

Eurinfluence



Stakeholder Theory and concepts ACTOR

An actor is **an individual** or **a group** within an organization and to a given situation of uncertainty, has a position to defend a role, the **need to mobilize external energies** or to **establish links** with other actors

Real or potential

Conscious or not

Economy Philosophy Ideology...

Crozier M & Friedberg E- *Actors and Systems* (Chicago: University of Chicago Press, 1980).

Stakeholder Theory and concepts OBJECT

The object of the stake is **a situation, a fact, an activity** that may **interact** with an individual, community, group or organization **directly or indirectly**

A formulation without links with actor & bet.

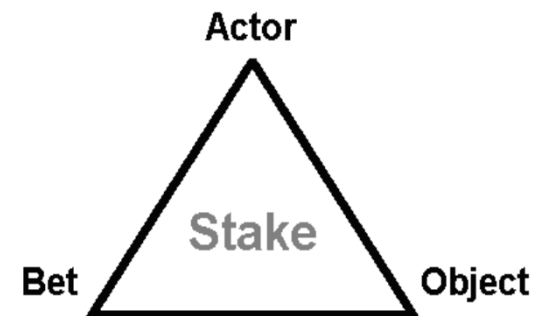
Stakeholder Theory and concepts BET (Wager)

The bet (amount wagered) is a part or characteristic of the resources of the actor engaged in a subsystem and is exposed to the vagaries of the subsystem.

That's what the actor can hope or fear to win or lose because of commitment or not of its resources in a situation.

The bet more or less clear and conscious explain in part the behavior of individuals

Stakeholder Theory and concepts STAKE



The notion of “stakeholder” lies in a trilogy of interrelations between an object, an actor and a bet which together formulate a stake and constitute a system.

Stakeholder Theory and concepts ACTOR

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In this case Syrup company is the actor that your company Eurinfluence (a consulting agency) is advising .

Stakeholder Theory and concepts OBJECT

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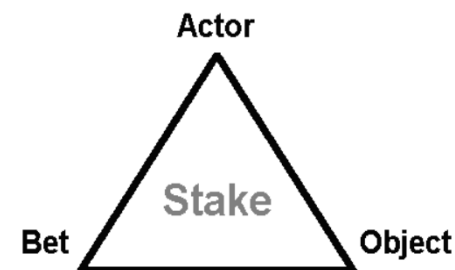
The object is to identify actors, organizations, bodies , methods...who (which) are a potential support for a risk free product design by the Syrup company.

Stakeholder Theory and concepts BET (Wager)

The **bet** (amount wagered) is what the actor can hope or fear to win or lose because of commitment or not of its resources in a situation.

In this case the Syrup company needs to insure that all the investment made for the development of the new product wont be lost by a veto from European safety authorities

Stakeholder Theory and concepts STAKE



The stake of the Syrup company is to reduce the risk of loss all the futures investments by the set-up of a plan to managed the relation with European safety authorities

Stakeholder Theory and concepts PROXIMITY

The Proximity is the distance between the actors.
Sociology recognizes four types of proximity:

- **Cognitive** - sharing a vision of the situation
- **Organizational**- affiliation with a community
- **Spatial**- geographical distance
- **Temporal** -sharing a common era

Stakeholder Theory and concepts POWER

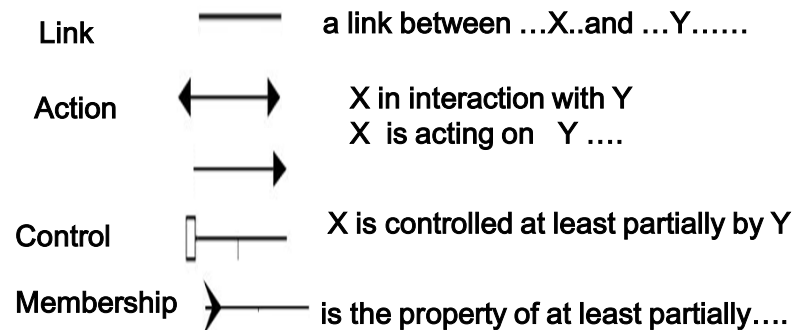
Power is the faculty or ability to have, to do or to receive.
It can be assessed through the nature of its resources and through consequences:

- **The field**: the area in which control is exercised,
- **The subjects**: the elements upon which power is exercised **Means**: power is expressed through actions or information.
- The **impact** is the consequence of exercising power on the “subjects”.

Stakeholder Theory and concepts GROUND

They are real or virtual fields in which the actors position their stakes, their forces in order to modify their resources.

Stakeholder Theory and concepts *Cartography rules **



* Influence & Systems - Frezal B and J-C, Leininger-Frezal C, Mathia T.G and Mory B- A Provisional Introduction to the Theory of Influence and Manipulation – Ed L'interdisciplinaire Sep 2011211 p

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In this case Syrup company the proximity is **organizational** (same company, same working group, same body) and **cognitive** (same topics of expertise)

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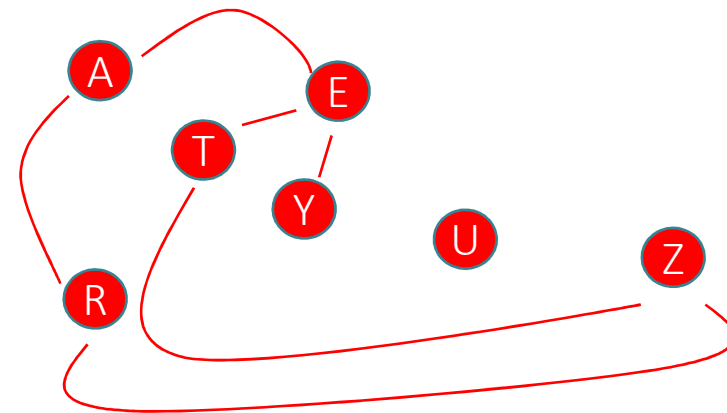
In this case the power is collective and owned by European working groups.

Stakeholder Theory and concepts GROUND

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In this case Syrup company the grounds are the working groups where are the decision makers.

Stakeholder Theory and concepts *Cartography method*



Stakeholder Theory and concepts

Actors potential roles

- The **player** is interested in the bet.
- The **spectator** is interested in the game.
- The **arbitrator** is interested in respect for the rules.
- The **indifferent individual** is not involved in the game, but could become involved at a later time.

by JC & B Frezal



Stakeholder Theory and concepts

LEGITIMACY

Assessing legitimacy consists of defining the elements/actors connections in the recognition of legitimacy, and analyzing the reason for such recognition:

- The **institutional legitimacy** (law, regulating
- The **legitimacy of use** (a habit ...).
- The **delegated legitimacy** (political parties ..etc
- The **built legitimacy** (to change the law .. etc.).

by JC & B Frezal



Stakeholder Theory and concepts

Power consequences

Nature of power	Knowing	Owing
Impact of power		
Create or Kill	Power of nuisance	Power of life or death
Modification	Power of Influence	Power of Modification

by JC & B Frezal



Stakeholder Theory and concepts

COMMITMENT

Only acts commit us. We therefore are not incurred by our ideas or our feelings, but by our acts. The **commitment** is the link between an individual and his actions. It is a phenomenon of adherence of the action to the acting person. We only are engaged by acts and decisions we have taken **with a feeling of freedom**, the only condition which can create the effects of commitment.

by JC & B Frezal



Stakeholder Theory and concepts

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In this case Syrup company you are requested to respect the role and the ethics of the actors (no political or governmental interference, no bribe, respect of fiscal and legal rules)

Stakeholder Theory and concepts

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You are requested to only ask for a legitimate support from the expert you will try to commit for supporting your innovation in the European decision process

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You are requested to fix the targeted actors and precise what kind of action you advise to the Sirup Company to have the support of these actors or even more to get their collaboration in a working group.

