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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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 <u>Threat</u> 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 <u>Cooperation</u> 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 Grups 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".

- <u>Exercise</u>
  - 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

- <u>Exercise:</u>

  – How might the public library work with these potential collaborators? Why?