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# **SI 626 – Management of Libraries and Information Services**

**Class Four: Stakeholder  
Management, Collaboration &  
Partnerships**



# Overview

- Stakeholder management: what and why?
- Stakeholder analysis
- Stakeholder influence
- Collaborations



# Stakeholder management

- What is a stakeholder?
  - “...any group or individual who can affect or is affected by the achievement of the organization’s objectives.” (*Freeman, 1984, p. 46*)
  - “...individuals, groups and other organizations who have an interest in the actions of an organization and who have the ability to influence it.” (*Savage et al., 1991, p.61*)

# Stakeholder management



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Source: *Freeman, 1984, p.55*



# Stakeholder management

- Small group discussion:
  - Who might be the stakeholders of a public library?
  - Who might be the stakeholders of an academic library?



# Stakeholder management

- Public library stakeholders
  - State government
  - Local government
  - Ratepayers' association
  - Suppliers: publishers, furniture, etc.
  - Employee union
  - Friends of Library association
  - American Library Association



# Stakeholder management

- Public library stakeholders
  - Local school district
  - Governing board
  - Patrons and non-patrons
  - Non-profit organizations (children, youth, seniors)
  - Competitors: superstore bookstores
  - Library consortia
  - Etc.





# Stakeholder management

- Academic library stakeholders
  - State government
  - Federal government
  - Suppliers: publishers, furniture, IT, etc.
  - Employee unions
  - Faculty
  - Students
  - Governing board
  - Professional associations
  - Etc.



# Stakeholder management

- What is “stakeholder management”?

“...simultaneous attention to the legitimate interests of all appropriate stakeholders, both in the establishment of organization structures and general policies and in case-by-case decision making”. (*Donaldson & Preston, 1995, p.67*)

“...*active* management of the [organization’s] environment, relationships and the promotion of shared interests”. (*Freeman & McVea, 2001, p. 10*)



# Stakeholder management

- Why manage stakeholders?
  - Unprecedented levels of environmental change. Attempt to respond strategically.
  - Attempts to find ways for the organization to influence its environment (and vice versa).
  - Increase the probability of program/project success.

Sources: *Freeman & McVea, 2001; Varvasovsky & Brugha, 2000*



# Stakeholder management

- Why manage stakeholders?
  - Manage risk.
  - Improved access to information about environment.
  - Build convergence and diffuse opposition.

*Sources: Dermer, 2001; Friedman & Miles, 2006*



# Stakeholder analysis

- Determine time frame & scope
- Issue-based or more overarching
- Various models:
  - Strategic management (Freeman, 1984)
  - **Strategies for assessing and managing stakeholders (Savage et al., 1991)**
  - Stakeholder identification and salience (Mitchell, Agle & Wood, 1997)
  - **Project convergence model (Dermer, 2001)**



# Stakeholder analysis

- Strategies for assessing and managing - Savage et al., 1991
- Stakeholder's Threat potential
  - Stakeholder's relative power
  - Relevance to an issue
  - Opportunities to act
  - Willingness to act



# Stakeholder analysis

- Strategies for assessing and managing -  
Savage et al., 1991
- Stakeholder's Cooperation potential
  - Stakeholder's relative dependence
  - Shared environmental threat
  - Opportunities to act
  - Willingness to act



# Stakeholder analysis

- Strategies for assessing and managing -  
Savage et al., 1991
- Types of stakeholders:
  - Supportive (examples: employees, governing board, friends organization)
  - Marginal (examples: police force, consumer advocacy group)
  - Nonsupportive (examples: competitors such as bookstores)
  - Mixed blessing (examples: publishers, employees in short supply)





# Stakeholder analysis

- Project convergence model – Dermer, 2001
  1. List the relevant stakeholders
  2. Identify their positions
  3. Identify your preferred positions
  4. Assess gaps and impacts
  5. Prioritize
  6. Choose a response for each
  7. Plan how it should be implemented



# Stakeholder analysis

## 1. List the relevant stakeholders

- Brainstorm the list (success/failure)
- Segment (category, step in process)
  - E.g., patrons, decision makers, funders
- Enumerate their issues (change, choice, etc.)

*(Dermer, 2001)*



# Stakeholder analysis

## 2. Identify stakeholder positions

- Positions hinge on issues at stake
  
- Likelihood of action or inaction
  - Indifference – inaction
  - Extreme positions – inaction
  - Power

*(Dermer, 2001)*



# Stakeholder analysis

- How to identify positions
  - Identify issues touched by the project
  - Frame each issue from each stakeholder's point of view
  - Identify reasons for being for, against, or indifferent

*(Dermer, 2001)*



# Stakeholder analysis

Types of stakeholder positions on a project

1. Make it fail
2. Help it fail
3. Let it fail
4. Indifferent
5. Let it succeed
6. Help it succeed
7. Make it succeed

*(Dermer, 2001)*



# Stakeholder analysis

3. Identify preferred position & minimum
  1. Make it fail
  2. Help it fail
  3. Let it fail
  4. Indifferent
  5. Let it succeed
  6. Help it succeed
  7. Make it succeed

*(Dermer, 2001)*



# Stakeholder analysis

## 4. Measure gaps and impacts

- List positions of players
- List preferred positions
- Identify gaps between the two
- Trace consequences and identify potential impacts

*(Dermer, 2001)*



# Stakeholder analysis

5. Determine stakeholder priority
  - Consequences of gaps
  - Likelihood of consequences
- Use Stakeholder Assessment Matrix

*(Dermer, 2001)*





# Stakeholder analysis

- In-class exercise
- Use Stakeholder Assessment Matrix



# Stakeholder influence

## 6. Formulate stakeholder strategy

- Match risk to appropriate response
- Develop plans for response
- Select representatives and organize stakeholders

*(Dermer, 2001)*



# Stakeholder influence

## 6. Formulate stakeholder strategy

### – Strategy options:

- Authority
- Coercion
- Education
- Co-optation
- Negotiation
- Selling
- Unfreezing

*(Dermer, 2001)*



# Stakeholder influence

## 6. Formulate stakeholder strategy

- Response options:
  - Communicate:
    - Inform (documents, presentations, etc.)
    - Consult (submissions, visits, invitations, advisory group, focus group, informal meetings, etc.)
  - Share control:
    - Participate (advisory committee, work group)
    - Lead (delegate authority)
    - Oversee (steering committee, executive lead)
    - Review (review panels, steering committee)

*(Dermer, 2001)*



# Stakeholder influence

## 6. Formulate stakeholder strategy

- Organize stakeholders
  - Designated representatives
  - Steering committee
  - Coordinating committees
  - Review panels
  - Work groups
  - Advisory Groups or Focus Groups

*(Dermer, 2001)*



# Stakeholder influence

## 7. Document convergence strategy

- Stakeholders
- Strategy to use
- Timing

*(Dermer, 2001)*

# Stakeholder influence

	Threat potential		
Cooperation potential		High	Low
	High	Mixed Blessing Stakeholder  STRATEGY: Collaborate	Supportive Stakeholder  STRATEGY: Involve
	Low	Nonsupportive Stakeholder  STRATEGY: Defend	Marginal Stakeholder  STRATEGY: Monitor

Source: *Savage et al., 1991*

# Stakeholder influence

STRATEGIES POSITIONS	Involve	Collaborate	Defend	Monitor
Supportive	Optimal fit	Missed opportunities	Missed opportunities	Missed opportunities
Mixed	Risk	Optimal fit	Missed opportunities	Missed opportunities & Risk
Non-supportive	Risk	Risk	Optimal fit	Risk
Marginal	Resource waste	Resource waste	Resource waste	Optimal fit

Source: Blair et al., 1996





# Collaboration

- A generic term for “working together”.
- Exercise
  - A public library plans to launch a new consumer health information service, with a particular focus on uninsured people living in poverty.
- Who might potential collaborators be?



# Collaboration

- A generic term for “working together”.
- Levels of collaboration:
  - Affiliation
  - Alliance
  - Integrated service network
  - Service organizations
  - Partnerships
  - Federations
  - Consortium
  - Merger



# Collaboration

- Exercise:
  - How might the public library work with these potential collaborators? Why?