

STAKEHOLDER MAP

PRIMER

ONE PAGE

NOBODY WILL ASK IF YOU READ IT

Built as rings in this course, because the distance from the transaction is the point.

WHAT IT IS

An account of everyone a design touches, arranged by how far they sit from the transaction. In this course we build it as rings, not a list, because the distance is the point.

THE FIVE RINGS

- Direct users — the people who choose to use it
- Indirect users — people who use it through someone else, or are handed its output
- Non-users affected — people it acts on who never opted in
- Downstream in time — whoever inherits it in five years, including whoever maintains it
- Non-human systems — energy, water, land, materials, other software, animals

WHEN IT EARNS ITS PLACE

Always, in this course. Emerging technology's defining problem is its effect on **people who never opted in** — which is ring three, and which a persona cannot represent because a persona describes a user.

HOW TO MAKE ONE

- Draw the rings. Put the direct user in the middle.
- Populate from your own research first. Name real, specific parties — not “regulators” but which regulator; not “the community” but whose.
- Then, and only then, ask a model who am I forgetting. Add its suggestions in a different colour.
- The second pass, which is the graded one: mark every party as reached (your research actually touched them) or guessed.
- For each ring, ask: what does this party lose if this works exactly as intended?

WHAT GOOD LOOKS LIKE

- Ring three is populated and specific
- Reached and guessed are visibly distinguished, and most things in week four are guesses
- At least one non-human system that is not “the environment”
- You can say who bears the cost, by name

THE COMMON FAILURE

Listing categories instead of parties. “Regulators, the community, future generations” is three nouns doing no work. If you cannot say what it wants and what it loses, it is not on the map yet.

WITH A MODEL IN THE LOOP

LIFT	Genuinely strong at who am I forgetting. It will push you past the obvious transaction faster than a table of four people will.
LIE	Generic categories with no local knowledge, delivered with the same confidence as the specific ones.
CATCH	Your research tells you which of these are real here. The model's list is a hypothesis; yours is evidence. Knowing which is which is the whole job.