It is not “cultures” that interact, but people in relationships. Working consciously on these relationships is a central leadership task—especially in complex, international contexts.