

Stakeholder Leadership

“For the strength of the pack is the wolf and the strength of the wolf is the pack.”

- Rudyard Kipling (1895)

Stakeholder Leaders



Partnership

Jointly committed to each other's success of whatever endeavor, process, or project we are engaged in.

PS. There is NO REASON this can't be the case!

SHIFT 1: CONDITION

From “Person-to Person” to
“Condition-to-Condition”

SHIFT 2: ONE UNIT

From Individual Performance
to a Unit of Performance

SHIFT 3: CARES

From Positions & Opinions to
Fundamental Cares

SHIFT 4: ACCOUNTABILITY

From Reactive to
Proactive

Your place in the system matters



Tops: “OVERLOADED”
Accountability & Complexity



Middles: “CRUNCHED”
Tearing & Alienated



Frontline: “DISREGARDED”
Invisibility & Powerlessness



Customer: “NEGLECTED”
Ignored & Righteously Screwed

Only the integrated unit can perform the outcome, not the individual

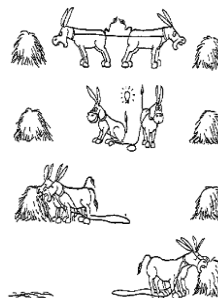
Service: Being about something bigger than oneself

Respect: A humble appreciation of the cares, conditions and contributions of others

Excellence: Clarity of structure (roles, agreements and accountabilities)

Integrity: Can count on each other's ethics and honesty (nothing hidden)

It's what you really care about underneath it all



- Gives rise to ambitions
- Solidifies positions
- Stirs up emotions
- Shapes opinions
- Prompts solutions

Conflict happens when we fight over our positions and opinions

Partnership happens when we see the care underneath and solution around those cares

FMC Accountability is about Proactively Creating a Condition for Success

REACTIVE
ACCOUNTABILITY

- Control
- After the fact
- Explain why incomplete
- Person-based
- What I want you to do
- Others “hold to account”

PROACTIVE
ACCOUNTABILITY

- Partnership
- Before the fact
- Create state of completion
- Commitment-based
- Clear agreements for shared outcomes
- Structures & practices “hold to account”

Middle



Default Condition

How might even simple requests appear to someone in a condition of tearing?

Strategies:

- Support Middles in getting what we need from them
- Reduce tearing by considering who is on the other "end"
- Find out what it would really take to fulfill on our request.
- Help problem solve when conflicts between asks arise

How might your good intentions appear when you are trying to make something happen with customers in a condition of neglect?

Strategies:

- Take time to see the Customer's situation
- Develop the relationship you and Customer want
- Maintain line of sight when Customer is passed to different parts of the system

Customer

Default Condition



"CRUNCHED"

Tearing & Alienated

Feeling of being pulled between differing and often conflicting demands and priorities of Tops, Frontlines, other Middles, and Customers

Being pulled apart from each other

Simple requests create more tearing

People get their agendas done through middles

People want things from Middles that they don't have

Almost everyone holds middles responsible

Not getting the products or services they want fast enough, at the quality, or price they want

Nice gestures irrelevant

Not getting the attention they feel they deserve

Shunted from person to person

"NEGLECTED"

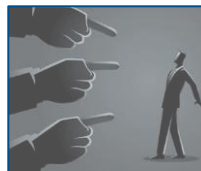
Ignored & Righteously Screwed

SHIFT 1: CONDITION

From "Person-to Person" to "Condition-to-Condition"

"OVERLOADED"

Accountability & Complexity



Lots of issues, Difficult issues, Unpredictable issues, Issues that aren't dealt with elsewhere; Issues that keep coming back

Accountable for the whole system and for anything that goes wrong with the system

Receiving end of everything

Decisions impact their lives in major and minor ways

Everything keeps changing with little notice

The sense that Tops or Middles ought to fix problems but don't

"DISREGARDED"

Invisibility & Powerlessness



THE OPPORTUNITY



Be a TOP who creates responsibility throughout the system.



Be a MIDDLE who maintains their independence of thought and action in service of the system performing at its best.



Be a FRONTLINE who is responsible and proactive for their own local condition in the system.



Be a CUSTOMER who gets involved in the supplier's processes and helps them work for you.

Top

Default Condition

How might your efforts appear in a world of overwhelming accountability and complexity?

Strategies:

- Reduce complexity rather than increase
- Communicate shared responsibly for the whole

How might your initiatives and mandates be received from a group of people who are in a condition of invisibility and powerlessness?

Strategies:

- Position initiatives such that it reduces powerlessness
- Increase participation in solution
- Acknowledge to bring visibility

Frontline

Default Condition