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Whose Perspective Is It Anyway

Practical Techniques for Understanding Tricky Stakeholders

Adrian Reed

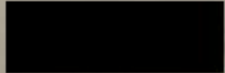
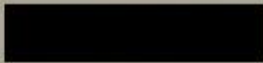
adrian.reed@blackmetric.co.uk



@UKAdrianReed



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Lloyds Bank plc, PO Box 1000 BX1 1LT

Date 4-6-19

Pay Mr A Reed

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Five Pounds

A/C Payee

FOR SILVERLAKE GARAGE (MOTOR SALVAGE) LTD-CAR ACCOUNT

29 04 19 #FAW9P6AE

Lloyds Bank plc

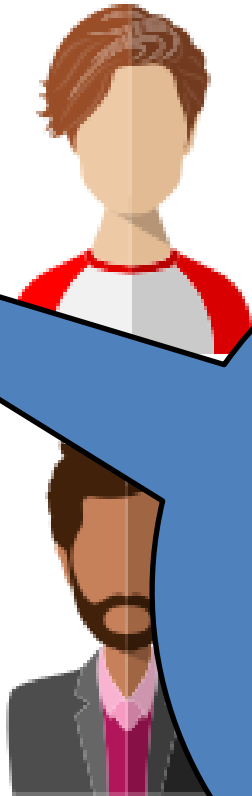


Check No.

Sort Code

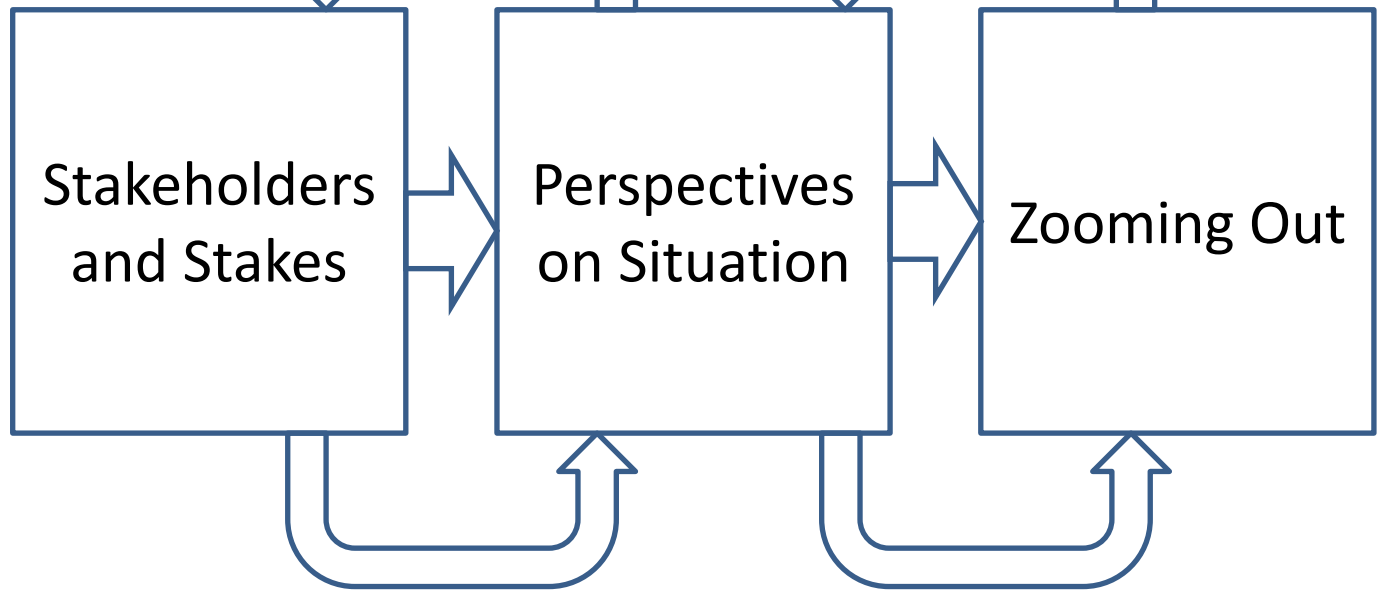
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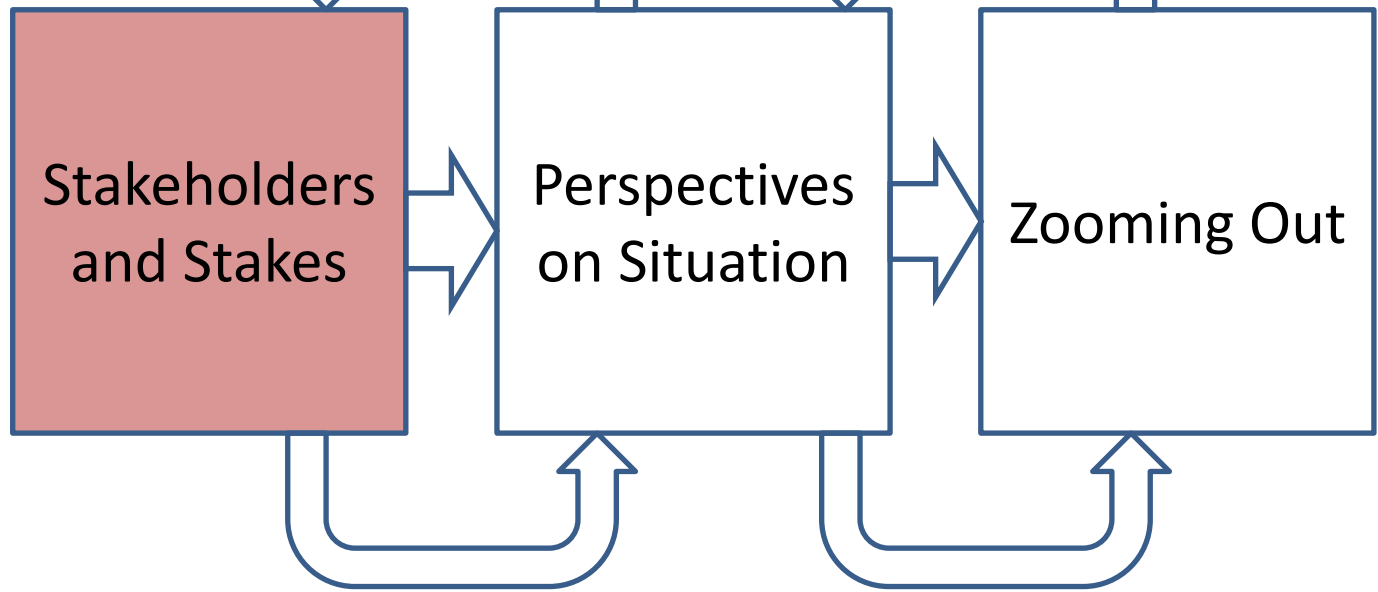
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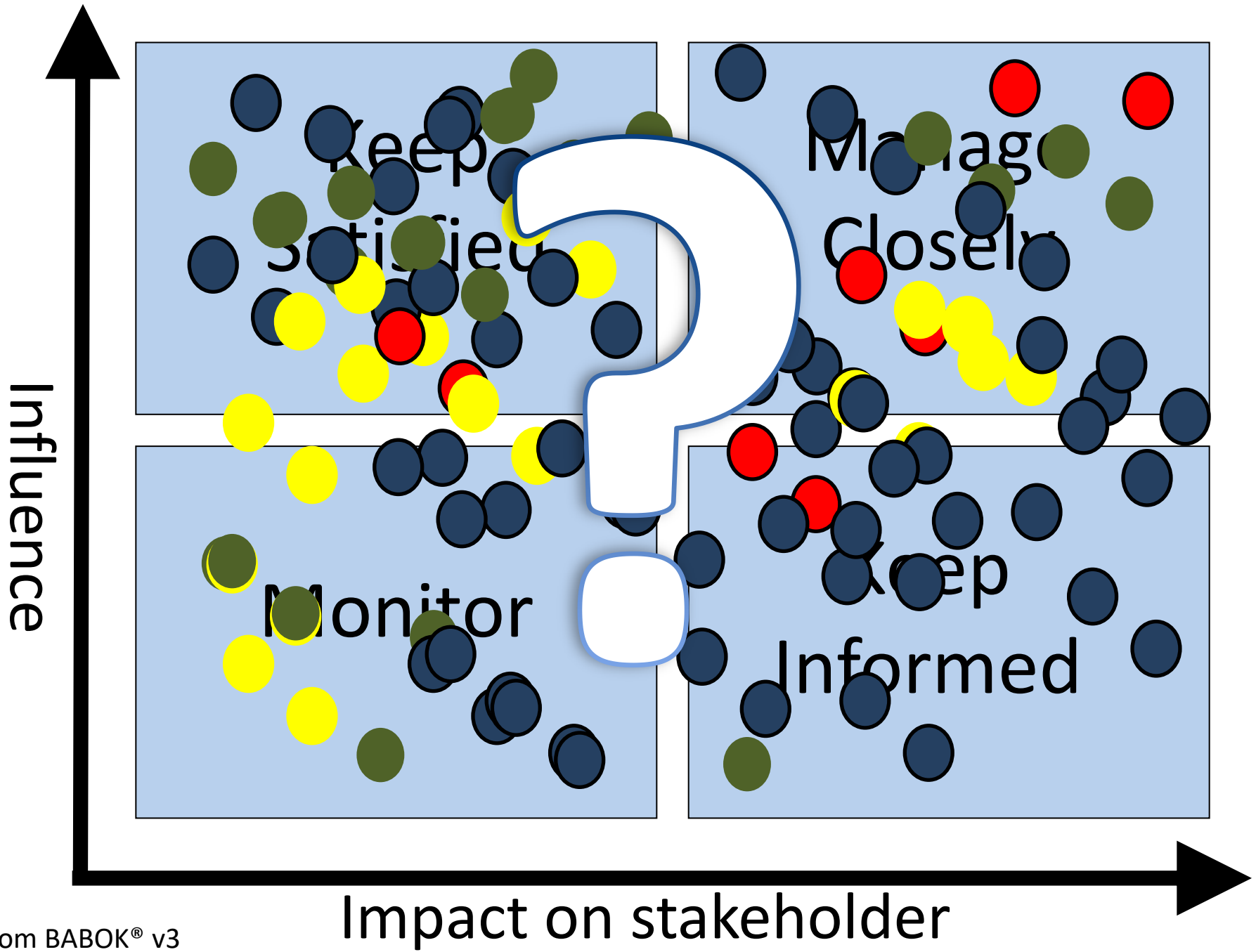


Sorry,
You're an
EDGE
CASE!

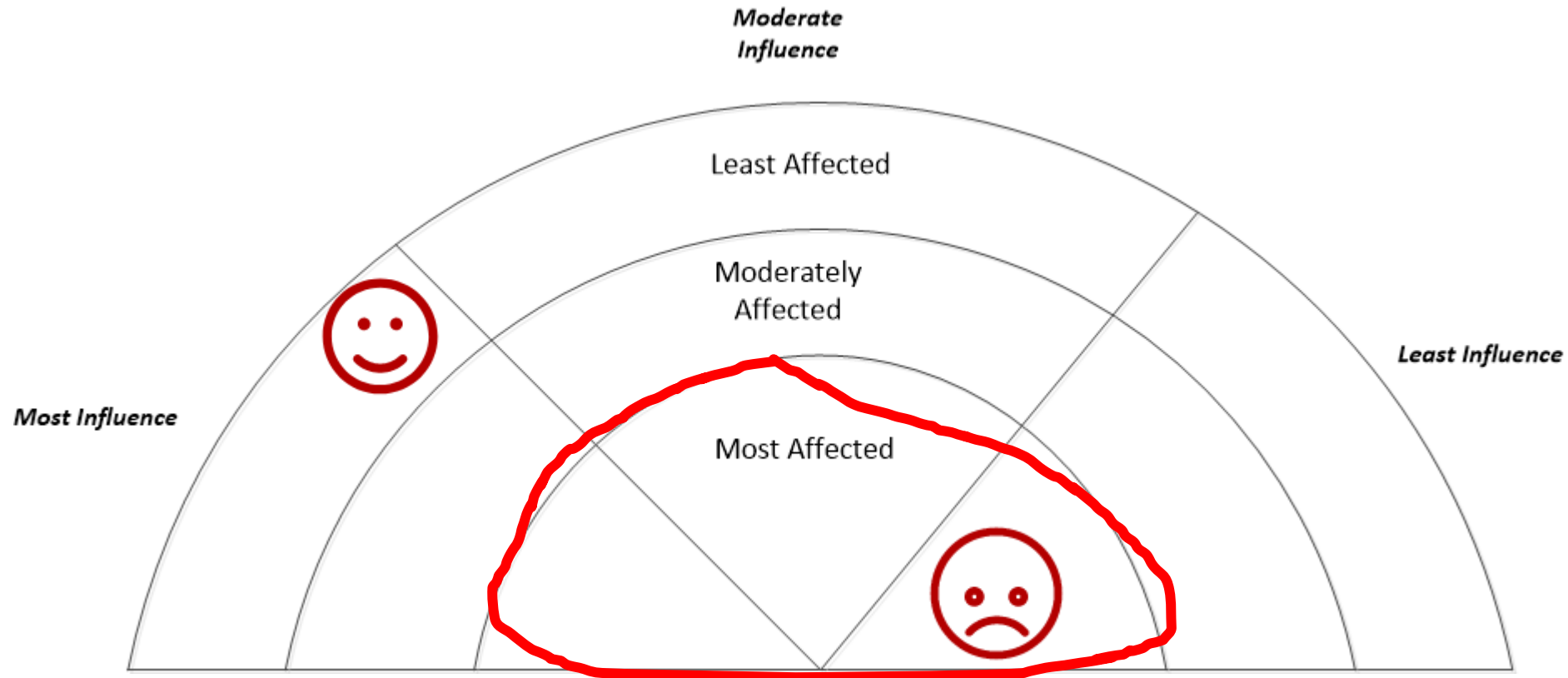




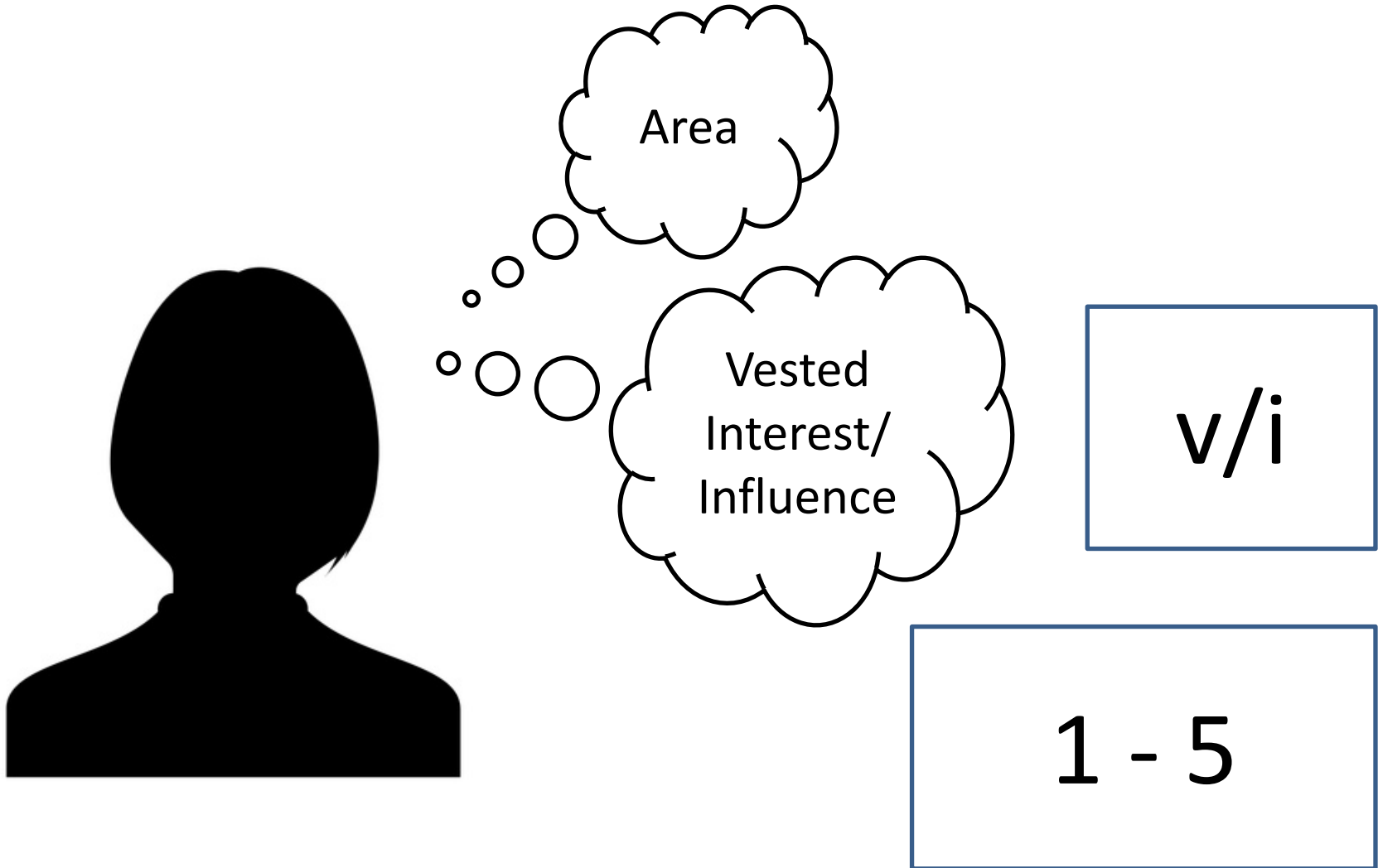




Stakeholder Rainbow



Stakeholder Interest Intensity Index



Stakeholder Density Index

Areas

Stakeholders

Considers a combination of *interest* and *influence*

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	1/1	5/2	1/5	1/1	1/5
Online Portal	5/2	5/2	1/1	1/1	1/5
Online In...		1/1	5/3	1/1	1/5

"v/l"

Vested Interest / Influence

Stakeholder Interest Intensity Index

Considers a combination of *interest* and *influence*

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	1/1	5/2	1/5	1/1	1/5
Online Portal	5/2	5/2	1/1	1/1	1/5
Online Invoices	5/2	1/1	5/3	1/1	1/5

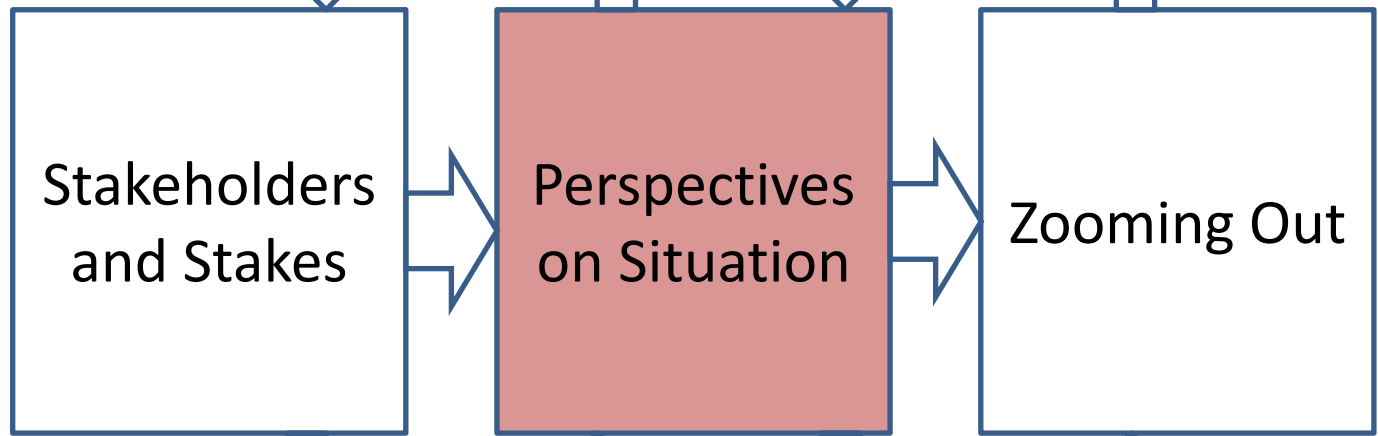
Stakeholder Interest Intensity Index

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	0.2	0.63	0.45	0.2	0.45
Online Portal	0.63	0.63	0.2	0.2	0.45
Online Invoices	0.63	0.2	0.78	0.2	0.45

$$\sqrt{v*i/25}$$

Stakeholder Interest Intensity Index

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	VL	M	L	VL	L
Online Portal	M	M	VL	VL	L
Online Invoices	M	VL	H	VL	L



What is the purpose of a car insurance company?

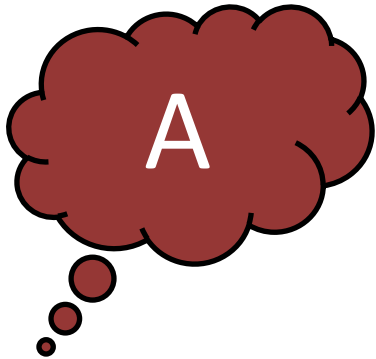


PQR

Do P by Q in order to contribute to achieving R

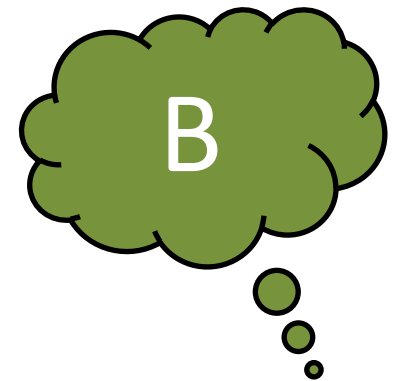
“A system to _____ by _____ in order to contribute to achieving _____”

Different Perspectives

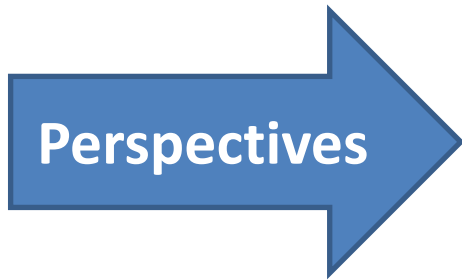


“The insurance company exists to collect premiums and make profits through highly-skilled underwriting in order to return profits for its shareholders”

“The insurance company exists to help its policyholders in times of need, by equitably redistributing premiums, so that individual policyholders have peace-of-mind”



Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Scanning & Workflow	VL	M	L	VL	L
Online Portal	M	M	VL	VL	L
Online Invoices	M	VL +	H	VL	L



What Does Success Look Like? 3Es



Efficacy



Efficiency



Effectiveness

Area of Interest	Customers	Call Centre	Finance	Ops	Legal
Customer	VL	M	L	VL	L
Operational	M	M	VL	VL	L
Other	M	VL	H	VL	L

Do they all think like that?
Slice & Divide

Perspectives

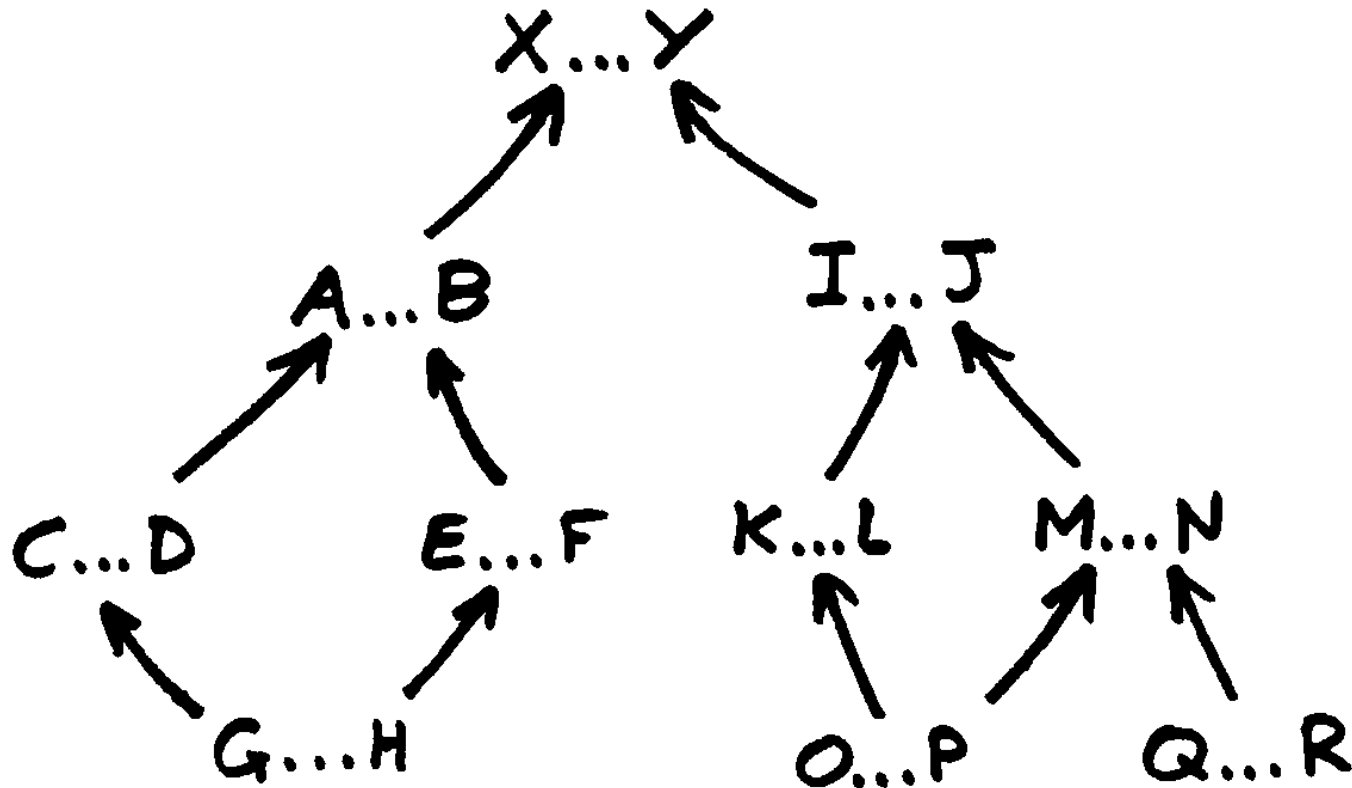
3Es



Understanding Perspectives



Cognitive Mapping



Decrease in customer retention.. maintain stable level



Decrease in customer satisfaction...
maintain stable level



Orders regularly delivered late...
on time



'Cut price' delivery firms
used... full service firms

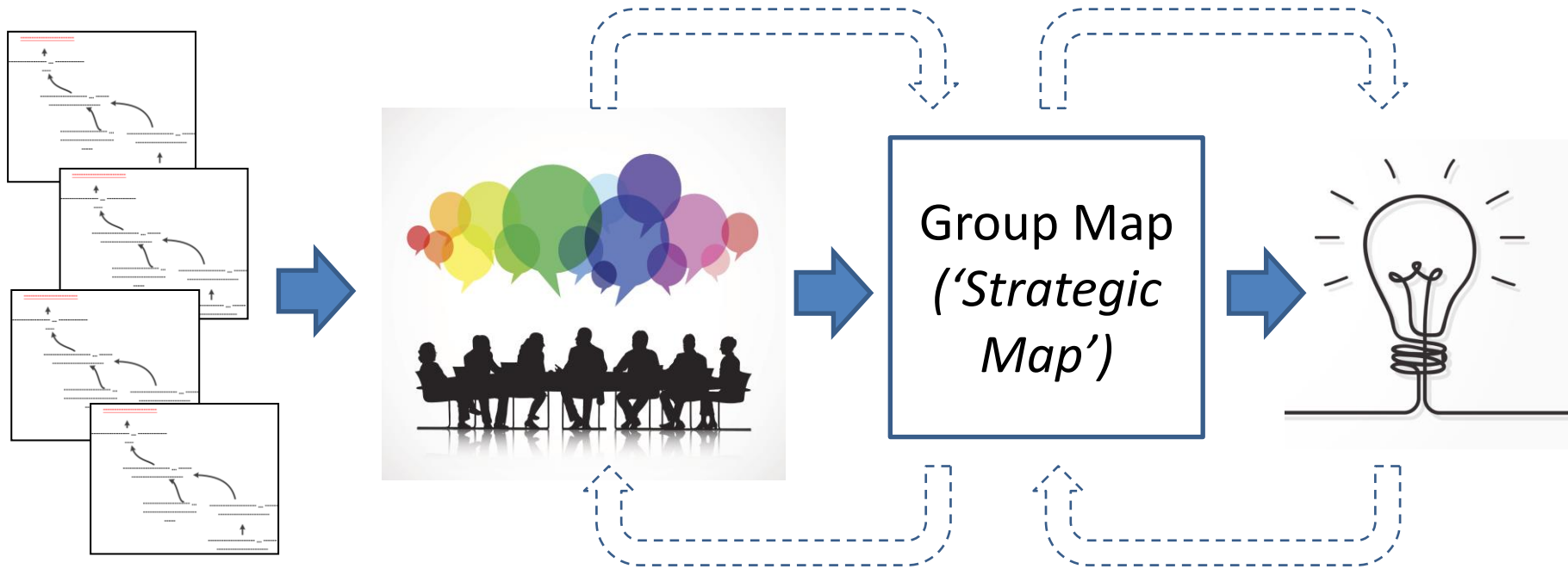


Incorrect/incomplete order
information captured on IT
system... correct & complete



No validation on IT system
fields...suitable validation

Creating Conversation: Group Maps



Individual Perspectives

Workshopping &
Group Discussions

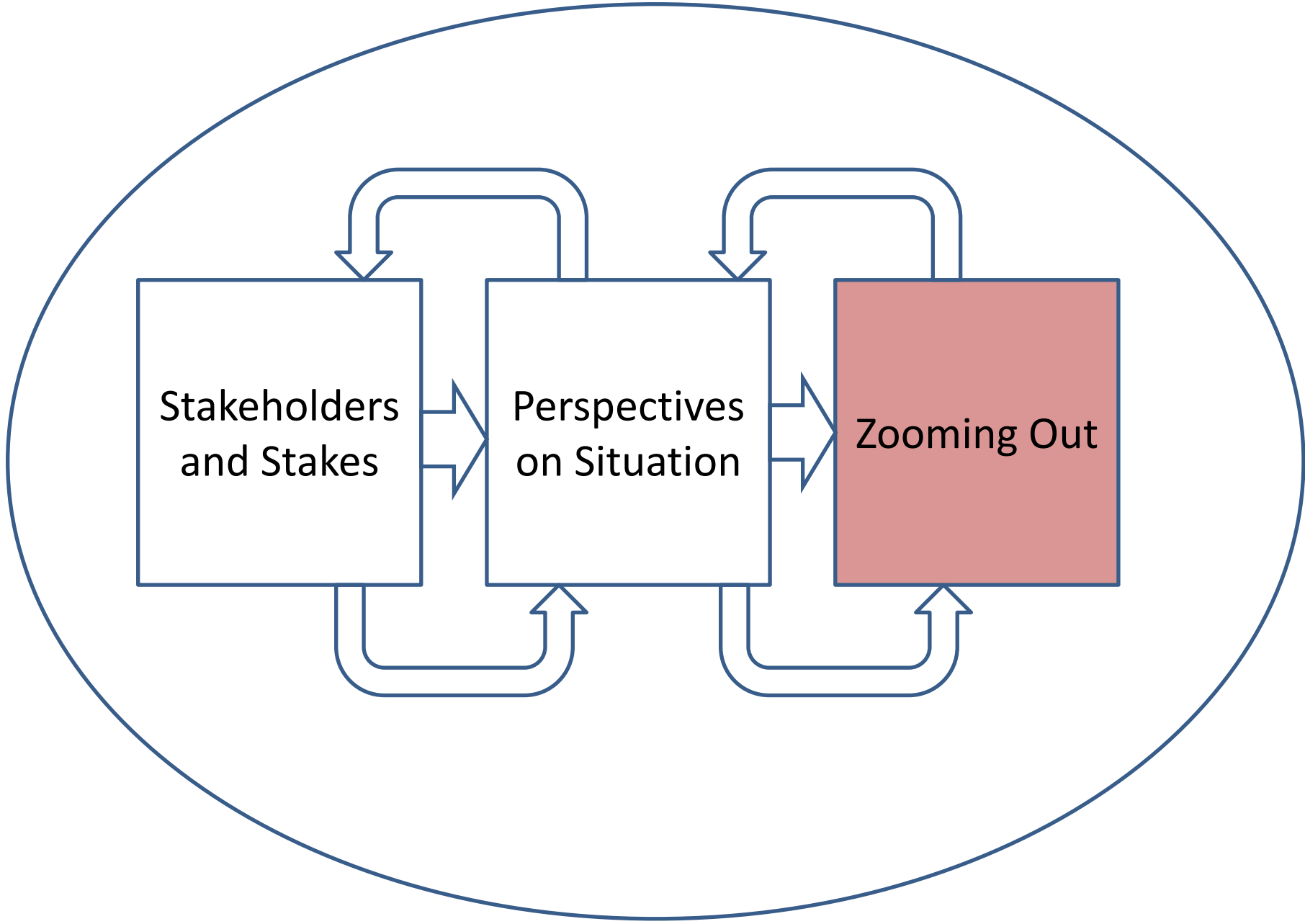
Shared
Understanding

Analysis, Ideas,
Options, Testing &
Learning

Stakeholders
and Stakes

Perspectives
on Situation

Zooming Out





Portsmouth
CITY COUNCIL

TOWN AND COUNTRY PLANNING ACTS
TOWN AND COUNTRY PLANNING
GENERAL REGULATIONS

LOCATION [REDACTED]

PROPOSAL: Change of use from house in multiple occupation (Class C4) to purposes falling within dwellinghouse (Class C3) or house in multiple occupation (Class C4) (19/00610/FUL)

You can view the application and make comments online at www.portsmouth.gov.uk using PublicAccess. Alternatively plans can be viewed at the Civic Offices, Guildhall Square, Portsmouth PO1 2AU.

The above planning application has been received by the City Council, you are advised to familiarize yourself with the plans to ensure that you understand what is being proposed. The property is already a house in multiple occupancy and this application seeks permission to use it either as a HMO or a single dwelling house without the need for further permission.

Comments must be made by **30 May 2019** in writing to the Civic Offices, or e-mailed to planningreps@portsmouthcc.gov.uk. The Local Government (Access to Information) Act 1985 allows any representation to be seen by other members of the public including the applicant.

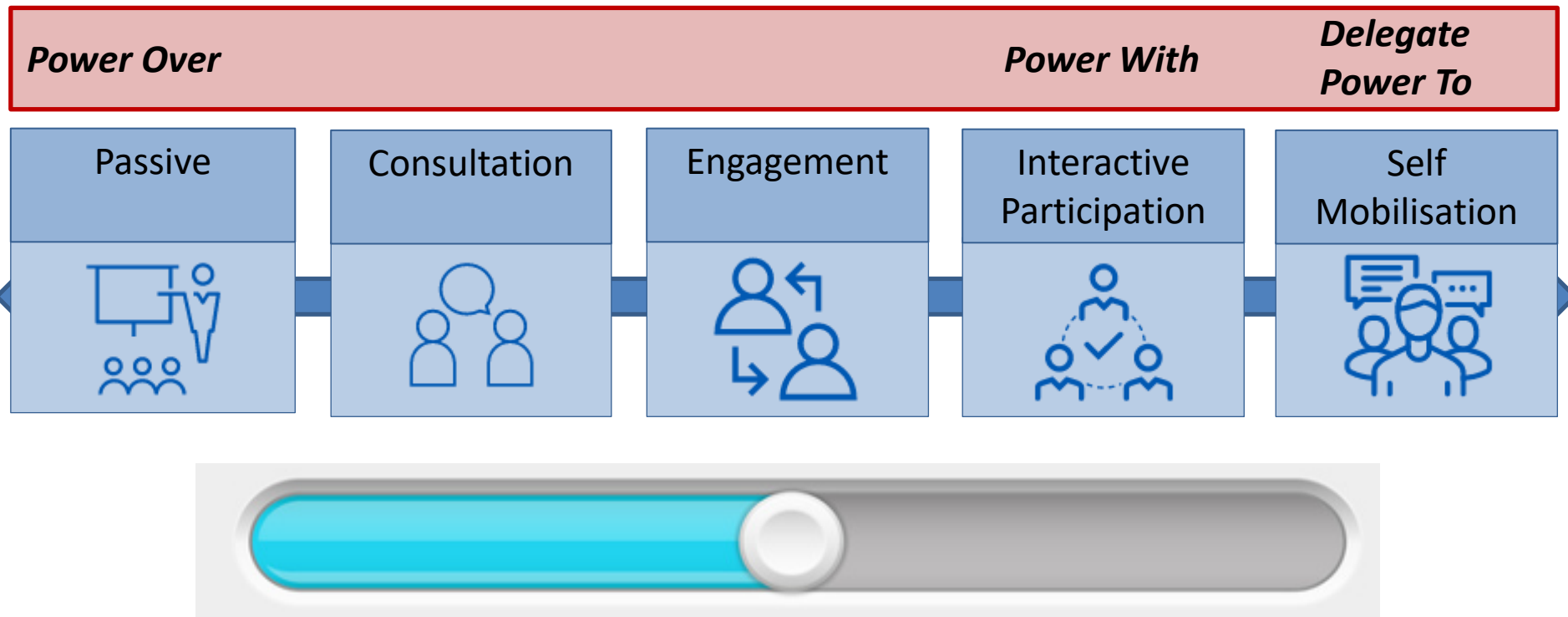
Only a small number of applications are determined by the Development Control Committee, you will not be notified of this application going to Committee unless you have requested to speak, you can track the progress of this application by using the link above or contact the City Development - Development Management Service.

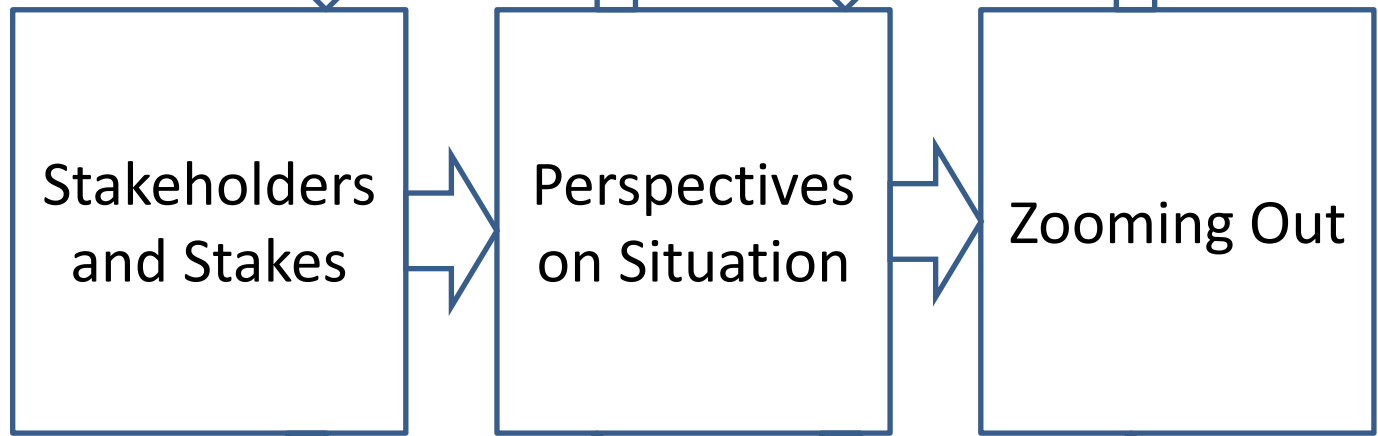
The City Council also allows members of the public to speak at the Development Management Committee meeting that the application is considered at, if you wish to speak at the meeting you must write to us via the contact details above or phone us on 023 9283 4339.

The case officer is [REDACTED] [REDACTED] rad who can be contacted on 023 9288 8577.

[REDACTED]
Assistant Director - City Development

Beyond “Engagement?”





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1.6LDC



Thanks!

.....stay in touch

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Twitter : @UKAdrianReed



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www.blackmetric.co.uk

References & Further Reading

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