



Stakeholder Value: A Systems Perspective

John Latham, Ph.D.
john@drjohnlatham.com

AD 643 Project Communication
November 22, 2020

Boston University Metropolitan College



Overview

1. Six Stakeholder Groups
2. Stakeholder Empathy Profiles
3. Stakeholder “System”

Six Stakeholder Groups

A “Traditional” View of Stakeholder Pressure

PMBOK Definition

“A Stakeholder is an individual, group or organization who may

affect, be affected by, or perceive itself to be affected

by a decision, activity, or outcome of a project”

(PMBOK®, 2017, p. 30).

Stakeholder Groups

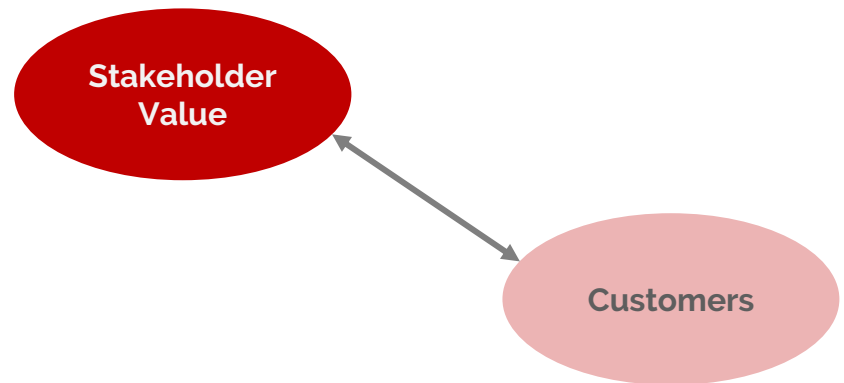
Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission

Types of Customers:

- Users of products and services
- Clients
- Members
- Patients
- Students
- Primary beneficiaries of products and services
- Customer's customer



Stakeholder Groups

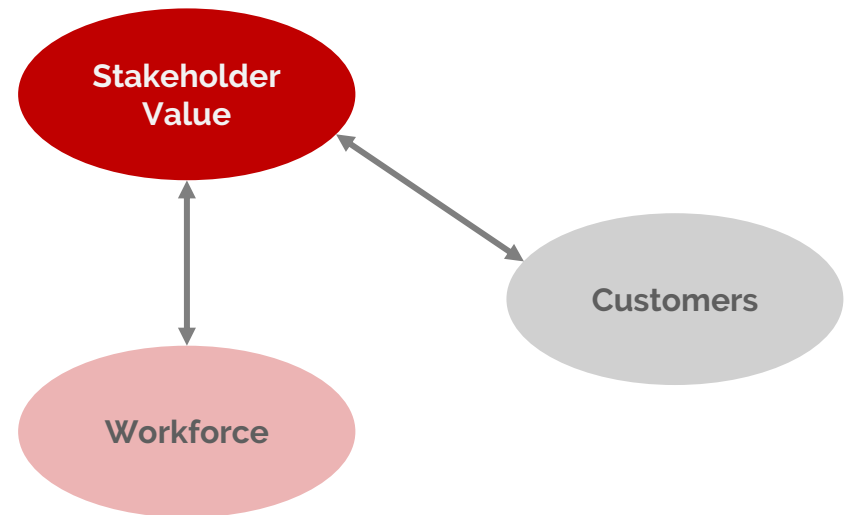
Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission

Types of Workforce:

- Senior Executives
- Managers
- Customer Service
- Production
- Support Staff



Stakeholder Groups

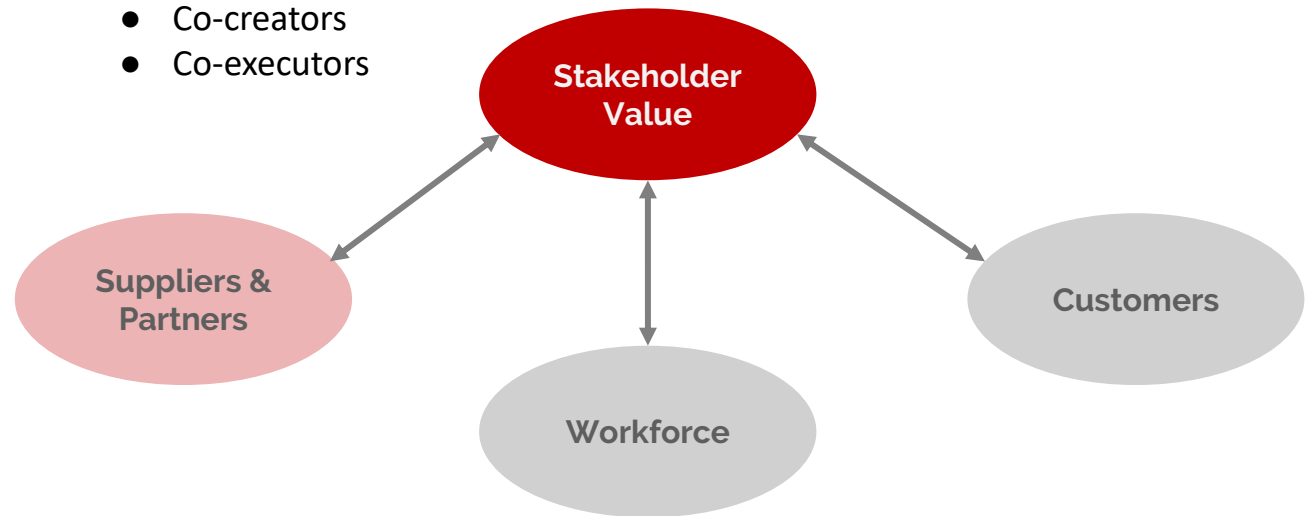
Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission

Types of Suppliers and Partners:

- Raw Materials
- Component Parts
- Services
- Collaborators
- Co-creators
- Co-executors



Stakeholder Groups

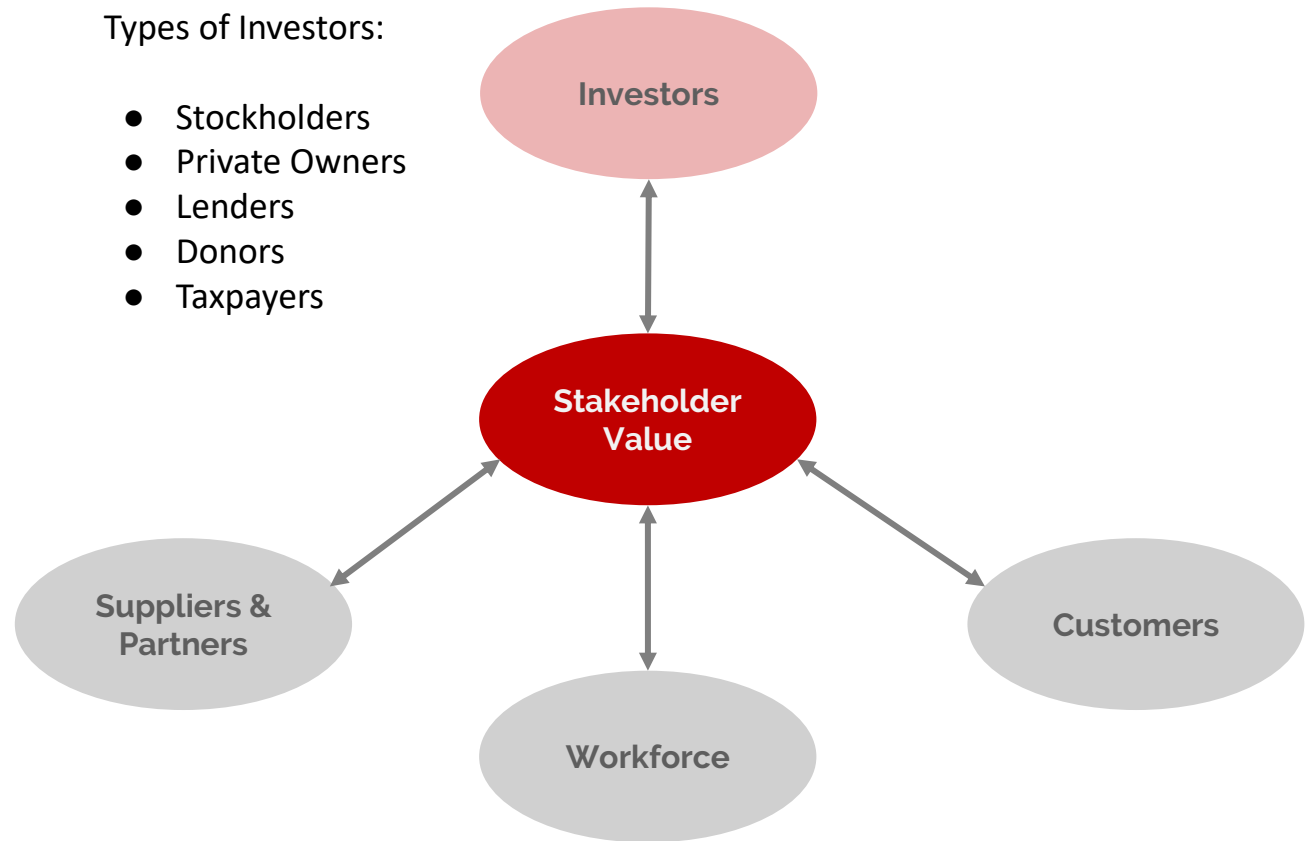
Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission

Types of Investors:

- Stockholders
- Private Owners
- Lenders
- Donors
- Taxpayers

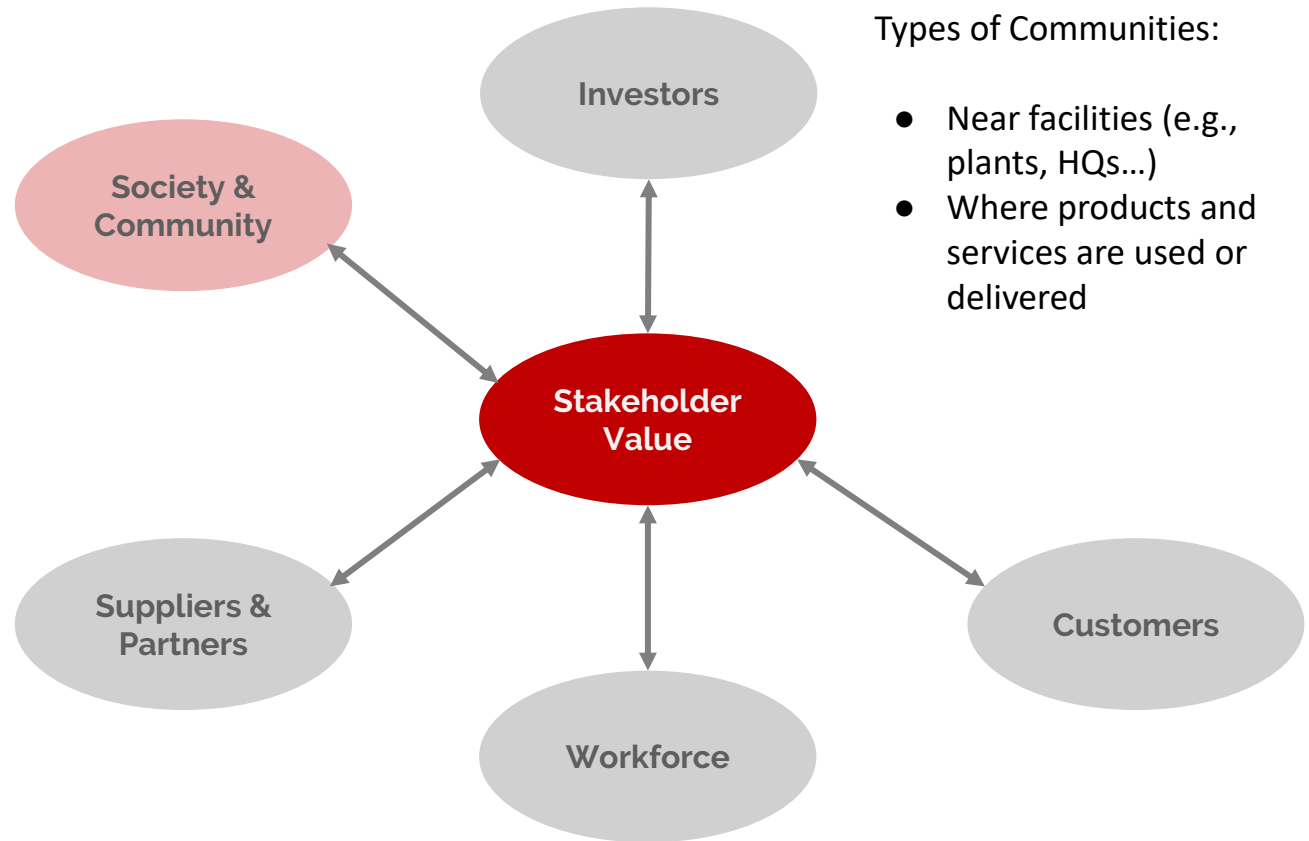


Stakeholder Groups

Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission

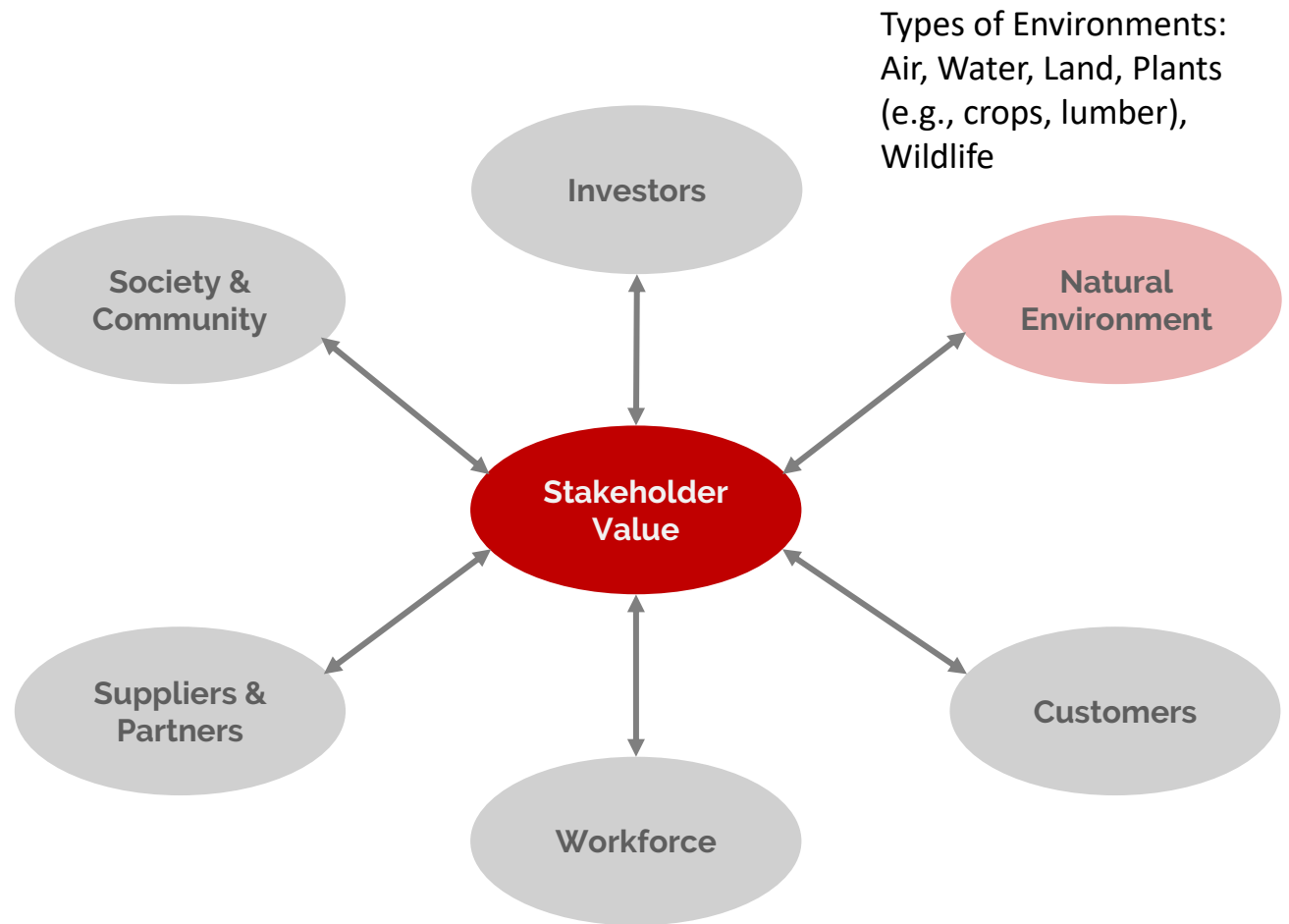


Stakeholder Groups

Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 53

Figure 2-1 Six Stakeholder Groups

Used with permission



Stakeholder Map

<p>Investors</p> <p>4. Who are the investors, donors, or taxpayers?</p>	<p>Society & Community</p> <p>5. What communities and aspects of society have a stake in your operations and products?</p>	<p>Natural Environment</p> <p>6. What aspects of the natural environment are impacted by your operations and products?</p>
<p>Suppliers & Partners</p> <p>3. Who works with you or provides products and services to help you operate?</p>	<p>Workforce</p> <p>2. Who works to produce the products, services, and support for the customers?</p>	<p>Customers</p> <p>1. Who are the primary users and beneficiaries of your products, services, etc.?</p>

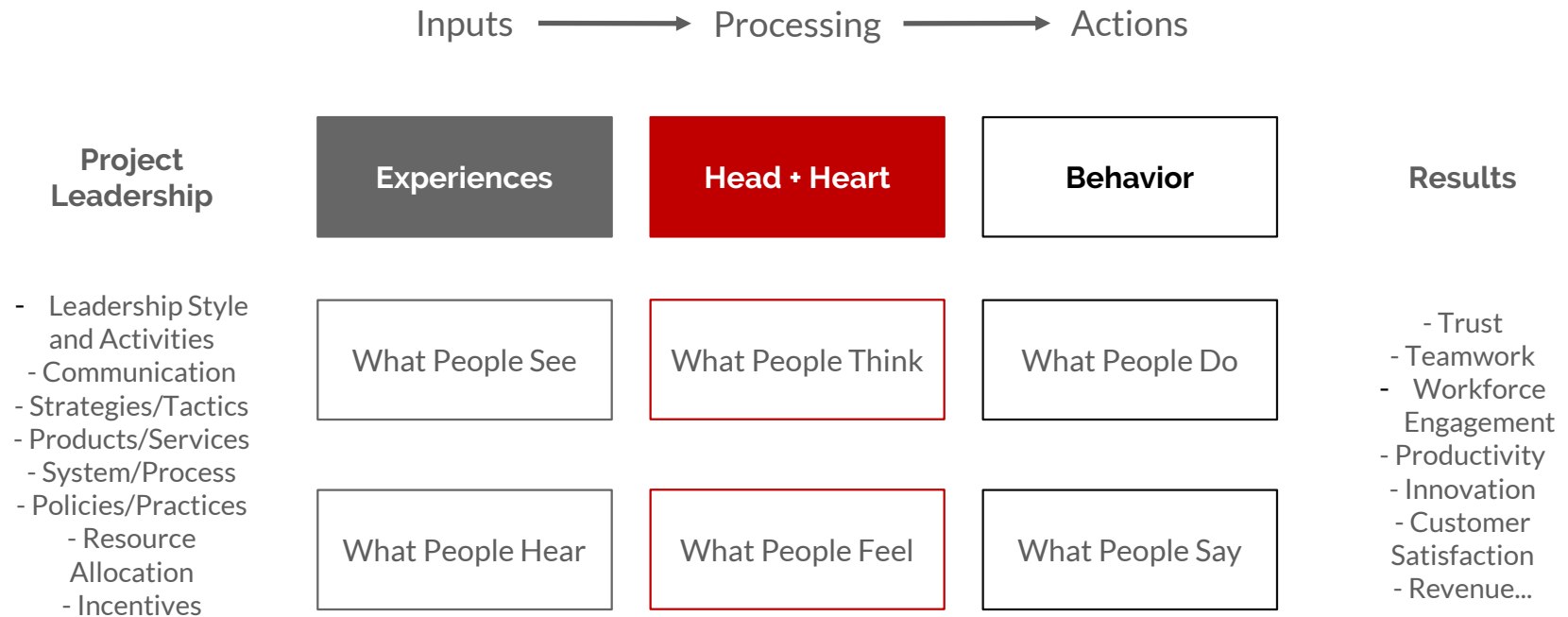
Stakeholder Map

Investors	Society & Community	Natural Environment
Suppliers & Partners	Workforce	Customers

Stakeholder Empathy Profiles

Exploring the Connections between Leadership
and Results

Change Project Leadership To Get Different Results



Adapted from: Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 77 Figure 2-3 Empathy Profile Sequence – Used with permission

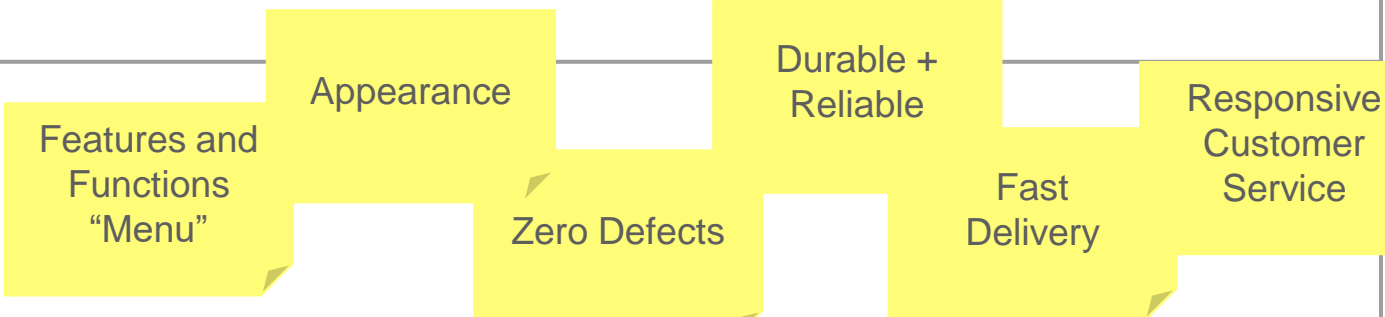
Empathy Profile

<p>See</p> <p>What do you SEE other people doing at work (boss, coworkers, customers, competitors, etc.?)</p>	<p>Think</p> <p>What do you THINK about what you SEE and HEAR at work?</p>	<p>Do</p> <p>Based on your THINKING and FEELINGS about what you SEE and HEAR what do you DO?</p>
<p>Hear</p> <p>What do you HEAR other people say at work (boss, coworkers, customers, competitors, etc.?)</p>	<p>Feel</p> <p>How do you FEEL about what you SEE and HEAR at work?</p>	<p>Say</p> <p>Based on your THINKING and FEELINGS about what you SEE and HEAR what do you SAY?</p>
<p>Issues & Challenges</p> <p>What are your biggest FEARS, FRUSTRATIONS, and CHALLENGES at work?</p>	<p>Aspirations & Goals</p> <p>What do you NEED in order to achieve your GOALS and succeed in the future?</p>	<p>???</p> <p>What didn't I ask about that I should have or you wish I had?</p>

Empathy Profile

See	Think	Do
Hear	Feel	Say
Issues & Challenges	Aspirations & Goals	???

Stakeholder Requirements

Stakeholder	Requirements
Identify the specific Stakeholder Segment from the map	<p>What does this stakeholder segment want? What influences their initial decision (e.g., purchase, apply for a job)? What influences their decisions to repeat (buy again) or stay with the firm? What influences their decision to refer products, organization, etc.?</p>
Identify another specific stakeholder Segment	<p>Repeat the process answering the questions modified to fit the particular stakeholder until all stakeholder segments are addressed.</p>
Customer Segment	 <p>Features and Functions "Menu"</p> <p>Appearance</p> <p>Zero Defects</p> <p>Durable + Reliable</p> <p>Fast Delivery</p> <p>Responsive Customer Service</p>

Stakeholder Requirements

Stakeholder	Requirements

Stakeholder System

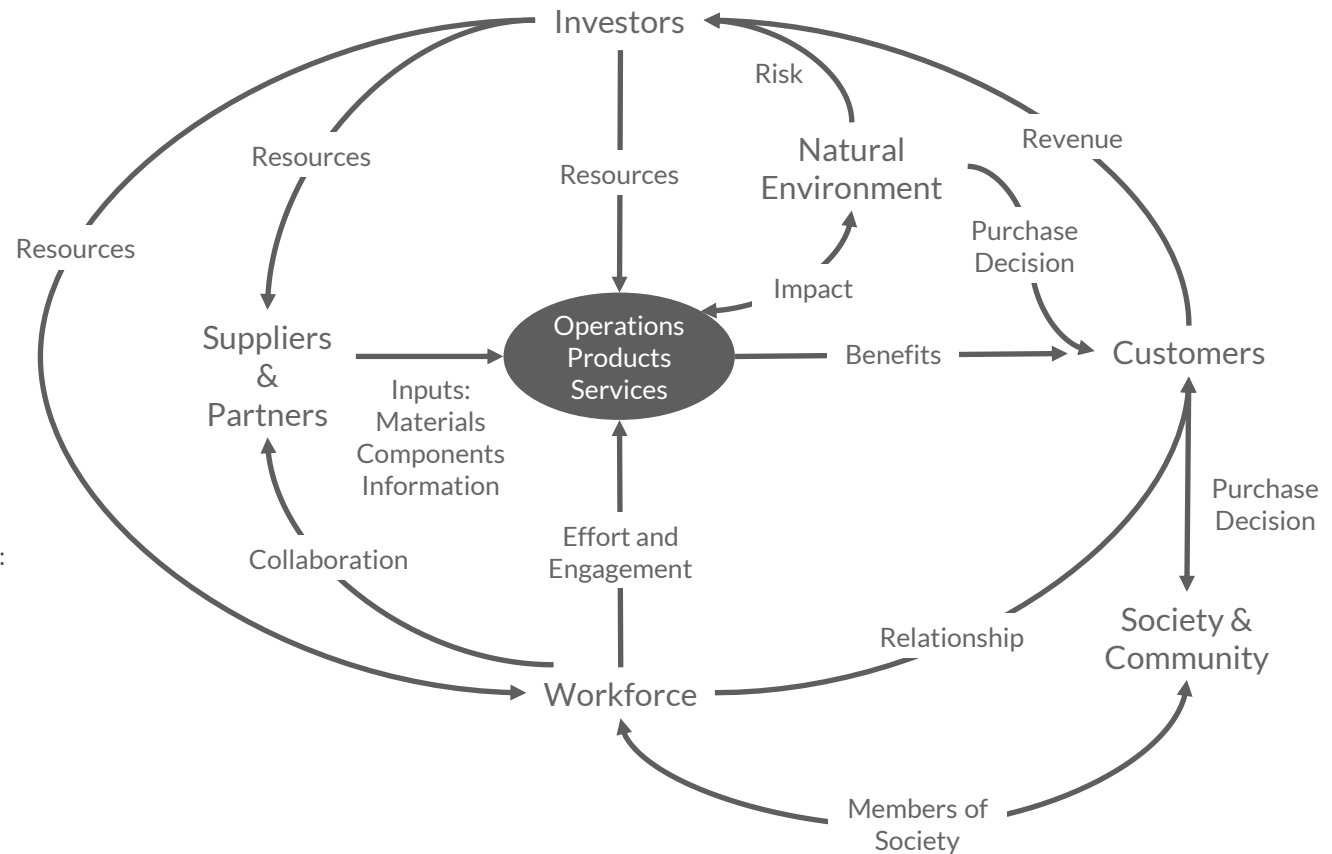
A Systems View of Power and Influence:
Building on Ackermann and Eden

Stakeholder System

Source: Latham, J. R. (2016) *[Re]Create the Organization You Really Want! Leadership and Organization Design for Sustainable Excellence*. Colorado Springs: Organization Design Studio, Ltd. p. 71

Adapted from Figure 2-2 Stakeholder System

Used with permission



Additional Resources

Video

A New Story for Business - Ed Freeman (20:59 minutes)

There are a lot of Ed Freeman videos out there, but this one is the best one I have found thus far. It is the best 20 minutes of Ed I have seen.

<https://www.youtube.com/watch?v=v7yjQzRcf-U>

Articles

Hörisch, J., Freeman, R. E., & Schaltegger, S. (2014). Applying stakeholder theory in sustainability management: Links, similarities, dissimilarities, and a conceptual framework. *Organization & Environment*, 27(4), 19.
doi:10.1177/1086026614535786

Buch, V., & Damle, P. (2019). Project portfolio stakeholder identification and classification: An empirical study. *Journal of Management Research*, 19(3), 12.

Questions?