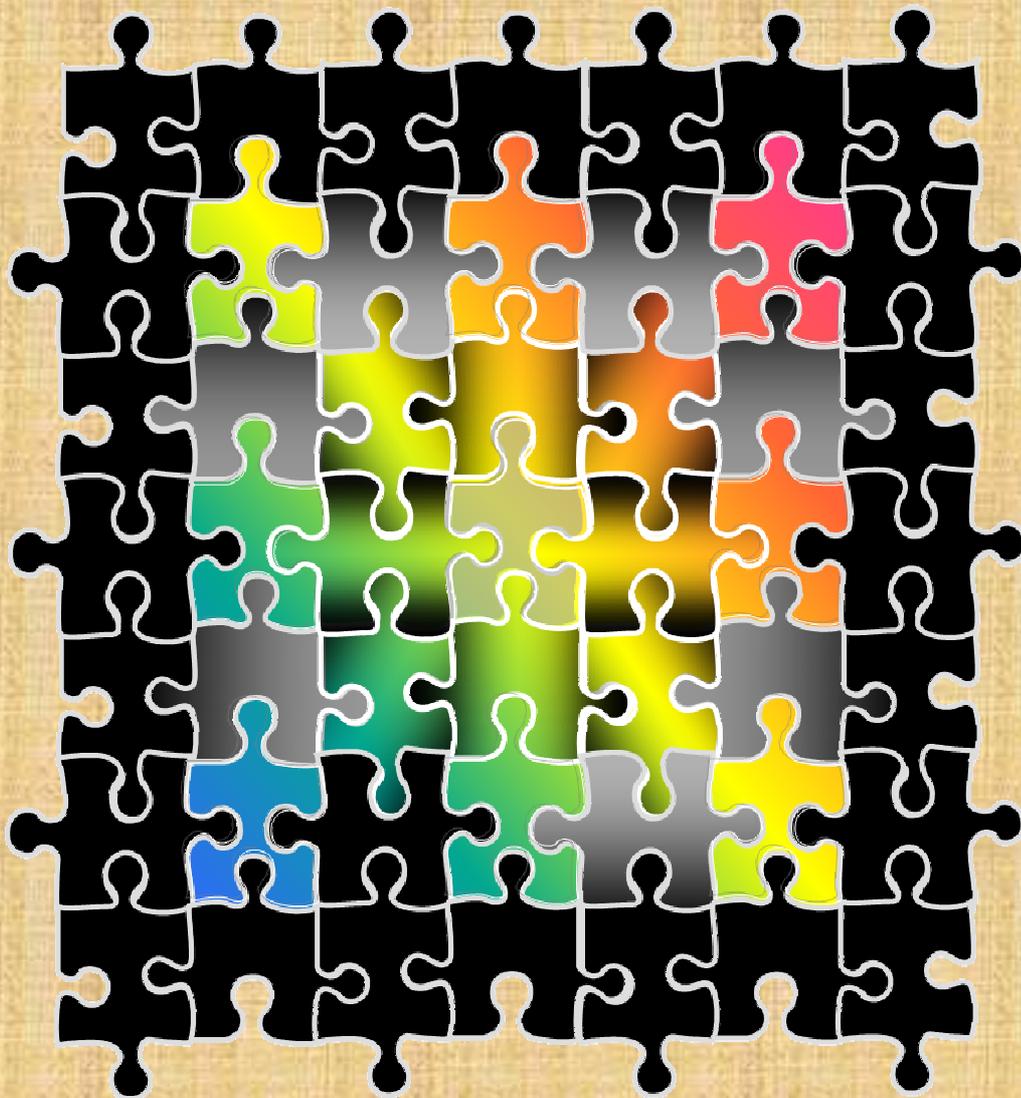


Frezal B et J-C, Leininger-Frezal C, Mathia T.G, Mory B

*Adapted into English by Wendy Leslie*

# Influence & Systems

Provisional Introduction  
to the Theory of Influence and Manipulation



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Frezal B et J-C, Leininger-Frezal C, Mathia T.G, Mory B

# Influence & Systems

Provisional Introduction to the  
Theory of Influence and Manipulation



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### **Who this book addresses**

Three observations inspired the decision to write this book:

“Stake”, “actor”, “stakeholder” and “situation”... are all popular words in modern-day literature. Nevertheless, doing a Google book search does not reveal any French-language methodological manual which globalises the approach to cover such diverse fields as social and environmental responsibility, quality, BtoB marketing, sustainable development and so on. The same could be said for the terms “influence”, “impact”, “manipulation”... Those authors who do explore the subject have not anchored their approaches within a methodological continuum.

Globalisation, technology, the speed at which change occurs... all these factors make the use of theoretical decision-making models increasingly risky and inefficient. Indeed, decision-making situations require a regular re-evaluation of methodological schemas of reference. For the reader, this means putting him or herself in a position to measure (metrology), understand (cognition) and act (strategy) within a complex universe (systems theory) to his or her own advantage.

The global readership concerned by this book includes all people either in a professional position or studying, to help them to make decisions within complex environments which are open and comprise several actors.

For public or private sector managers, this book is a methodological framework to support and guide their decision-making.

As no comparable publication exists, the present work is likely to be used by many communities in several situations, ranging from managing any organisation from a local association to a multi-national company.

Throughout our international professional business experiences, which collectively span a variety of sectors such as fundamental, technological and managerial research, industrial and commercial business management and education, and so on, we the authors have identified and experienced areas in which their theory can be implemented.

## Context

A reader who has experience of using statistical tools may be perturbed by the line of reasoning adopted in our arguments. The role of statistical tools is to attempt to describe a phenomenon within an environment by:

- First of all, choosing the characteristic(s) of the phenomenon studied (i.e. variables to explain).
- Secondly, researching the characteristic(s) which alter the phenomenon (explanatory variables), and
- By fitting the states of the variables into one or several contexts, constituting points for measuring them.

This is how, ever since Descartes (1596-1650), most scientists have developed their theories.

However, since the middle of the last century, led by Norbert Wiener (1894-1964) and faced with the difficulty of understanding complex and highly dynamic phenomena, a different approach has evolved.

This line of reasoning considers the phenomenon as a structured whole, interacting with itself and its environment<sup>1</sup>. As such:

- The state of the phenomenon becomes the variable to be explained.
- Its structure and interactions constitute explanatory dimensions.

In this approach, the connections between two phenomena and the rationale of the structure of interactions have become the core subjects of investigation for researchers.

This inspired several schools of thought: cybernetics, “Palo-Alto school” and various new methods of analysis, in an attempt to more or less successfully escape the characteristic reasoning consisting of cognition, typology, factor analysis... We will not discuss any of these fields in this book, but all of these methods can nevertheless be employed by the reader within their own analysis, provided that they can be appropriately applied to the phenomena discussed within our methodology.

---

<sup>1</sup> Joël de Rosnay, *Le Macroscopie. Vers une vision globale*, Paris, Le Point, 1979.

## **Foreword to the Reader**

Within this diverse, interdisciplinary and fragmented context, we the authors have collaborated to generalise, conceptualise and write this book. To do this, we have used examples, data and analyses all resulting from our own research or operational experience. For reasons of confidentiality, and to be able to generalise our work, we have ensured that all data and sources remain anonymous, leaving the reader to understand the reasoning and apply it to their own experiments.

At the end of each chapter, the reader can therefore ask him or herself: “would this method have been beneficial if I had used it in the situation I experienced?”

If, once you have read this book, your response is “yes”, we will have achieved our objective.

## **Acknowledgments**

We would like to thank everyone who contributed to the reflection, development, editing and proofreading which have gone into this book, in particular:

Florence Crespin-Mazet

Arnaud Randon de Grollier

Mario Capraro

Jean-Pierre Algoud

We also wish to thank those – company directors, teachers, researchers and students – who, through their expectations and questions, and by raising gaps in knowledge, have contributed to this publication.

In particular those we have encountered throughout our professional lives at Henkel, ONET, Mega learning, Mercadine, the CNRS, the Ecole Centrale de Lyon, IDRAC Lyon, INSA de Lyon and in the Universities of Lyon and Paris.

And finally, to all of those who are no longer with us...

## How to use this book

The title of this publication, “*Influence & Systems: A Provisional Introduction to the Theory of Influence and Manipulation*” deserves an explanation which will constitute both a foreword and an instruction manual of sorts for the reader.

Voluntarily placing ‘influence’ and ‘manipulation’ on a par is likely to shock, and yet the methods used and situations in which they are found are invariably the same for both.

Such similarities led us to consider that the only real differences between the two terms are ones of a moral or ethical nature.

We could have differentiated between the two on the basis of an understanding via the *subject of the action*, which tends to alter the observer’s judgment, but this would have obliged us to cover the question of ethics before being able to explore the means and tools employed.

The first part of this book therefore addresses the components of the situation to be influenced, by first explaining the components of a situational stake for an actor.

We will successively describe:

- **The stakeowner:** the one who defines his initial stake, which is the object of the analysis. In other words, the one whose situation the authors wish to analyse herein.
- **The object of the stake:** the reason why the stakeowner is implicated in the situation.
- **The wager or risks of the situation** for the stakeowner: what they risk gaining or losing as the situation develops.

In a second stage, we will analyse all the components of a situation.

Each component may be affected/modified/alterd/eradicated by a manoeuvre which is in turn likely to influence (manipulate) the situation. This should be understood not as a description, but rather as a potential tool for adjusting, guiding and modifying the initial situation.

We will successively discuss:

- Actors and their roles, connections and behaviours.
- Connections between actors, objects and wagers, to describe how they function.
- A breakdown of the situation into homogenous subsections, in order to understand its global *modus operandi*.

Once we have defined the situational components, we will focus on understanding their positions, mechanisms, movements and reactions when they are subjected to a force which is designed to affect them.

We will consequently discuss:

- How connections operate.
- How actors operate.
- The actors’ positions within the situation in terms of legitimacy, power and involvement.

We will define the scale and limits of the ‘assembly plan’ which is the operational field of the situation to be influenced.

The second part of this book will then explore implementation of these situational components, successively discussing:

- Connections and their interactions within a network, and
- The path to follow in order to reach a position of influence.

Once the targeted position is reached, the reader is presented with the method with which to act on the situational components.

At this point, we will provide the reader with levers and targets, while also drawing their attention to precautionary measures to put in place.

The third part of this book then presents a variety of examples.

In setting our aim - to modify how the reader analyses situations in which he finds himself - we evidently have to assume he has access to all the tools he will need.

With this aim in mind, we developed this book by:

- Presenting several examples and references to facilitate the reader’s comprehension.
- Choosing examples with which everyone is familiar or can easily understand.
- Using the same small handful of situations throughout, so that the reader can thoroughly familiarise him or herself with these situations.
- Providing access to a “webography” covering the publications, tools and programmes used.
- Producing a method sheet.
- Providing examples of applications in three very different contexts.

We looked in vain for a symbolic system which could be shared across fields as diverse as cybernetics, IT, semantics, sociology, etc. To date, we have found no such shared symbols.

A few shared trends are nevertheless observed:

- A line, symbolising a connection between two components.
- A frame, indicating the presence of an internal mechanism, acting upon the elements found within the frame.
- An arrow, representing an action emanating from the source towards the destination, and
- Two arrows: an interaction between the source and the destination.

These are the conventions which we will use and develop over the course of this book.

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## Introduction

This book was inspired by a question raised by one of its co-authors, which was: how do you teach the very concept of “stakeholders”? This question should have a simple response, as the word is used by many managers, commentators and professors alike. Indeed, it has been operationally used with success for many years (by the FAO, the IMF...). And yet, the variety of ways in which it is used means explaining it as a *teachable whole* and connecting it to other bodies of knowledge is problematic. The concept of “stakeholders” is central to questions concerning development and the environment, but it is nevertheless criticised by academics. Jean-Pascal Gond and Samuel Mercier<sup>2</sup> summarise the weaknesses of the concept, which are:

- The fact that the theory lacks dynamic (making anticipation difficult);
- The absence of a distinct body of theory (making theorising difficult); and
- The multitude of fields to which it is applied (environment, company organisation, company ethics, etc.).

However, for actors in the economy, including ourselves:

- The dynamic dimension is present in other disciplines (economics, sociology, strategy), which presents an opportunity rather than a problem;
- The absence of a distinct body of theory enables us to establish theories within a global vision; and
- The potential for methodological contribution is unlimited.

For teacher-researchers:

- The interdisciplinary challenge presents an opportunity;
- The authors’ diverse backgrounds are enriching;
- This exploration of uncharted territories is a form of return-to-the-source of their vocation.

This book therefore aims to use this approach for the purposes of:

- Anticipation: mechanisms must be understood, whatever their nature;
- Reaction: influences must be understood, whatever their nature; and
- Addressing the ethical questioning each of us must necessarily explore.

This document is therefore not a new theory on “stakeholders”, but rather a methodological corpus used to understand and act as a part, or “stake” in a whole, whether this is done through action, influence or manipulation, “held” within a situation.

The question of ethics refers to the “episode” and the situation.

The question of subject area inevitably results from the situation.

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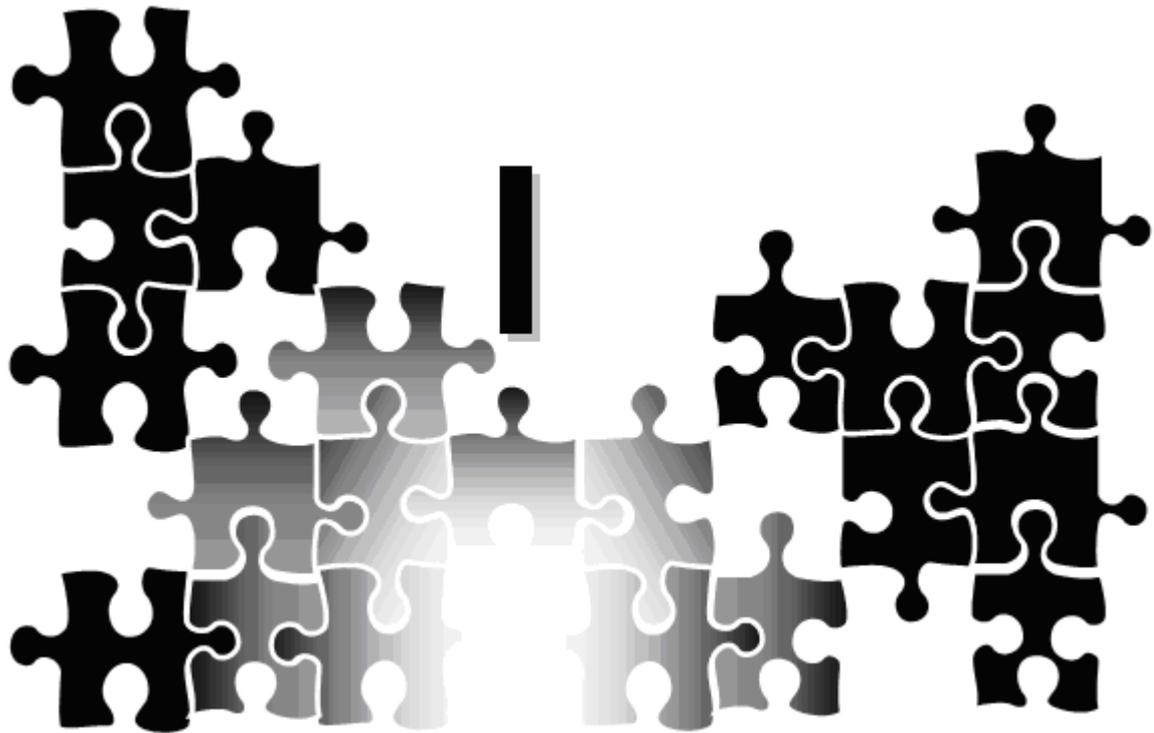
<sup>2</sup>Pascal Gond and Samuel Mercier, “*Les théories des parties prenantes : une synthèse critique de la littérature*”, 15<sup>th</sup> HRMA Congress, UQAM, Montreal, 1-4 September 2004, pp. 379-399.

*To facilitate his or her reading and understanding, the reader should focus on the stake which is most important to him in the current situation and moment of time in which he finds himself. Armed with this reflection and a desire to improve the state of affairs, he will assimilate the concepts and the approach more easily.*

*To help the reader in this vein, we have introduced examples in the first part of the book, after which we leave the reader to reflect on his or her own stake and examples drawn from their own environment.*

*Thereafter, with anonymous examples and the concepts discussed, the reader can easily draw on his own experience of situations to enable him to assimilate the authors' arguments.*

## Part 1: The Founding principles, assumptions and features of influence



*“We cannot find out the truth of the matter without method”*

*R. Descartes*

## **The Founding principles, assumptions and features of influence**

*This first part defines the main founding principles, assumptions and features of an individual or collective stake in a system of **influence** to obtain the anticipated **result** and **gain** from the investment. Firstly, we identify, describe and connect the **constitutive components** of the stake (actor, object, wager). We then analyse the contexts (space, time, rationale) of the stake. We then finally describe the **actors’** kinematic of the structure and context of the situation of influence in which he finds himself.*

**Describing the components of a situation of influence.**



*“If we take the time to ask people, by asking questions properly, they will discover the truth for themselves”*

*Plato*

***Describing the components of a situation of influence***

*This chapter discusses the identification and description of the **constitutive components** of a system. We look first at the particularities of the systematic approach applied to **influence**, before detailing an analysis of the stake, **actors**, **risks**, and **roles**.*

*These aspects are analysed as a whole, within a **network of connections** between the components found in different contexts.*

## 1.1 The stakeowner: an interest held in the situation

“Stakeholder”, literally “stakeowner”, is a notion whose definition varies according to the context in which it is used.

First appearing in the 19th century, the concept was developed to meet the challenge of implementing an aid or support policy for States in difficulty (due to financial crises, under-development and so on) by international organisations such as the World Bank and the FAO (Food and Agriculture Organisation).

The World Bank defines the term ‘stakeholder’ as follows: “*A stakeholder is defined as being an individual, community, group or organisation having an interest in the outcome of an intervention, either because they are affected by the intervention in a positive or negative way, or because they are in a position to influence the intervention positively or negatively.*” (www.worldbank.org consulted on 10/10/2009).

**A stakeholder is an individual, community, group or organisation affected (positively or negatively) by an action.**

Along the same lines, the CERES NGO<sup>3</sup> (Coalition for Environmentally Responsible Economies) and the United Nations Environment Programme (UNEP) have together defined the notion of stakeholder in the Global Reporting Initiative<sup>4</sup>, an international reference for “sustainable development” company reports. The “stakeholders” are defined as “*Entities or individuals upon which the activities, products and/or services of the organisation could have a significant impact, and whose actions may potentially influence the organisation’s capacity to successfully implement their strategies and meet their objectives. These stakeholders comprise any entity or individual who is a beneficiary of rights which are recognised either by the law or by international conventions*”. (www.globalreporting.org consulted on 12/7/2009).

**Action is taken reciprocally by an individual, community, group or organisation which may be affected by the stakeholder.**

In its approach to conflict management, the FAO considers that the interaction between the “stakeholder” and the situation may be either direct or indirect.

**The stakeholder may be affected indirectly by other games or by the situation.**

---

<sup>3</sup> NGO: Non-Governmental Organisation

<sup>4</sup> <http://www.globalreporting.org>: “Global Reporting Initiative (GRI) is a network-based organisation that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide.”

The SRI (Stanford Research Institute) expands this vision to include all those who should have a point of view, thereby including the participants in the stake (or project) but also the audience, or ‘spectators’.

**The stakeholder may not be as concerned by the stake as by the situation or the involvement of other stakeholders.**

All these definitions share the fact that they describe the “stakeholder” as being either an individual or a collection of individuals (family, tribe, organisation, company, state, NGO, etc.). **To simplify our terms, we will use** the generic term “actor”<sup>5</sup> whatever their **position** (player, spectator...) and whatever their **nature** (family, tribe, organisation, company, state, NGO, etc.). This is in order to:

- Define a relationship between “the stakeholder” and the object which is central to the situation as a reciprocal connection (the “stakeholder” may affect the object and vice versa).
- Define the nature of the relationship between the “stakeholder” and the object which affects the “stakeholder’s” state, using various terms. The World Bank uses the terms “interests” and “influence”. The GRI (Global Reporting Initiatives)<sup>6</sup> refers to “impact” and “influence”. The SRI (Stanford Research Institute)<sup>7</sup> uses “participation” in the object, or the fact of being implicated. While employing the term “interests”, the FAO (Food and Agriculture Organisation of the United Nations) also recognises the fact that the connection may be “unequivocal”.

None of these definitions, nor any existing theories, explain how to define the situation (or the object of the stake). This is probably because all such discussions have been focused on a predefined object (interventions by the World Bank, company social and environmental responsibility, conflict management...).

Nor do any of these definitions explain how to define the wager. This is probably due to the fact that they all focus on a predefined stake (a decision to be validated, financial gains to be distributed, etc.).

This open question can be found in the “game theory” body of knowledge, which assumes that the object and wager are of a similar nature for all actors, who each develop their own strategy to maximise their “loot” within the constraints imposed by both the rules and the other actors.

So, we have explained above how a stake is connected to an object, wagers and actors.

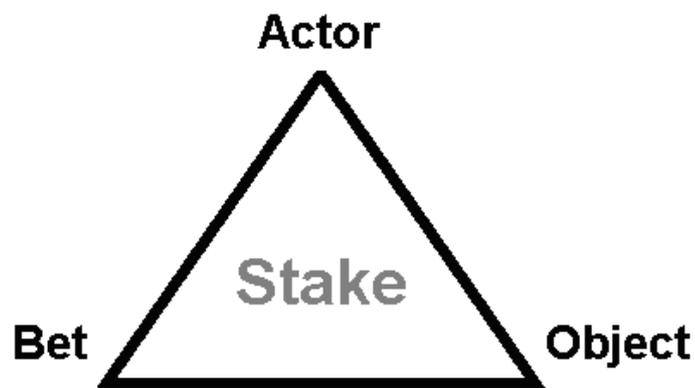
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<sup>5</sup> “An individual or a group who, within a given organisation, and faced with an uncertain situation, has a position to defend, a role to play...” Crozier and Friedberg (1977),

<sup>6</sup> <http://www.globalreporting.org>

<sup>7</sup> <http://www.sri.com/about/>

We propose that the notion of “stakeholder” lies in a **trilogy** of interrelations between an **object**, an **actor** and a wager which together form a **stake** and constitute a system:



*Figure 1: The Stake Trilogy*

### 1.1.1 Systems Theory

Systems theory analysis takes the form of a social sciences research approach. The concept of the system and the analysis thereof are central to understanding social phenomena, including, for our example, phenomena of influence. Analysis of systems is particularly useful for complex tasks in a rapidly changing environment - typical of our times. This is a formal and explicit examination to support the methods used by decision-makers. It is also a model of behaviour within an identified but complex context, a situation characterised by uncertainty. This analysis is a tool for determining action or how to proceed, by identifying and examining available options and comparing the consequences.

This requires a clear definition of the limits of the system and of its input and output variables (we nevertheless take on board at this point any criticism which could be levelled to claim this may lead to limited scope).

The systems theory was originally a theory on the evolution of living systems. It was then further developed by cyberneticists and scientists (on systems engineering), then by social sciences as a tool for analysis, a research approach, while also integrating the concept as a central key in the understanding of social phenomena and their influence.

Currently, this living systems approach aspires to create a complete model of all organisms/components while also addressing the question of the indefinite degree of openness of the system.

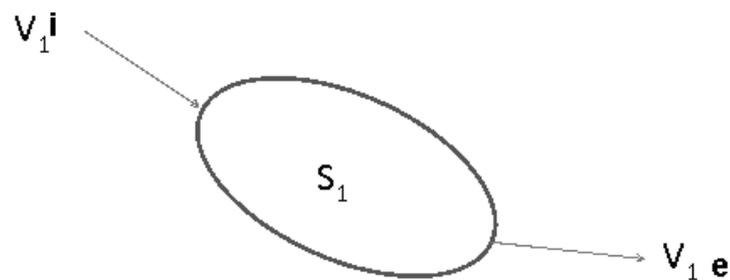
Indeed, this question raises more general questions about osmosis, symbiosis ... all central to the evolution of living things.

All these questions naturally lead to mathematical and linguistic developments (rationale, semantics, semiotics, etc): the first visible signs of this can be found in the field of “cognitive IT”.

In the history of this construction of human knowledge, it is worth remembering the successive stages, so that we can question them.

The need for knowledge emerged in the 1930s with the fundamental contributions of Norbert Wiener<sup>8</sup>, founder of cybernetics; of Shannon<sup>9</sup> and Weaver<sup>10</sup>, founders of the theory of information; of Cannon<sup>11</sup> who argues the principle of homeostasis; and of Von Bertalanffy<sup>12</sup>, who wrote the General System Theory.

Systems of influence fall within in the System Theory, whose principles we will now summarise.



$$V_1 e = g_{S_1} (V_1 i)$$

*Figure 2: Simple Systems Theory*

A simple system S1 comprises a transfer function g<sub>s1</sub> which connects an output variable V1o to an input variable V1i.

---

<sup>8</sup> Norbert Wiener (1894 - 1964) mathematician, founder of cybernetics.

<sup>9</sup> Claude Elwood Shannon (1916 - 2001) American engineer and mathematician.

<sup>10</sup> Warren Weaver (1894-1978) mathematician.

<sup>11</sup> Walter Bradford Cannon (1871-1945) physiologist.

<sup>12</sup> Karl Ludwig von Bertalanffy (1901 - 1972) biologist, founder of the General System Theory.

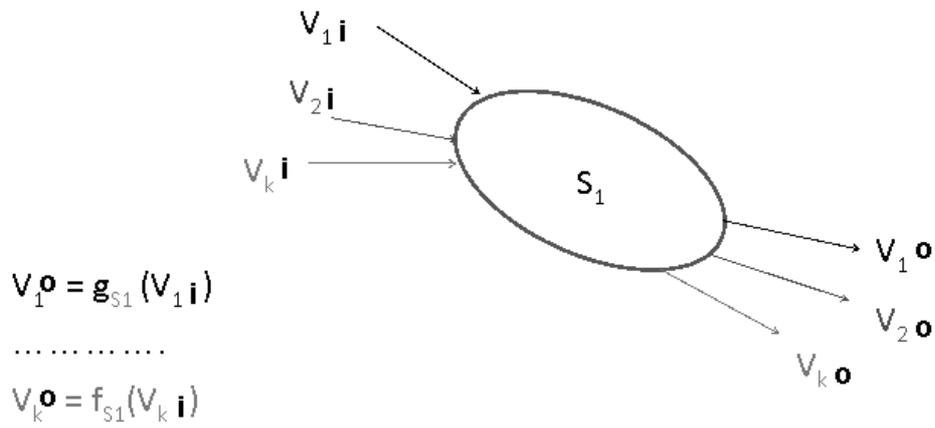


Figure 3: Complex Systems theory

Systems of influence are characterised by their multitude of input variables ( $V_{1i} \dots V_{ki}$ ) associated with a transfer function  $g_{S1}$ , and generating a multitude of output variables ( $V_{1o} \dots V_{ko}$ ).

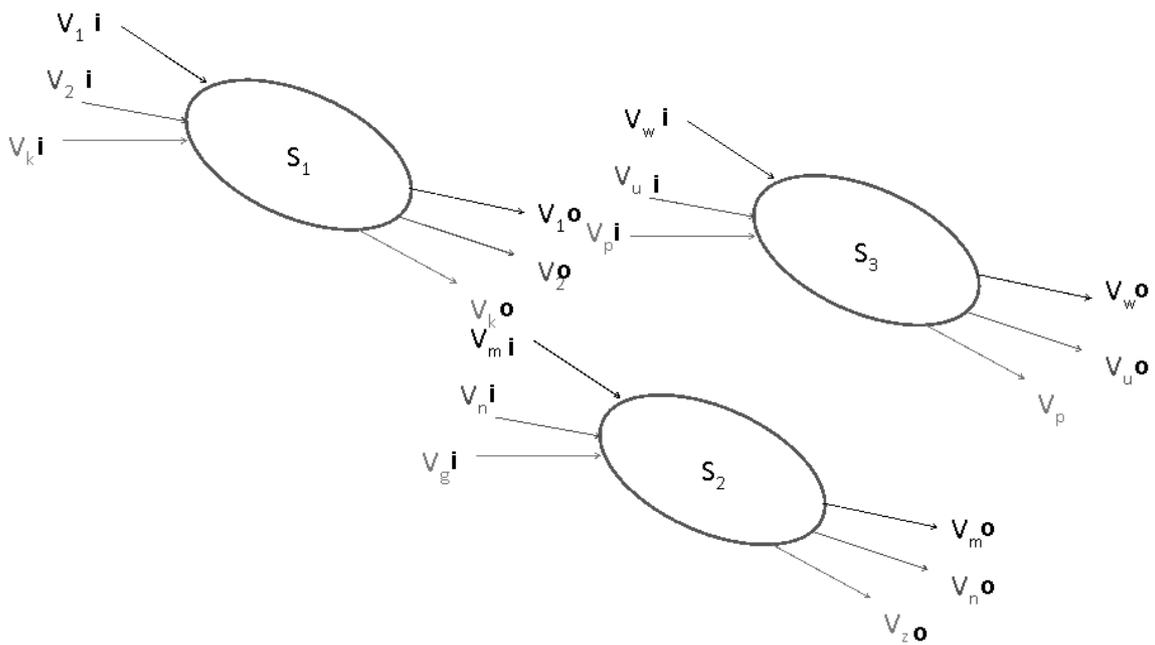
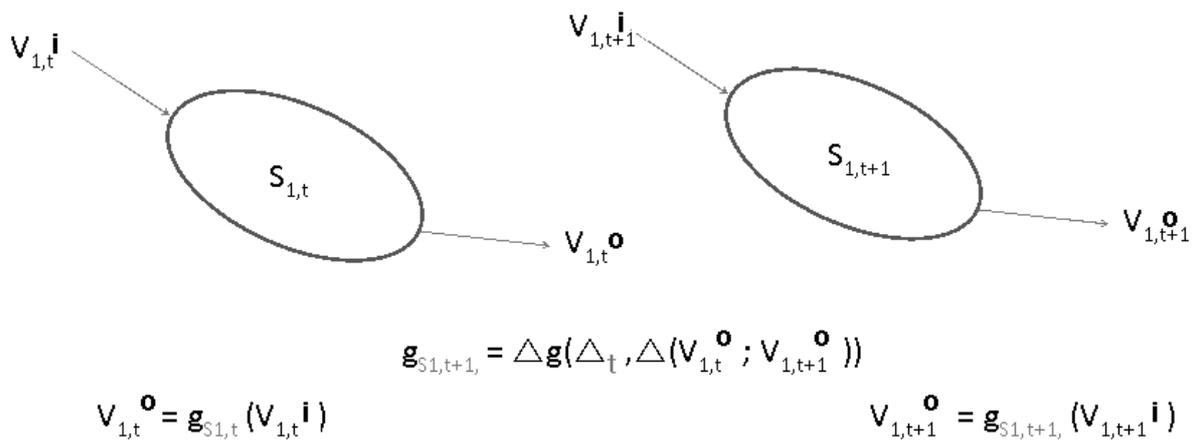


Figure 4: Systemic Relationships.

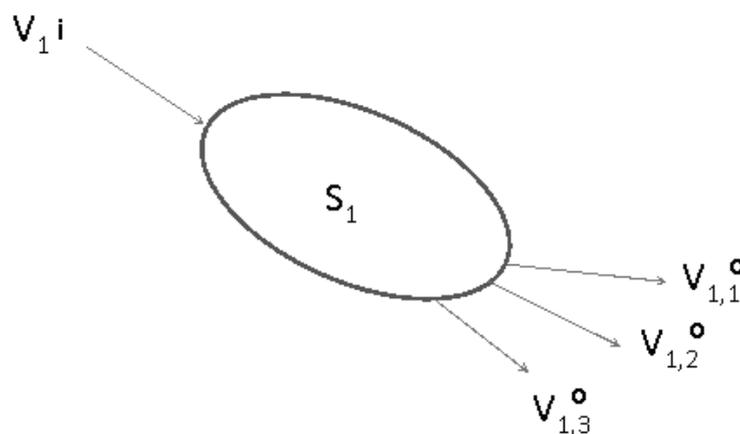
The plurality of systems ( $S_1, S_2, S_3$ ) is combined with a recognition of variables ( $V_{ki}$  and/or  $V_{ko}$ ) either by the system itself (the feedback principle), or by other systems.



*Figure 5: Systemic transfer*

At this stage, the systems theory does not always assume that the transfer function ( $g_{S1}$ ) is stable over time ( $g_{S1,t} \neq g_{S1,t+1}$ ).

This situation engenders a periodic review of the operating methods of the transferred function ( $g_{S1,t+1} = \Delta g(\Delta t, \Delta(V_{1,t}^o; V_{1,t+1}^o))$ ).



$$V_{1,1}^o \text{ OR } V_{1,2}^o \text{ OR } V_{1,3}^o = g_{S1}(V_1^i)$$

*Figure 6: Systemic Diversity*

Potential system responses ( $V_{1,1}^o, V_{1,2}^o, V_{1,3}^o$ ) to an input variable ( $V_1^i$ ) are numerous. We proposed the premise that the notion of a 'stake' is built on a trilogy of interrelationships between an object, actor and wager, which together form a stake and constitute a ternary system, whose functioning we will describe.

The reader will hopefully understand that it is difficult at this stage for us to describe the scales used, although these will be developed accurately and in detail later on in this book. For didactic reasons, we will use the Roozeboom<sup>13</sup> method. In this method, graduations indicate the relative weight of the component (A: actor, S: stake, O: object) in the formulation of the stake (S). The graph presented hereafter shows a stake, the components of which are of equal importance in its formulation.

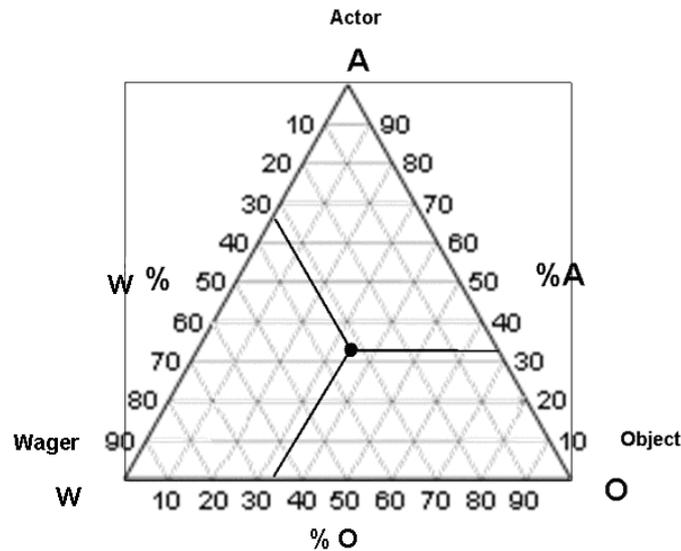


Figure 7: Systemic operation

In order to explain and illustrate our stake, which constitutes a ternary system, we will use three examples to illustrate our arguments.

Firstly, we will present a system within which an individualistic actor is more preoccupied by his or her wager than by the object of the stake.

*This is true for the amount of tax which each citizen pays: we are more interested in the amount and impact on our lives than in the method of calculation.*

<sup>13</sup> H. W. Bakhuis Roozeboom (1854 -1907) Dutch chemist and pioneer in thermodynamics

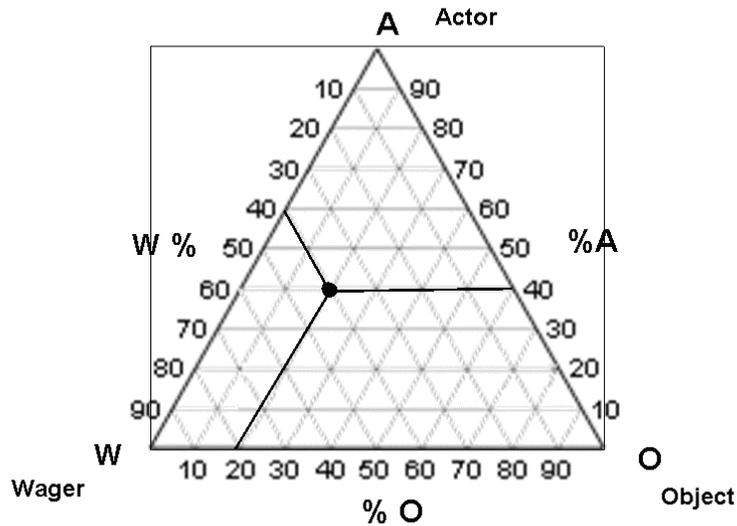


Figure 8: Systemic Operation

In a second stage, we present a system in which the altruistic actor is more preoccupied by the object than by their wager.

*This is true in the case of nuclear policy for an ecological militant: he is more concerned by the risk and his vision of society than by the choice of such policy.*

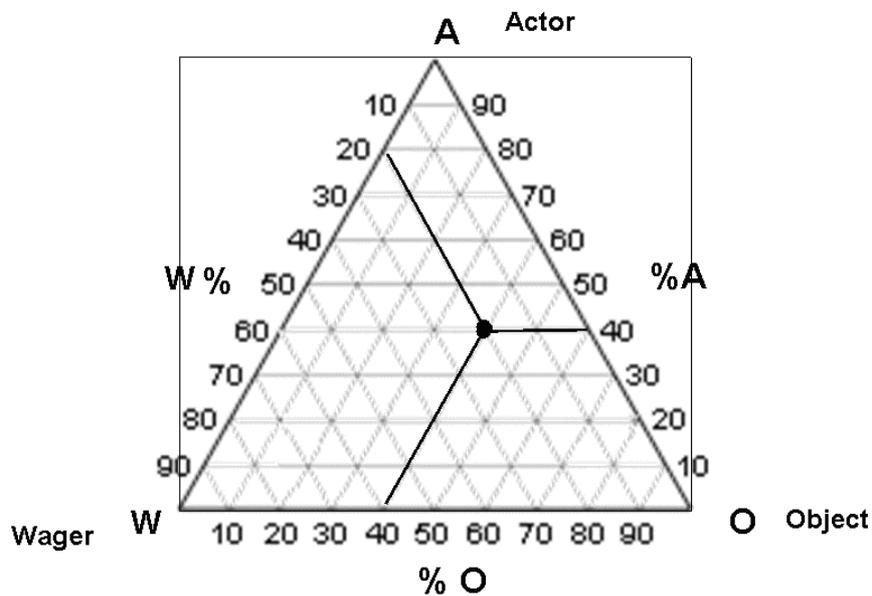


Figure 9: Systemic Operation

In a third part, we present a system in which the actor is more preoccupied by the object and the wager than by himself.

*This is true in the case of a doctor working with Médecins Sans Frontières (MSF) who risks his life and will treat all soldiers in a war, no matter which side they are on.*

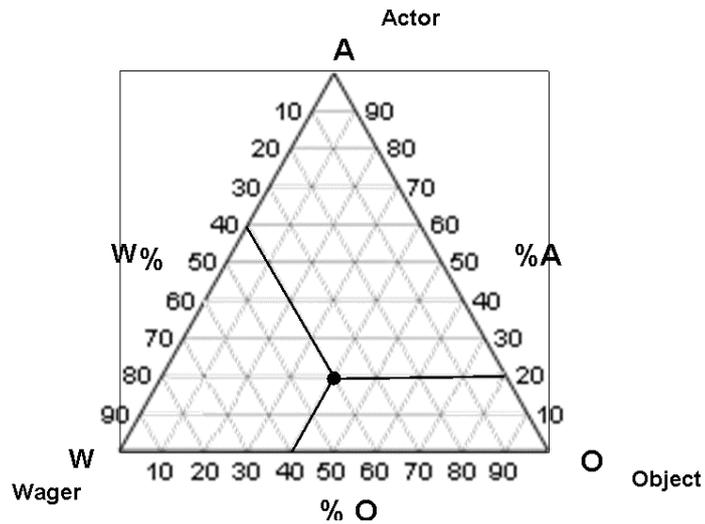


Figure 10: Systemic Operation

The state of the system evolves according to its three components, which are: the actor, the wager and the object. The combination of components will generate a line of conduct for the actor. For didactic reasons, and also for developing our work, we have arbitrarily traced the areas which characterise the state of the system, along with the behaviour typically associated with the actor.

The nature of the stake changes according to the state of the system. It will evolve between opinion, decision, possession and action, which at this stage we will call the actor's commitment.

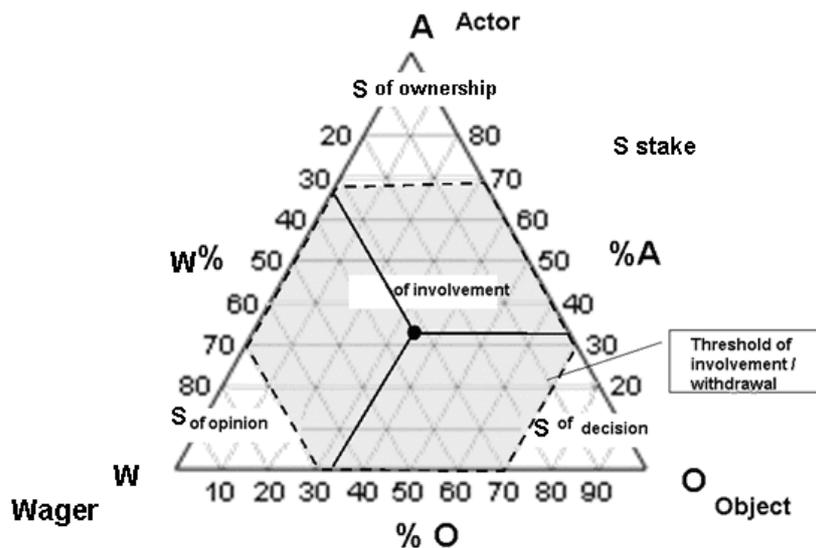


Figure 11: Systemic Operation

The boundaries between system states have been traced somewhat arbitrarily. These can in reality take several forms, with the system nevertheless always retaining four areas of state, and threshold of state change, between areas. The route varies according to the nature of the components and the context. To illustrate our point, below is an example of one of several possible routes:

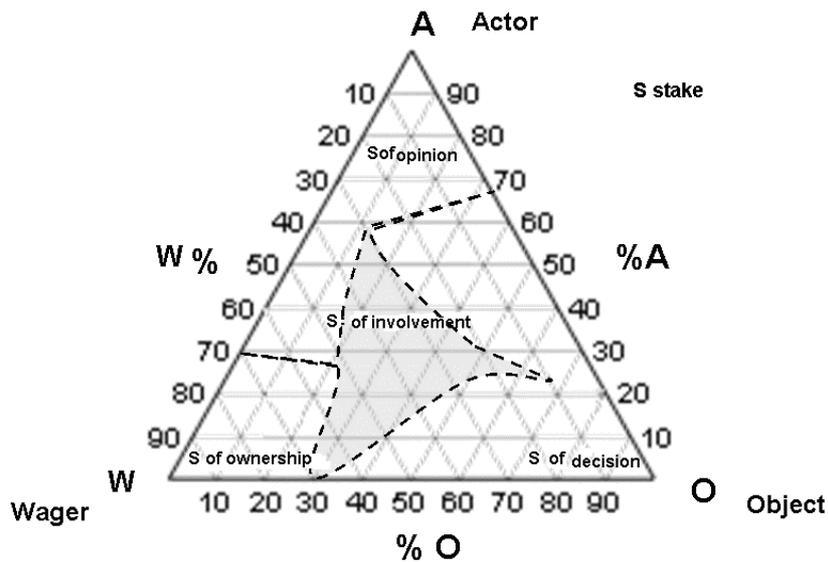


Figure 12: Systemic Operation

The numerous and varied forms will depend on the object, actor and wager, but also on the method and scales used to calculate the position of the stake on the graph. We could have reasoned in terms of distance, attraction or intensity ... this would not have modified the rationale, but merely the representation.

These components as a whole constitute the theoretical framework of our approach.

### 1.1.2 From system stake to systems of influence

In human sciences, the term 'system' has several definitions, all of which share the common idea that the system is a group of components engaging in dynamic interaction (Jacques Lesourne-1976) with an organised purpose, depending on the aim (Joël de Rosnay-1979).

The finalised components constitute the features of the system, but this does not tell us anything about its foreseeable evolution.

To reduce the difficulty in understanding these features, we have taken an example of daily life, which could of course expose us to criticism from the purists among us!

The systems theory comprises twelve points which define how to recognise a system.

These points for identifying a system are as follows:

*(If the reader has followed our advice, he will have formulated his stake by now).*

**Salary increase:** *An employee has a meeting with his boss to discuss a salary increase.*

1. Wholeness: the system is seen as a whole, the outcome of which is different to the sum of its components.

*He regularly has meetings with his boss, but not all of these result in a salary increase.*

2. Interaction: connects the system components in pairs.

*The interaction between the boss and the employee will determine the salary increase.*

3. Information: this may be either a flow between the system components or participation in the structure of the system.

*This is the amount requested from the boss which will “circulate” during the meeting, but it is also the way in which he reacts to this type of request which will “structure” the employee’s approach.*

4. Feedback: this is the consequence of an action on the system operation, or of an observed gap between the desired and actual outcomes, which has the result of modifying the system.

*When the amount proposed by the boss is different to the amount the employee would like, he is bound to react.*

5. Ago-antagonism is the characteristic of a feature which has the particularity, in a relationship between components, of leading to an unexpected result.

*Faced with the employee’s request, the boss will propose that he look for work elsewhere.*

6. Circular causality defines an interaction which has reciprocal feedback.

*The employee reminds his boss that the client works exclusively with him. The boss will then change his tone.*

7. Regulation consists of a loop logic as a whole, which enables the system to be managed.

*The employee modifies and reformulates his request.*

8. The variety is the number of forms the system can take.

*In our example, these are as numerous as are the feelings, nuances, cultures, histories, etc. of our protagonists, and apply to as many contexts as life can offer.*

9. The opening / closing of the system characterises exchanges with components which are external to the system.

*In our example, and in all the examples discussed in this book, we have open systems, changes in management and meeting cancellations.*

10. The black box / white box equates to the choice of the observer, who is either trying to understand (white box) or is focused on the reaction of the system to external stimuli and the consequences (black box).

*In the present case, and in all the cases cited in this book, we are faced with black boxes which we are trying to elucidate without always succeeding.*

*How does the employee's boss reason?*

11. The structure describes the connections between the components, the features and their interactions.

*This is what we have started to do in our examples.*

12. Synchronous and diachronous: synchronous components evolve simultaneously, while diachronous components do not.

*The employee knows his boss well: each time he broaches the subject, his boss will talk about competition, the marketplace and the economic climate... here the two actors are synchronous.*

*Each time the employee requests a meeting, the boss replies that it is not a good time... here they are diachronous.*

The systems theory also integrates methodological tools which facilitate analysis.

There are 5 such tools:

1. Systemic triangulation which distinguishes:
  - The functional aspect, which seeks to define the purpose of the system within its environment.
  - The structural aspect, which describes the structure of the system by concentrating on the evolution of components as a result of their interactions.
  - The historical aspect, which records past evolutions in order to predict future evolutions.

*In our example, "the amount of the increase" is a functional component: the purpose. "Each time he broaches the subject" is a historical component which leans on the employee's experience. By evoking "competition, the marketplace and the economic situation", the boss has a structural response, as the employee always comes with the same convoluted speech.*

2. Systemic decoupage, in contrast to analytical breakdown, does not seek to detail all the elements, but rather to identify groups of related elements with a systemic type of behaviour rationale. Clearly, identifying the boundaries of subsystems is therefore one of the difficulties of the approach, to which can be added the question of the boundary of the system itself.

*In our example: while preparing coffee in the morning is probably not a component of the system, the historical content of the relationship between the boss and the employee is.*

3. The analogy distinguishes metaphor, homomorphism<sup>14</sup>, and isomorphism<sup>15</sup>.

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<sup>14</sup> Compared observation of two systems in order to find similarities, and make conclusions, from the functioning of one, about the other.

<sup>15</sup> Consists of establishing a correspondence between all the traits of the studied object and those of the model, without omitting any.

4. Graphical language, which enables a global understanding.
5. Modelling, which reduces complexity by introducing an element of inaccuracy.

Our stake is a system whose components (actor, wayer and object) are identified and whose purpose is that which is formulated by the stake.

But why call it “focal”?

### **1.1.3 Specificities of the system of influence**

In contrast to many other fields of application of the systems theory, the starting point of the process is the aim (stake), and not the components. The stake (aim) is not a consequence or a result, but rather the very purpose of the process.

This is why we describe our system with the metaphorical term “focal”. The aim (stake) is the component to always keep in mind, while assessing the consequences is the criteria for recognising the components relevant to the system.

The absence of identified components at the beginning of the process has consequences on the methods and conditions we will employ.

As such:

- As we are not always able to describe relationships between components (interaction, feedback, ago-antagonism, circular causality, regulation...), we will use the term ‘connection’ generically.
- Having neither knowledge of the system components, nor the possibility to outline the system (systemic decoupage and boundaries), to identify the components, we will trace each of the connections until they have no more consequences on the stake (the aim) within a ‘relevance’ rationale.

This approach leads us to describe our system as a “subsystem”, adopting the assumption that the connections enable us to identify other systems which provide an explanation of the behaviour rationale of the “focal subsystem”.

The system construction rationale is similar to the development of a model, with no knowledge of the components, and having only the initial question which we explained using the term “focal subsystem”. Through identifying components, we are looking to construct subsystems which facilitate an understanding of the global underlying principles.

The explicit purpose of systems of influence has further consequences on the approach. The purpose of the aim (stake) is to obtain certain elements from a specific category, the actors, behaviour which is propitious for reaching a target via other components of the same category, and other actors.

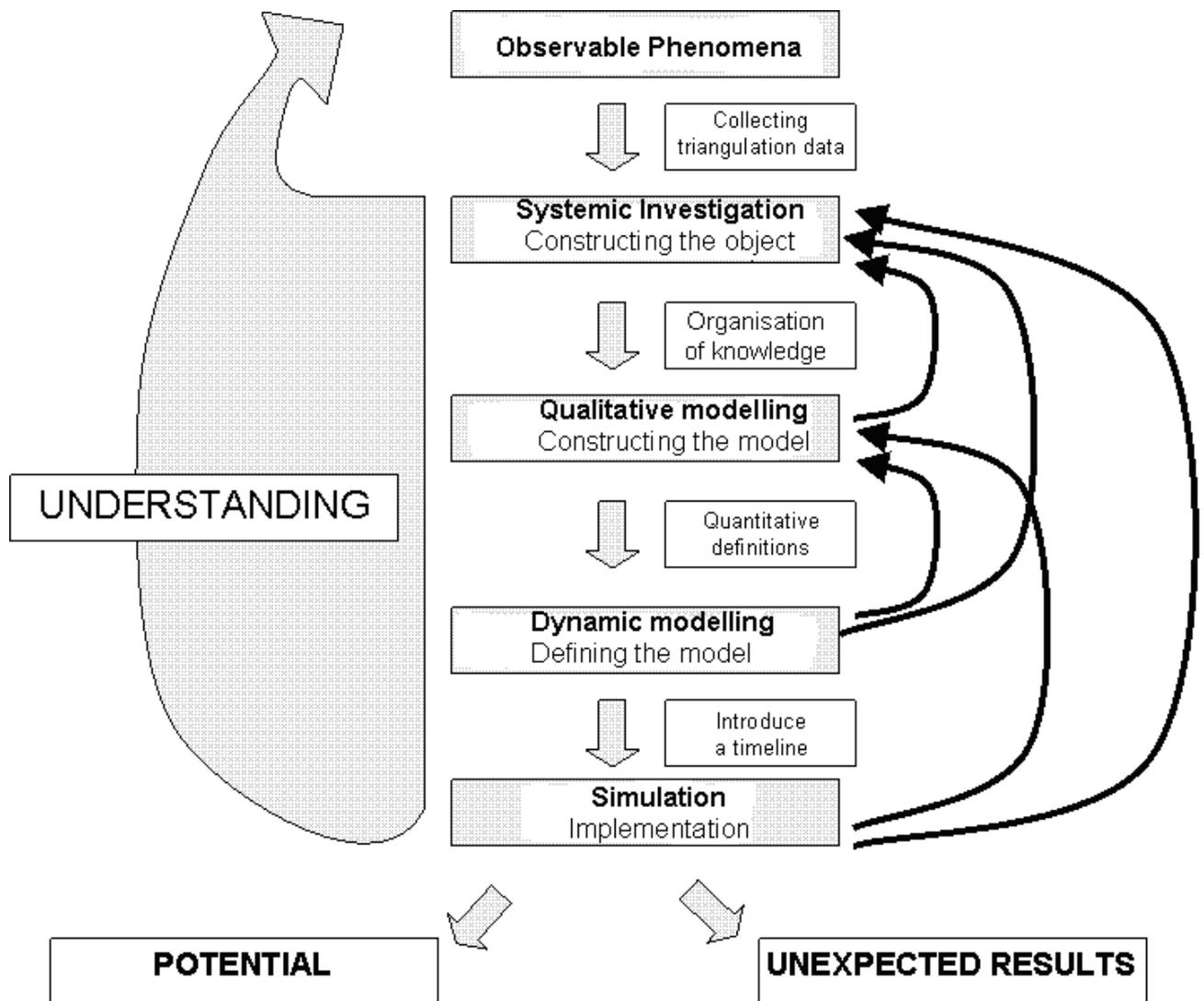
The remaining categories of components are consequently subjugated, all regulated by the energy deployed by the actors.

For better or worse, this specific category (Man) can potentially:

- create components, with no other input than willing;
- generate its own energy;
- choose the way of using or not using such available energy; and
- generate energy, of which the endurance, storage capacity and capacity to structure other components has no comparison.

Furthermore, the existence of an operational purpose leaves little place for experimentation or simulation.

If we take the traditional schema of a systemic approach:



Source: French Association of Science Systems (AFSCET)

Figure 13: The Systemic Approach

Evidently, our remarks challenge the approach as it is defined, which leads us to integrate dimensions not covered by this representation. Consequently, we introduce an

integration loop to the stake, which defines the nature of the observable aspects, and we take into account the ethical dimension, which affects the components of the system in question.

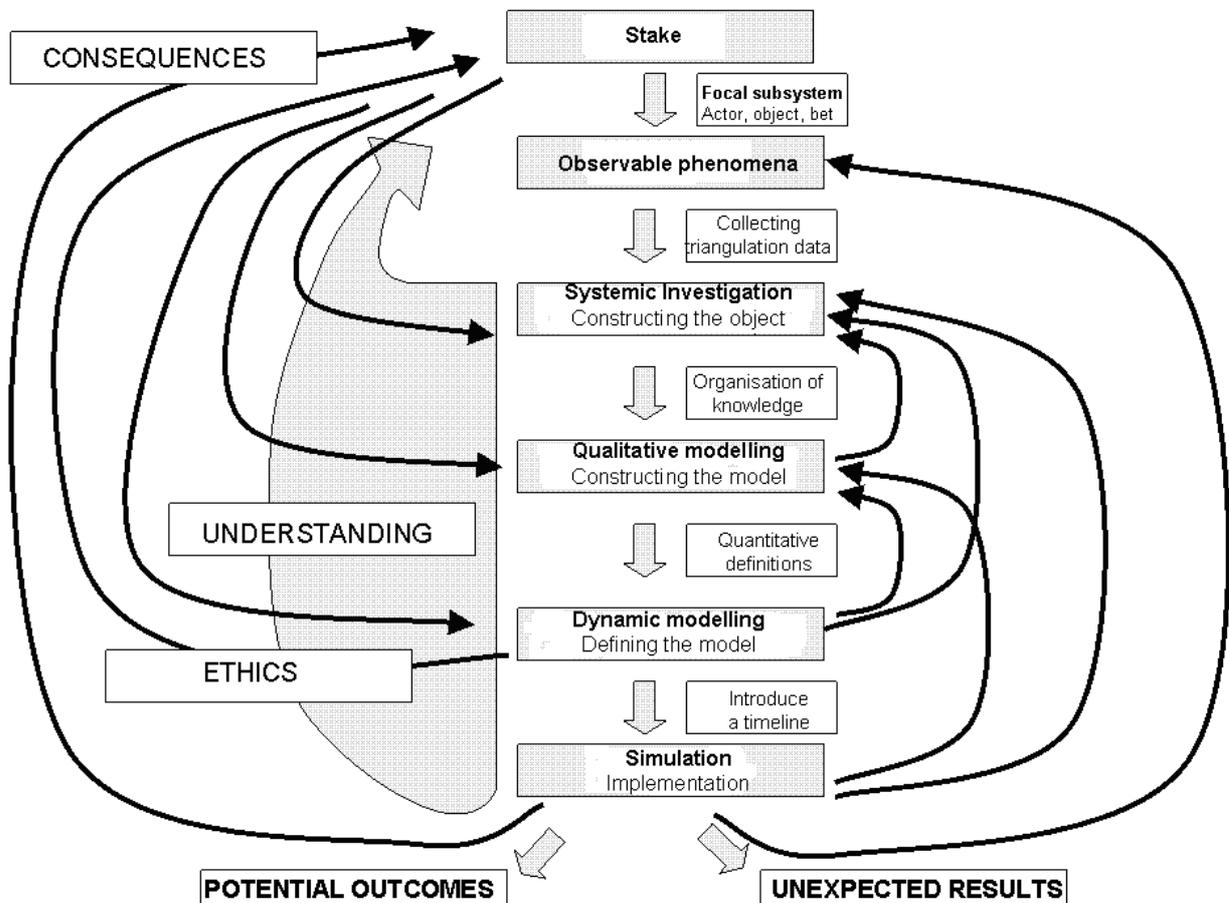


Figure 14: The Process of Influence  
According to AFSCET

The stake, which is the entry point to the process, should enable us to observe the situation. But how can this be done? This is the subject of the following paragraph.

#### 1.1.4 Beginning the development of a system of influence

It is the “focal subsystem”, the aim and purpose of our system, which will constitute the gateway to our approach. Yet we must first describe how to build the field of observation.

We will initially define the components of the focal subsystem:

- the **actor** as the person/people who perceive the object and the wager;
- the **object** as the reason for the situation; and
- the wager as being the potential or real **change** in the **actor** (in both being and having) due to his **perception** of the **object**.

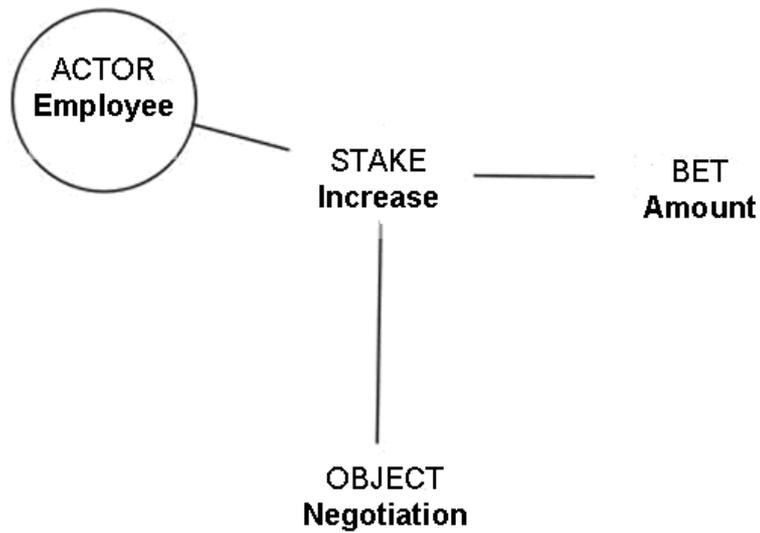


Figure 15: Central Subsystem

If the reader has followed our advice, he will have defined his stake, and is consequently the actor we are talking about, the object is the subject of his concern, and the wager is what he risks gaining or losing if the situation does not go in his favour.

**Salary increase:** For the employee who has a meeting with his boss about an increase in salary, the actor is the employee, the wager is the amount and the object is the negotiation.

The actor to whom the employee is connected is his boss.

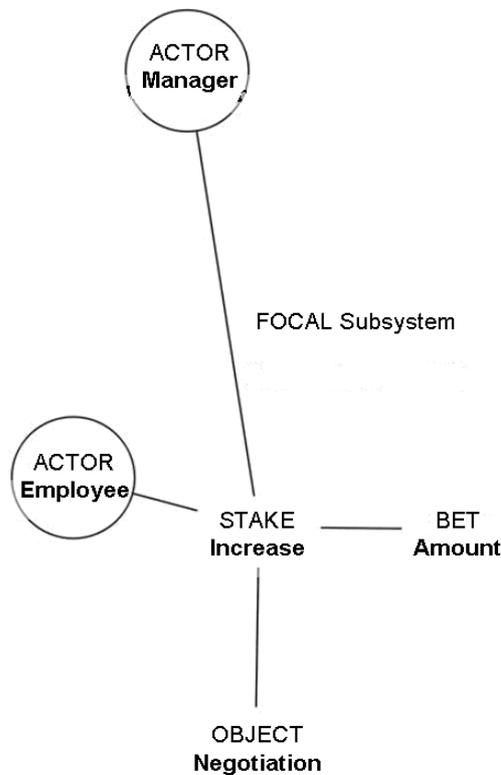


Figure 16: Stake Model

Although the actor has been widely studied and described, the same cannot be said for the object and the wager.

This lack of understanding of the wager and the object constitute two “weak links”, which we will attempt to resolve.

Our approach adopts the systems rationale, drawing on concepts from this paradigm. The reader may consult the works of Guy Turchany “The systems theory: a global overview and definitions” (see webography) to learn more about systems rationale.

Within this rationale, we will adopt the maxims proposed by JP Algoud (2002):

- Maxim 1: "Rebuild the system entirely" by re-piecing it together to understand the object being studied.

*For the salary increase, the employee has prepared all he can find to help him.*

- Maxim 5: "Control the object's evolution through the systems dynamic"

*The employee remembers the meeting from the previous year.*

- Maxim 6: "Navigate the natural or artificial system using predictive systems theories"

*The employee anticipates his boss' arguments.*

*Similarly, but in an economic context:*

**Sawmill:** *A sawmill is a company (ACTOR) with a sawing activity (OBJECT) which uses assets, stock and cash flow, which it combines to make its trade durable (WAGER) in order to remain sustainable (STAKE).*

## 1.2 The object, or reason for participating in a situation

### 1.2.1 The notion of object

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

A company is an organised community whose purpose is economic action.

It is an entity within which situations, games and activities:

- Evolve in the short, medium or long term;
- Materialise through projects, decisions, actions and consequences;
- Take place within or outside of the entity; and
- Affect assets, structures, individuals, communities, groups or other organisations (particularly other companies).

We recognise that in practice, defining *all* the stakeholders in a company is at best difficult, if not impossible.

Our approach will therefore consist of starting with the object of the studied stake (we will use the term “**central object**” within a systemic analysis rationale) to first of all

identify other objects which may modify / be affected by the state of the object, thereby establishing a heuristic map of objects.

We consequently establish an understanding of the situation as a network of objects.

This heuristic process will be reused, following the same procedures, to analyse the wager (“**focal wager**”) and the actor (“**central actor**”).

To do this, we will initially use examples drawn from the timber trade to explain the process.

*Sawmill:* The activity of a sawing company takes place within a sector, a concept which is more informal than that of a situation.

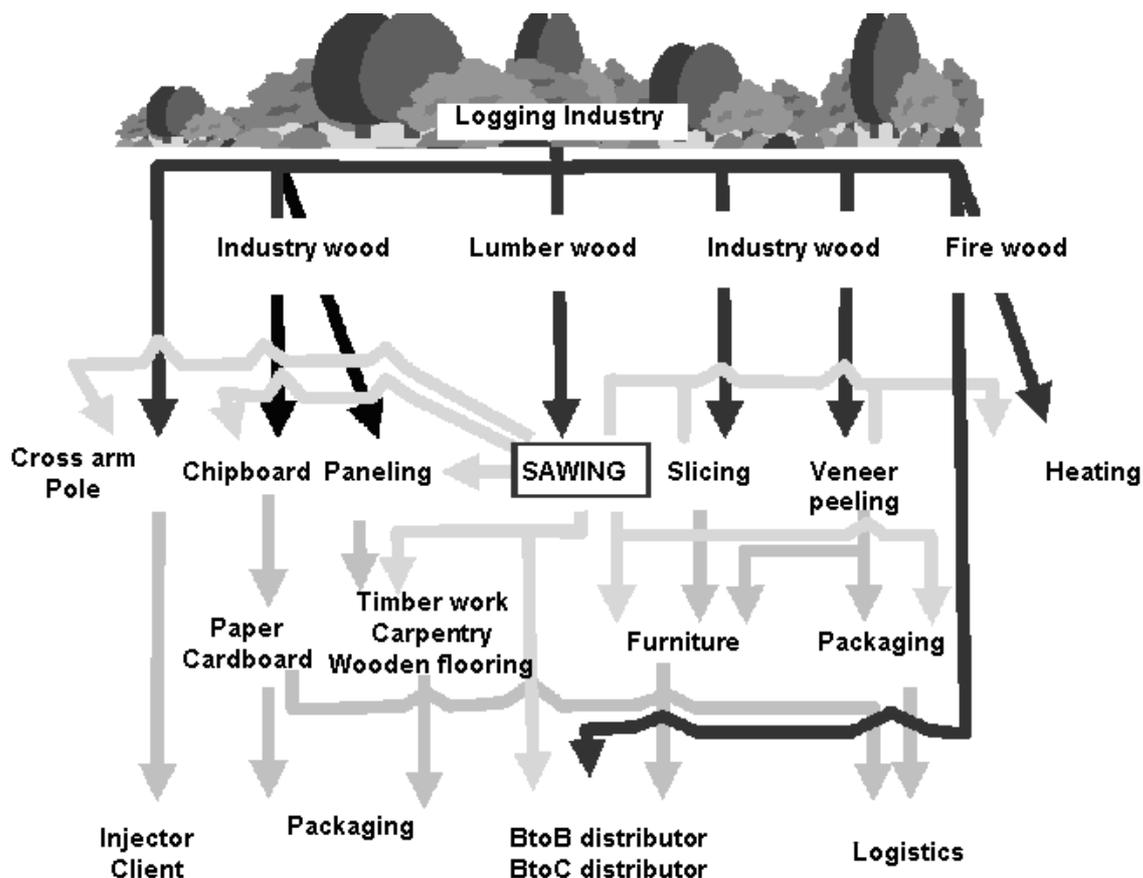


Figure 17: The Timber Sector

Investigation ranges from the alteration, either positive or negative, to the eradication of the object. It is therefore necessary to explore what could affect the focal object, including de facto situations (a storm, an earthquake, access to the tree, etc.). Indeed, we must consider all components which could impact the focal object.

All causalities which could potentially affect the object constitute first-rank connected objects.

*Sawmill:* The sawing trade is dependent on its primary resource, trees: no trees mean no sawing, and thus no sawmill. The availability of a sufficient volume of timber (CONNECTED OBJECT) is consequently vital for the trade of the sawmill. We will examine this connected

object later, but we could also have used other connected objects, such as availability of competent staff, or of sawing or handling equipment...

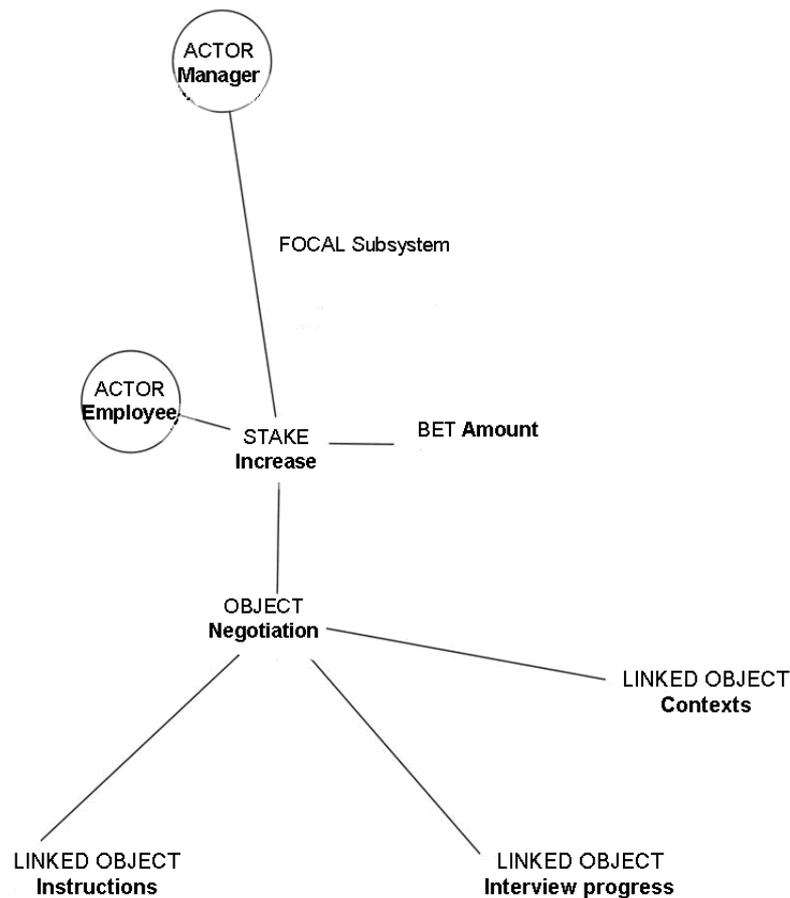
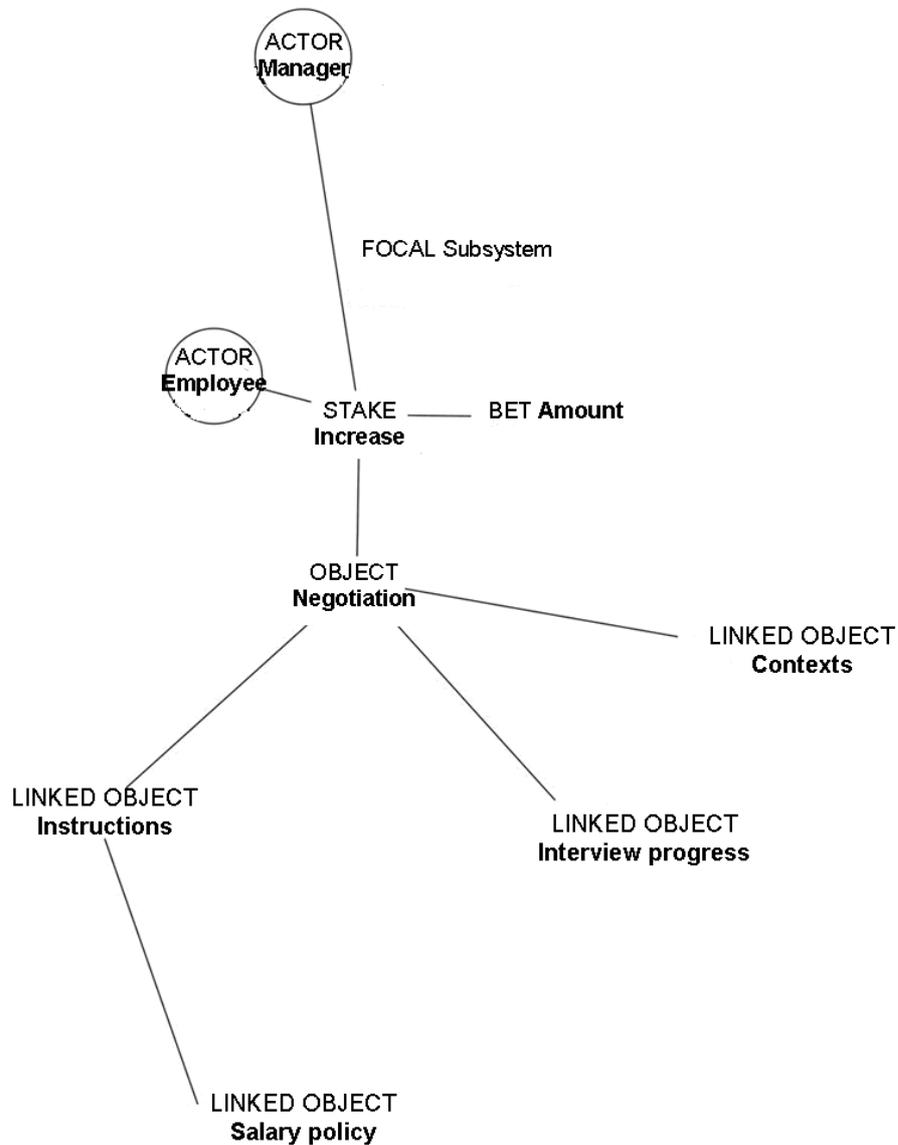


Figure 18: Object and Connected Objects

**Salary increase:** The salary increase does not only depend on the merits of the employee, but more on aspects which are beyond the boss' control: the economic situation (CONNECTED OBJECT), received instructions (CONNECTED OBJECT), etc. or even something like a business trip, if it put him in a bad mood the day before (CONNECTED OBJECT).

Connected objects are themselves affected by objects, and consequently constitute an interrelated chain of objects from the front rank to the umpteenth rank.

**Sawmill:** The volume of timber to be sawn (CONNECTED OBJECT) is connected to the volume of timber available (CONNECTED OBJECT), which will depend both on the capacity to extract timber from the forest (CONNECTED OBJECT) and choices concerning how the forest is managed (CONNECTED OBJECT).



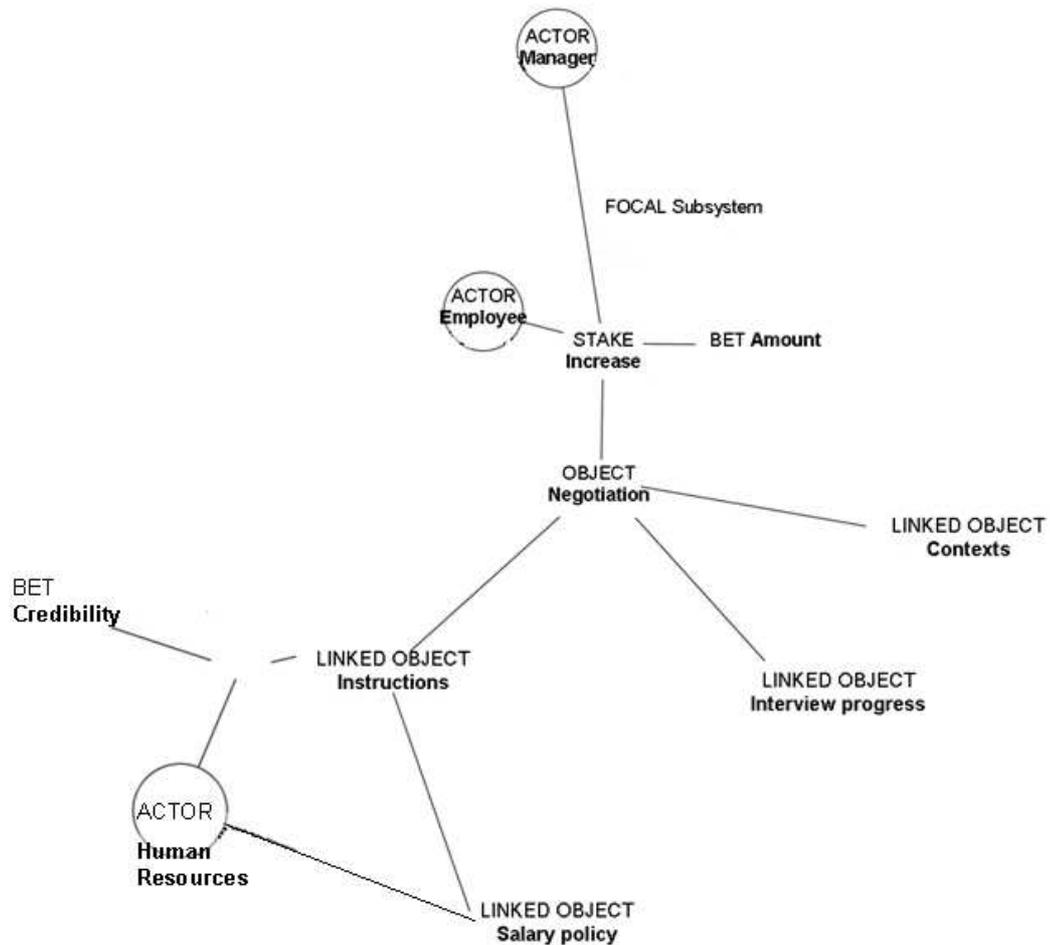
*Figure 19: Chain of Objects*

*Salary increase:* will depend on the employee's merits (*CONNECTED OBJECT*), but also on HR salary policy (*CONNECTED OBJECT*).

Connected objects affect actors and wagers. Each stage of the construction therefore requires that, for each object identified, we ask the following questions:

- Who are the actors connected to the object?
- What are their wagers?

This process leads us to identify sets of connections between an object, one or several actors(s) and one or several wager(s).



*Figure 20: Connected Objects and Stakes*

**Salary increase:** Human Resources set out terms which restrict the actions of the boss regarding salary increases.

Each time an object is connected to one or several actors, or the wager(s) are connected among themselves, this will establish a subsystem for which we can identify a new stake. Described in this way, the stake will no longer be the focal stake, but rather a connected stake.

This is an approach which contrasts with that which is applied for the focal stake. We describe the stake by starting with the identification of an object, actor(s) and wager(s). To be capable of this, the actor/actors' object must be unique and the wagers must be interacting (potentially/really).

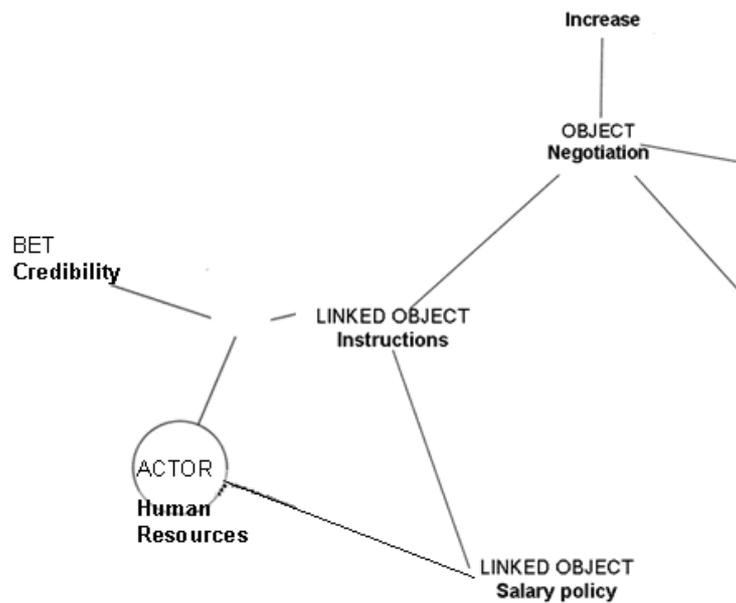


Figure 21: Connected Object and New Stake

**Salary increase:** Your HR director's stake is to ensure compliance with policies defined by the general management.

**Sawmill:** "Forest management" (CONNECTED OBJECT) is, in France, the affair of forest owners, who may be private or public. Private owners (ACTOR) are often grouped into syndicates (ACTOR). The main actor is public (the Forestry Commission)<sup>16</sup> (ACTOR), managing forest heritage on behalf of the State (ACTOR) and certain communities (ACTOR). The first category of stakeholders of a sawing trade is therefore the forest owner. The owner manages the forest to gain revenue (WAGE) from it. If the management is effective, the revenue will be high, as will be the asset value of the forest heritage (STAKE).

Subsystems affect the focal stake via the object, the wager or the actor(s). Operation of the subsystem resides in interactions between the actors, wager and object.

Understanding these interactions is the essential point of finalising the subsystem, but is also one of the major difficulties of the process.

Inability to understand this rationale is often a symptom of an inadequately defined stake or wager(s), and/or non-identified connected objects. Indeed, this situation leads to the identification of one single subsystem, whereas, in reality, there are several.

<sup>16</sup> <http://www.onf.fr/>

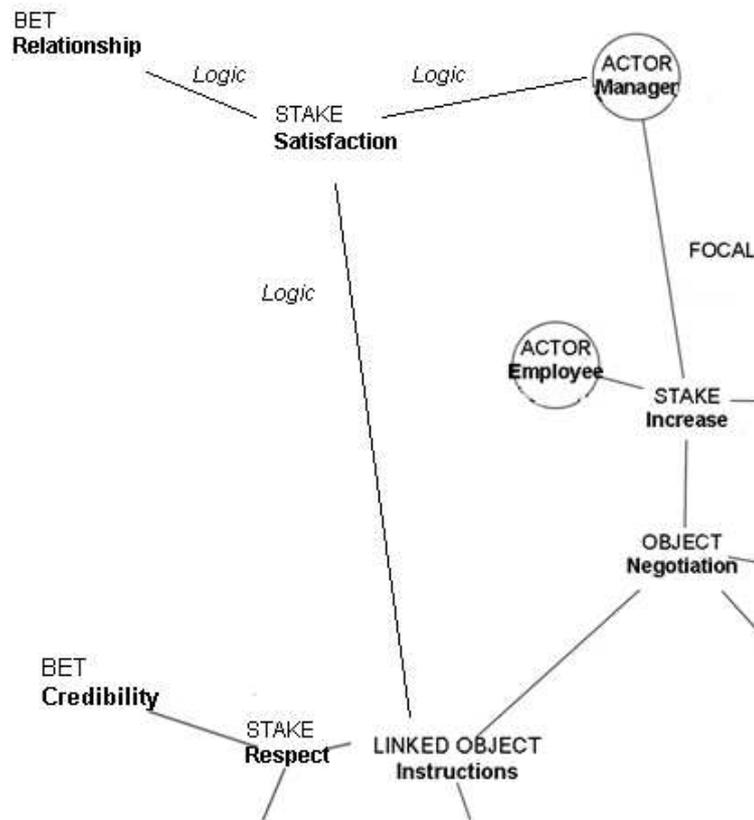


Figure 22: Model of Connections and Subsystems

*Salary increase: HR is only interested in your salary increase in terms of its coherence with their scales. However, ensuring that your boss sticks to the budget allocated to him for salary increases does concern them.*

We have just seen that a focal stake is expressed within a focal subsystem comprising:

- a focal actor
- a focal object
- a focal wager

This analysis could have led us to use the term “Agent”<sup>1718</sup>. However, this would have taken us on an epistemological path and to conceptual distinctions which do not reflect the subject of our argument.

In order to facilitate reading, we will use the word “factors” to group the terms actor, object and wager, referring to the mathematical term for which factors is the collective term for a product which, in our case, is the stake.

The “factors” (actor, object, wager) are connected to other factors (objects, wager, actor) which could potentially be grouped into connected subsystems and which in turn may affect the focal subsystem.

<sup>17</sup> M Levy and JP Lussault (2004).

<sup>18</sup> Linguistics term.

The new connected subsystems constitute complimentary stakes and operate according to their own rationales.

***Sawmill:** The standing tree bought (located in the middle of the forest) will be subjected to several operations, which will vary according to its nature and purpose: cutting and debranching in the forest, transport, debarking and cutting up. The tree, whatever its variety, is made up of elements whose potential revenues are very varied according to their nature and destination. Consequently, for resinous trees, the trunk generates most of the revenue, those destined for the sawmill command a higher revenue than those destined for the papermaker, while the leaves and bark generate a marginal revenue. Optimisation is therefore the mechanism which connects management and revenue (RATIONALE).*

The focal stake is directly affected by connected subsystems, but these connected subsystems are themselves affected by other connected subsystems or other connections and so and so forth, in a global sequence (from second to Nth rank) with or without feedback.

The difficulty at this stage is to define the perimeter beyond which we no longer take connections or subsystems into account.

The *impact* on the subsystem is the criteria. If the impact has the potential to modify (and vice versa) the focal subsystem, we retain the subsystem or connection. Otherwise, we discard it.

***Salary increase:** Before the meeting, the boss may have used a significant portion of the salary increase budget which was allocated to him.... In this case, the employee must reduce his hopes of negotiation. If he is aware of the limits of the HR management's salary scale, he is in a better position to formulate his request.*

***Sawmill:** the decision to harvest and the choice of trees and land plot are all made by the owner. The users of the timber and forest operators are connected to these decisions as they determine the volume and quality of the offer (SUBSYSTEM 1).*

*In contrast, the owner will be influenced by the revenue (WAGER) generated by their forest, which does not directly depend on either the price of ready-to-use products (sawing, stationery, timber poles...) (CONNECTED OBJECTS), nor the costs required for their transformation from a tree in the forest (CONNECTED OBJECTS), but rather depends on the offer made by timber operators.*

*The tree is cut down (by Woodcutters), taken out of the forest (Stevedore) then transported (Transporter) and disbranched to be cut into pieces (Forest Operator) (together: the ACTORS).*

*The cost of these operations will depend on the topographical conditions of the area, (for example, the cost of a plot of land closer to a main road is less than the cost of a sloping plot, for*

*which a path of access must be mapped out). It will also depend on how difficult it is to access the tree itself (cutting one tree in every ten is proportionally more costly than cutting all the trees in a plot)...*

*At this level of the transformation process, the tree trunk may be cut up to be sawn (Sawmill), or transformed into poles (Injector), or logs for the stationery industry (Papermaker) or firewood ...*

*The price which transporters are ready to pay for ready-to-use products (sawing, stationery, poles...) depends on their own economic conditions.*

*So, the forest operator will fix their offer, taking all of these points into consideration (SUBSYSTEM 2). Although only selling standing trees, forest owners will nevertheless take into consideration the price of resinous timber destined for stationery (SUBSYSTEM 3) when selling their trees, assuming that a high price will be reflected in any offer made to them for the standing timber.*

## **1.2.2 Actors and subsystems**

In paragraph 1.2.1, to simplify our argument, we stated that an “actor” is only concerned by a “subsystem”. However, this is actually rarely the case.

It is therefore necessary to list the “subsystems” which concern each actor, to categorise them in decreasing order of impact on the actor’s decisions, retaining only those which determine his behaviour.

**Salary increase:** *The boss has the ability/desire to bypass the instructions he has received from HR. In this case, the employee can revise the conclusions of the previous stage upwards....*

- *Here, the reader is invited to substitute the stake of our example with his own stake.*

**Sawmill:** *we saw previously that the volume of timber for sawing is connected, via the volume of timber, to forest owners’ management and the capacity to extract the timber from the forest. This capacity is the object of the woodcutter - stevedore – transporter - forest operator chain of trade. To this we could also add the processing capacity (sawmill, papermaker, injectors, etc.) to absorb the proposed volume.*

*The sawing trade will generate finished products (timber boards, frames, etc.) but also by-products such as wood chips or shavings (CONNECTED OBJECT) which will be promoted to the timber processors (ACTORS) for manufacturing paper, signs and so on.*

*At this stage, the object of papermakers’ (ACTORS) stakes is their transformation capacity, the available volume, the price per log for stationery and the volume of by-products (wood chips and shavings). Papermakers (ACTORS) in the heavy industry sector calculate an arbitrage which takes into account the time required to obtain the product (one tree requires 40 years of growth), the cumbersome nature of the product and the need for a processing chain. They have*

*consequently implemented policies for access to timber resources to secure the volume (contracts, affiliations...), which is to the detriment of the supply cost.*

*The combination of these components leads them to rank their stakes within a decisional rationale (RATIONALE):*

- 1- Maintaining the transformation capacity (CONNECTED OBJECT).*
- 2- Having the best volume from the available volume of timber (CONNECTED OBJECT).*
- 3- At the best possible price per log for stationery (CONNECTED OBJECT).*
- 4- By using the volume of by-products (wood chips and shavings) (CONNECTED OBJECT).*

### **1.2.3 Stakes and subsystems**

In paragraph 1.2.1, in order to simplify, we stated that a wager is only connected to one subsystem, yet this is rarely the case.

It is therefore necessary to list the factors (actor, object, wager) affecting (or being affected by) the wager, then organise them by decreasing order of impact on the wager in order to retain only those which are determinant in its evolution.

*Sawmill: the forest owner's revenue depends on his management, but also on circumstances which are entirely beyond his control. Weather conditions (CONNECTED OBJECT) increase or reduce the weight/volume ratio, which is one of the key factors of the price paid by papermakers. Forest fires (CONNECTED OBJECT) and/or uprooted trees (CONNECTED OBJECT) depreciate the value of the timber. When confronted by a fire or storm, the forest owner will change his stake as a result of the alteration endured by the wager. The main aim is no longer to optimise revenue, but rather the survival of the heritage upon which such revenue is dependent.*

## **1.3 The wager or risks in the situation**

### **1.3.1 The notion of wager**

**The wager is a part, or characteristic of the actor's resources, who himself is voluntarily or otherwise implicated within a subsystem. The wager is not free, as it is exposed to the operational risks of the subsystem.**

The characteristics of the actor's global resources are consequently modified when the wager is placed. The wager will be subject to modifications over time, ranging from gain to loss and modification of its characteristics.

The process, as with the focal object, consists of:

- Beginning with the wager (focal or otherwise).
- Applying the systems analysis rationale used for the object.
- Identifying other subsystems which could modify/affect the state of the wager (focal or otherwise).

To explain the approach within the framework of the “game theory”: a winning player’s wager is affected by monetary depreciation during the game, in such a way that he receives profit in the game and his resources diminish if he lives abroad.

In the same way, a company may gain clients, in a market which is collapsing, and yet never receive any reimbursement for investments.

*Sawmill:* In the example of selling standing trees in public auctions, once the conditions of sale have been fixed, the forest owner no longer has any influence over the buyer’s choice or conditions of sale (WAGER). The owner’s heritage is modified, at least for the duration of the sale, even if the sale is unsuccessful.

The nature of the wager will depend on the consequences its alteration has on the characteristics of the actor.

- Death / Birth of the actor: **vital wager**
- Lasting modification of the actor or his resources: **strategic wager**
- One-off modification of the actor or his resources: **ancillary wager**

*Sawmill:* In the case of uprooted trees resulting from a storm, the forest owner cannot survive the consequences: not only has he lost revenue (WAGER) but he is incapable of preserving the resource which constitutes his forest heritage.

*The wager becomes vital. Indeed, any revenue - whether resulting from sale of the forest or standing timber - being thus impossible, it is the actor himself, as forest owner, who risks failure. For the forest owner, the opening or closing of a nearby sawmill represents an opportunity which could potentially modify his revenue over the long-term, constituting a strategic wager. In the case of selling in public auctions, the shrewd sawyer who participates in several sales and has a stock of standing timber will rarely be obliged to buy his own: these constitute an ancillary wager.*

A “wager” may be voluntarily or involuntarily placed by actors.

*Sawmill:* In the event of fires and/or uprooted trees, owners whose timber has not yet reached maturity (or who do not need the revenue) and were spectators before the event become actors, obliged to sell.

### 1.3.2 From a single wager to multiple wagers

We have previously argued that factors affecting the wager must be listed (actor, object, wager), categorised in order of decreasing impact, and only those which determine the evolution of the wager must be retained.

In the same way, wagers affecting a subsystem should be compared in order to only retain those which are part of the actor's arbitration rationale.

*Sawmill: The owner's management affects the revenue, but this is not the only wager which will be affected by this object. The numerous local conflicts demonstrate a relational wager which we have not yet discussed at this stage. With the same rationale, regular buyers of timber cuts<sup>19</sup> know each other and maintain relationships with the sale organisers (Forestry Commission or syndicates). The sawyer's participation in a sale at public auction entails placing three wagers: the price, the relationship with the organiser of the sale and the image of the sawyer's financial health in the local sector.*

*Many sawyers prefer to buy a bad quality batch than to leave a sale without making any purchase, either through pride, a gesture of goodwill or image management. The reasons for this can be numerous, but all relate to the aforementioned wagers.*

### **1.3.3 The wager and the actors**

The actor's reasoning in arbitrage is not only rational in the aim of optimising the "wager". The actor is also affected by rationalities of various orders (psychology, sociology, affect, etc.).

*Sawmill: Selling in public auctions is a stake in which the actors communicate through the price for stumpage ownership. The specifications of timber cuts and terms of sale constitute the rationale. The vice of pride, described previously and well known by the sale organisers, leads them to organise the sale in two stages.*

*The first stage of the sale is conducted with a reserve price (withdrawal price). Once this stage is over, any batches which have not been sold (i.e. no offer above the withdrawal price) are either subjected to a second reserve price, with the seller playing on the effect of "pride", or a permanent withdrawal.*

## **1.4 The actor or energy of the situation**

### **1.4.1 The notion of 'actor'**

For Crozier and Friedberg (1977), the actor is an individual or a group who, when confronted with uncertainty, within an organisation, adopts a role or defends a position and mobilises energy in order to do so. Here, the actor is only taken into consideration after implementing such energy. Yet this definition limits the capacity of the analyst to anticipate the actors' movements. This is why we add to the notion of energy, that of a connection which may generate a situation of uncertainty. **The actor is an individual**

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<sup>19</sup> Forest stumpage, granted to the forest operator by the forest owner

**or group who, confronted with a situation of uncertainty (perceived or future) has (or will have) a position to defend, a role to play, and mobilises (or will mobilise) energy or a connection in order to do so**

#### **1.4.2 Connections to factors (objects, actors or wager) facilitate anticipation of the actor's behaviour**

The process, as with the focal object, consists of:

- Beginning with the actor (we will use the term 'focal actor').
- Applying a systemic analysis approach for the object and the wager.
- Identifying other factors (objects, actors or wagers) which could potentially modify (or be affected by) the state of the actor.

Indeed, it is not because the actor confronts a situation of uncertainty that he is not altered by other factors.

To explain this rationale in the context of the "game theory" a player leaves the games table during the game if he is ill or has promised his wife he would be home for dinner.

In the same way for a company, a change of presiding managing director almost always leads to a reduction in the decision-making capacity.

Each time the object, stake and wager are identical among actors, we will find ourselves in a subsystem wherein the actors will be players. We can then use the game theory approach.

*Sawmill: "...The main role of the Forestry Commission is to maintain state-owned and public forests registered under the forestry regime, along with carrying out projects of general interest entrusted to them by the State..."*<sup>20</sup> *The Forestry Cooperation Union, a group of private owners, is committed to "developing and promoting private forestry production... promoting the image and economic interest of the forest timber sector". If the maintenance (WAGER), revenue (WAGER) and value (WAGER) are the same for all, whether public (Forestry Commission, local authorities...) or private (ACTORS), the existing connection between the state and its stakes differentiates between behaviour and duties. We can consider private and public owners as two distinct actors.*

*What are the stakes for forest operators? By looking at the connections, objects and pre-identified wagers, we can establish the following map of connections.*

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<sup>20</sup> <http://www.onf.fr>

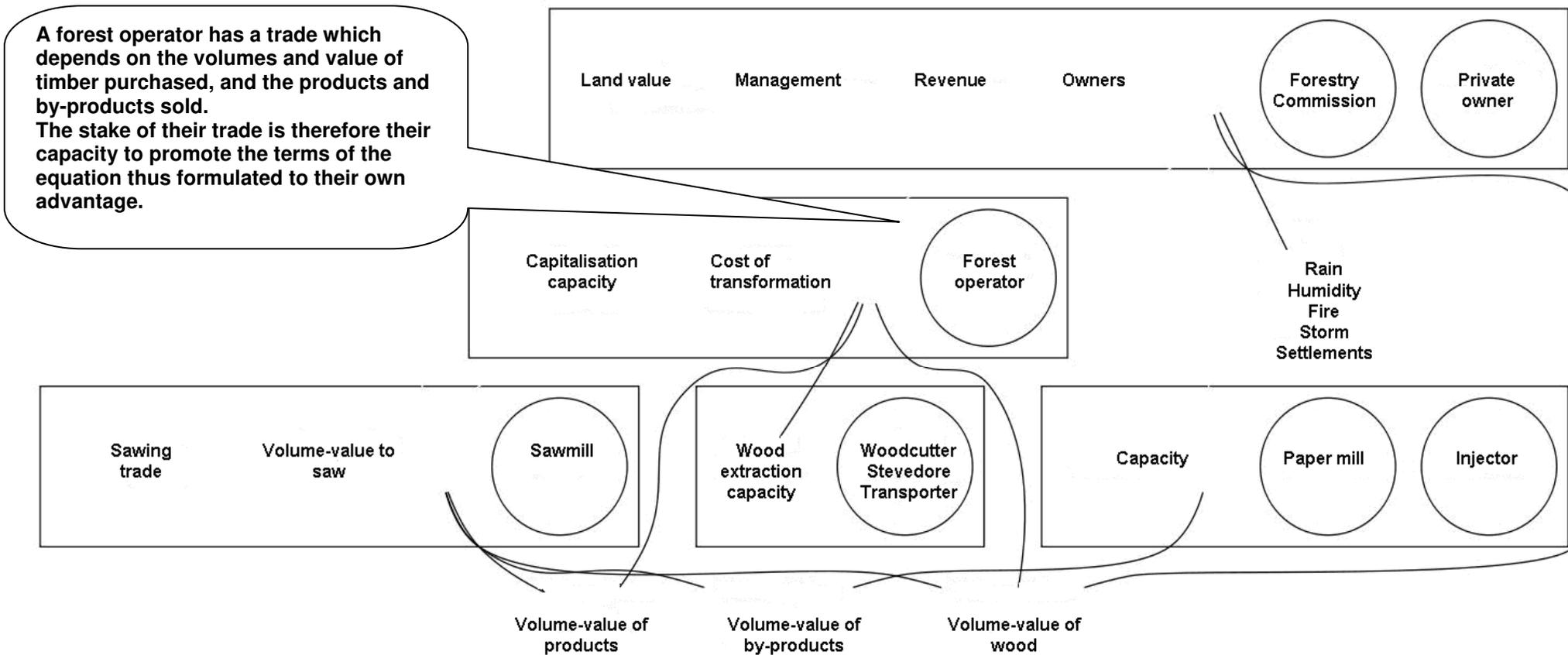


Figure 23: Map of Connections and Stakes

Developed with Grapwiz of AT&T Labs Research

### 1.4.3 The Roles of actors

The stakeholder theory recognises the actors which have a stake or an interest in the situation, but the connection between the actor and the stake varies. We characterise this variation by attributing a role to the actor in the situation.

Without being exhaustive, we cite four typical roles:

**The player** is interested in the wager.

**The spectator** is interested in the game.

**The arbitrator** is interested in following the rules.

**The indifferent party** is not involved in the game, but could become involved at some point.

The actor's choice of role defines his field of action: the arbitrator cannot collect the wager without being challenged by the player.

Describing the role of the actor facilitates understanding and prediction of how the situation may proceed, by enabling identification of the possible limits of the actor's actions.

*Sawmill: When a tree is uprooted during a storm, forest owners, including the State, are players, the local communities concerned are the spectators, and the neighbouring towns are indifferent. The State will behave just like all the other forest owners.*

The actors change roles over time, not according to the progression of the game, but rather as a result of external events which modify the nature of the game.

*Sawmill: In the case of catastrophic events which put the economic activity of a territory in danger, the State becomes both arbitrator and prime contractor in preserving the economic activity.*

### 1.4.4 The actor's connections

The stake connects the actor to factors, but the actor rarely has only one stake. Whether in his professional or private space, he is involved with more than one stake which could affect him.

The actor's connections may be of any nature possible: psychological, sociological, affective, economical, etc.

*Sawmill: Sawmills are family companies registered in a territory: the sawyer will therefore have a family and relational network in his territory. When a sale takes place within his territory (and during the subsequent exploitation), connections outside of the game, with the local agent of the Forestry Commission or the private owner, will affect the situation (best information or terms of acquisition – mutual agreement vs. public sale).*

### 1.4.5 The Actor's behaviour

Faced with the situations and connections, the actors develop a decisional rationale, which becomes their line of conduct.

The actor adopts a line of conduct according to the stakes he perceives.

This is what the "games theory" calls the "actor's strategy" in a single game, the conditions being "competition" or "cooperation". We have previously seen that the actor's behaviour is neither limited to these two stances, nor to the single role of "player". It is therefore necessary to examine the actor's conduct within a wider perspective, by integrating all descriptive dimensions of the behaviour (psychology, sociology, ethnology, etc.)

*Sawmill: All sawyers keep up-to-date with family events which affect the forest owners: death, divorce, moving house... these often generate sales of at least part of the heritage, thereby opening the possibility of acquiring timber cuts. Faced with events which may affect the existence of the local timber sector (uprooted trees, fire...), the State implements certain measures, the list of which, due to experience, is well-defined: creation of storage platforms, aid for replanting, cash-flow facility of public organisations (the Treasury Department, Forestry Commission, ...), technical support, lobbying / pressuring manufacturers...*

## 1.5 The Connection or structure of the situation

### 1.5.1 The Concept of connection

The dictionary distinguishes what unites two or more people, what connects them through various types of relationships, what brings two things close or creates a connection, and what establishes a rapport between them.

In the various definitions of "stakeholders":

- The World Bank uses the terms "interests" (a connection between the actor and his vision of himself) and "influence" (a connection between the actor and the other actors).
- The GRI refers to the "impact" (a connection between the actor and object(s) and/or wayer(s)) and to the "influence" (a connection between actors).
- The SRI uses "participation" in the object (a connection between the actor and the object) or the fact of being concerned (a connection between the actor and himself).
- The FAO uses the term "interests".

The notion of "stakeholder" is therefore constructed according to the analysis of connections.

A.L. Friedman and S. Miles (2002) define stakeholders according to:

- The nature of their connections with the organisation (is the connection necessary for the existence of the organisation, is the connection cooperative or contentious?).

- The position of the connections (internal-internal or internal-external).

The examples given in our initial analysis show that the actor (the stakeholder in the situation) is in the centre of a network of connections between wagers, objects and actors. These all circulate in environments which define the conditions under which the game will unfold.

**Connections** are multiple and various in nature, all connecting at least **two factors (stakes, objects, actors)**.

These are characterised by their capacity to modify the state of one component when the other varies, such modification being potentially reciprocal.

Our work aims to understand and analyse these interactions to integrate them into our decisions, thereby being able to anticipate the actors' behaviour.

We are therefore interested in the variations relayed by the connection which may potentially affect the actor's behaviour.

### 1.5.2 The Function of the connection

The connection can have four main functions: contact, action, affiliation or control, whether this is for objects, wagers or actors.

At this stage, by neglecting threshold effects which we will discuss later, we can now define:

#### **For the actors:**

- Contact is an undefined connection.
- Action is a reciprocal or one-sided connection, equal or not, if A ... then B...
- Affiliation is a relationship of proximity, A affiliated to B, if A ... then B perceives it.
- Control is a connection of logic, A controlling B, if A .... then B, too.

For the wagers and the objects.:

- Contact is an undefined connection.
- Action is a causality connection.
- Affiliation is an inclusion connection.
- Control is a dependence connection

For the maps, we will use a symbolic system:

Contact	
The action with interaction	
without interaction	
Control	
Affiliation	

Figure 24: Symbolic System of Connections

*Sawmill:* An increase in the price of timber cuts impacts the sawyers' supply costs of the inclusion connection via the elements which make up the cost: tree quality, topographical conditions of woodcutting, weather conditions, purchase price, productivity, price of subcontracted work, etc. The purchase price per m<sup>3</sup> and accuracy of the volume estimation depend on the price of the timber cut (control connection). Weather conditions, which are the key factor of productivity, are arbitrary (causality connection).

Private owners will monitor prices practiced by the Forestry Commission (affiliation connection) who, due to their power, set the tone. The local Forestry Commission will set their line of conduct according to the campaign instructions received from their hierarchy (control connection) which may include a minimum price for timber cuts (action connection).

## 1.6 Space and Time: a breakdown of the situation

### 1.6.1 Notions of 'space', 'site' and 'game'

As we have seen, an actor can be connected to objects, wagers and other actors. The three may (or may not) combine in one subsystem with a stake, and constitute a game (where everybody's wagers are of the same nature), as in the game theory.

Yet subsystems do not all develop within the same environment.

Defining the contexts in which the factors (object, actor and wager) and the subsystems are located constitutes one stage of the process.

This analysis, similar to that of geographers, ethologists or ecologists... could have led us to use the term "territory". This choice would have caused us, on the one hand, to outline our context, but on the other hand, to freeze the dynamics, which goes against our arguments.

We will therefore name the context a **space**, in the mathematical sense of the term: i.e. a whole, comprising observable characteristics.

The best way to understand what constitutes a space is to make a parallel with sports.

The **site** is the place of confrontation for **endorsement** of the **wager**.

**Regulations** authorise the actor to play and define the conditions of competition which the arbitrator is in charge of enforcing.

**Spaces** define the **contexts** of the site and the rules.

When the **space**, **rule**, “**wager**” and **players** are **shared**, we use the term **game**, the duration of which is that required to endorse the wager.

If the game follows the game theory, the system of influence comprises several levels and entails being considered in its entirety.

Let's look again at the parallel with a sporting example.

The game takes place within the meeting space (pre-game, spectator, stadium, post-game...), the sports federations differentiate clearly between the arbitrator and the sports delegate: the former directs the game, the latter supervises the proceedings and context.

The meeting takes place in the championship space, combined with others.

The championship adheres to a sports organisation in a territory, which is the federation's space.

And so and so forth, down to the values inherent to the sport.

The games take place on all levels, and in all spaces, the rules, actors, wagers and objects of which are all different for each.

The delegate monitors the behaviour of spectators, club managers, etc.

***Sawmill:** The cumbersome nature of timber material creates specific connections in the territory between actors within the sector:*

*- Papermakers, industrial furnaces, and wall panel manufacturers, all having heavy industrial tools, will all have a medium-term supply contract policy with forest operators.*

*Any occurrence which affects one of the games will have consequences for all of the others. This is how unusual collective mobilisation in this sector can arise.*

*- The potential closure of a papermaker immediately causes the mobilisation of all sawmills.*

*- The closure of a sawmill nearly always provokes a reaction from forest owners, papermakers, wall panel manufacturers, etc.*

*This is a space defined by trade, territory, dependence and the rules which apply. If our stake was the stumpage right, the game would be sale at public auctions, the terrain would be the mountainous Lozère region and we would use the term 'local market' to define the space. Papermakers' clients (packaging manufacturers, printers, etc.) are careful to secure their supplies and optimise costs. Actors in this stage have purely industrial behaviour and rationale. They are*

*indifferent to the management of the territory or the sector with which they are affiliated, as is proven by the significant amounts of importation volume).*

*This is a classic economic space. If our stake was ownership of paper pulp, the game would be worldwide trade, the terrain would be the world and we would use the term ‘international market’ to define the space.*

### **1.6.2 Connections between spaces**

The existence of the “space” limits the actors’ behaviour and impact, the definition of the space is always the “stake” of a game, of which the wager is the choice between the characteristics of the space within which the wager will be contested.

We can continue this parallel using the example of sport.

The choice of criteria to be eligible in the organisation of a meeting either opens or prevents access for candidates. The eligibility of the candidate according to the criteria positions them as a nominated “player” in one case, and as “spectator” in the other.

***Sawmill:** When a papermaker closes down, all players in the affected region participate in a vast action to lobby public authorities. The aim of this action is to maintain timber harvest (continuity of the space) and to ensure the stability of conditions of sale of logs for the papermaker (continuity of characteristics).*

The actors evolve in multiple spaces in relation to one another. These spaces are identified according to the actor’s aim.

***Sawmill:** one role of the State is to economically promote its forest heritage. It therefore derives revenue or losses according to the quality of the Forestry Commission’s<sup>21</sup> management and operating conditions. Consequently, the Ministry of Finance intervenes in defining the institution’s economic objectives. Moreover, this ministry is also interested in the sawing trade through the direct tax revenue of the sawmill, but also through revenues indirectly generated by the trade actors. The inability to nationally promote this resource leads to importation, for which the State only receives modest revenue in tax. Public development policies covering the timber sector for the past several decades confirm this.*

*The Forestry Commission is a two-level organisation. The nation: a natural level of State action. And the centre: the level which is close to the forest operators’ harvesting areas and sawmills.*

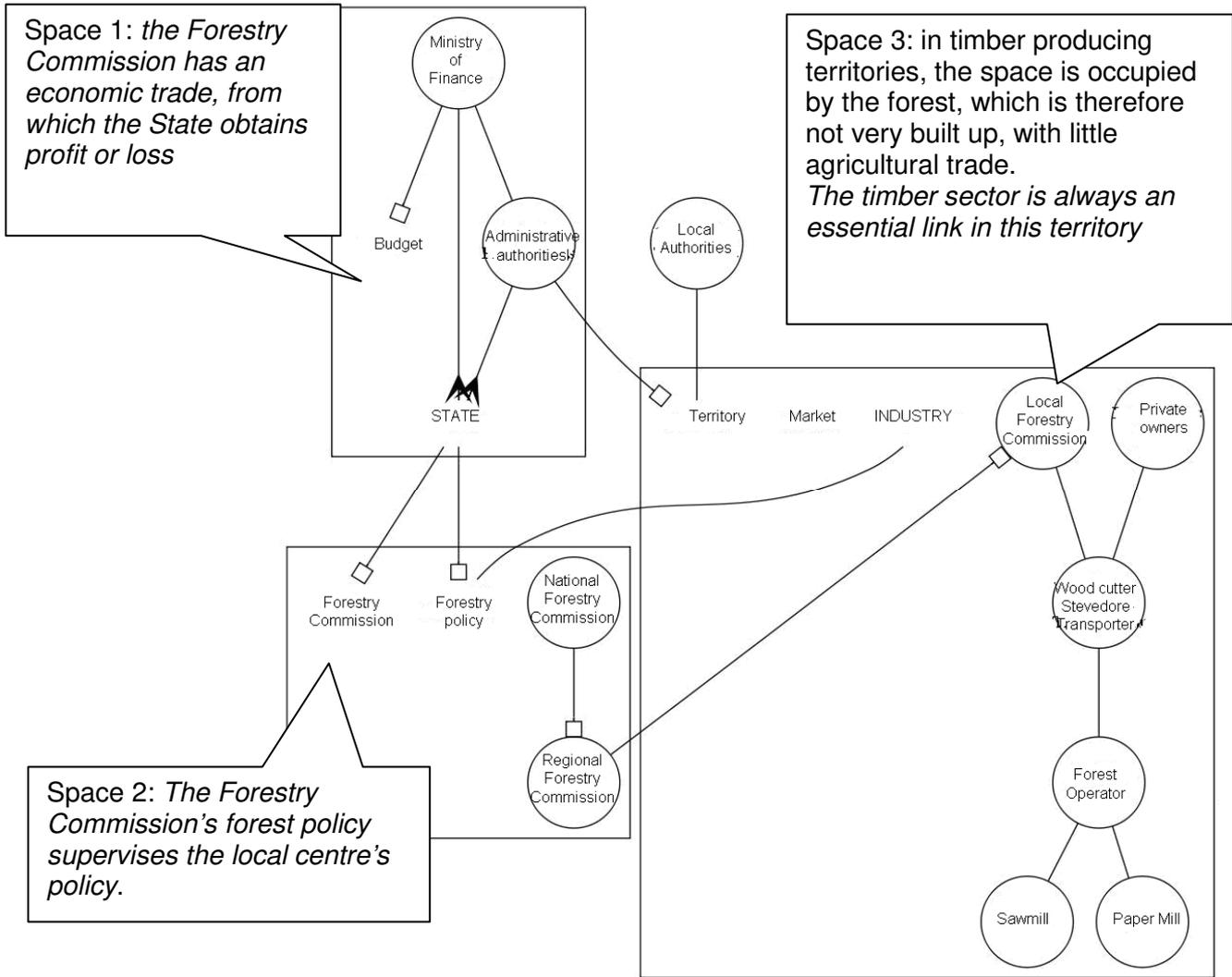
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*The sawmill's economic activity has an impact on the territory within which it operates, via direct employment, but especially via indirect employment (woodcutters, stevedores, transporters, bush cutters, replanting, etc.). Closure of a sawmill often engenders the end of local timber harvesting and also consequently its exploitation. As a result, economic difficulties of a sawmill lead to State and local authority dialogue, and actions which have no comparison with other economic activities. In exceptional circumstances like storms, forests are partially destroyed (uprooted trees). The affected trees must be treated within a short period. The actors are consequently faced with a temporary situation during which industrial capacities are insufficient.*

*The actors will deploy actions which are out of kilter with usual actions, in order to spread out the treatment of the timber over time:*

- The Forest Commission will organise exceptional sales, and make certain technical resources or properties which they manage available to sawyers.*
- The Local Authorities will organise storage and humidification, sometimes as an exception to the usual rules.*
- The Ministry of Finance will implement specific loans and/or extend the repayment deadlines for sawyers' purchases.*

*The "sawmill company trade" evolves at the crossroads of various spaces: markets (upstream and downstream), territories, forestry policy, State budget...*



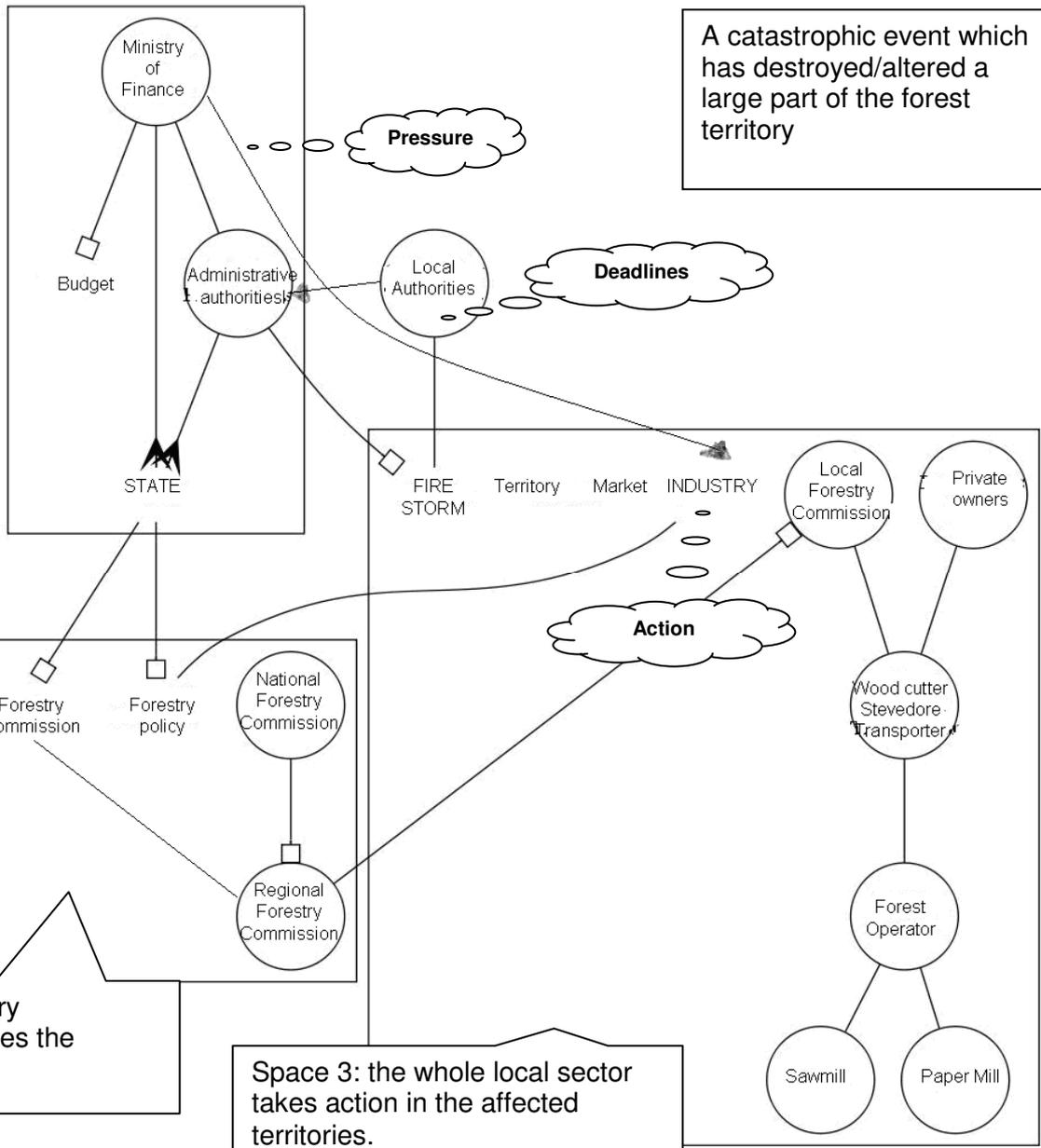
<b>Connection</b>	—————
<b>Action with interaction</b>	↔
<b>Action without interaction</b>	→
<b>Control</b>	□—————
<b>Affiliation</b>	➤—————

Figure 25: Connections Rationale  
 Developed with Grapviz of AT&T Labs Research

Space 1: the State seeks to protect its current and future heritage.

A catastrophic event which has destroyed/alterd a large part of the forest territory

Dispensation



Space 2: the Forestry Commission manages the process.

Space 3: the whole local sector takes action in the affected territories.

Connection	—————
Action with interaction	↔
Action without interaction	→
Control	□—————
Affiliation	➤—————

Signs Rationale

Figure 26: Map of Actions  
Developed with Grapviz of AT&T Labs Research

Space and game conditions.

The “space” determines the conditions of the game, which guide the actors’ behaviour, promoting some types and discouraging others.

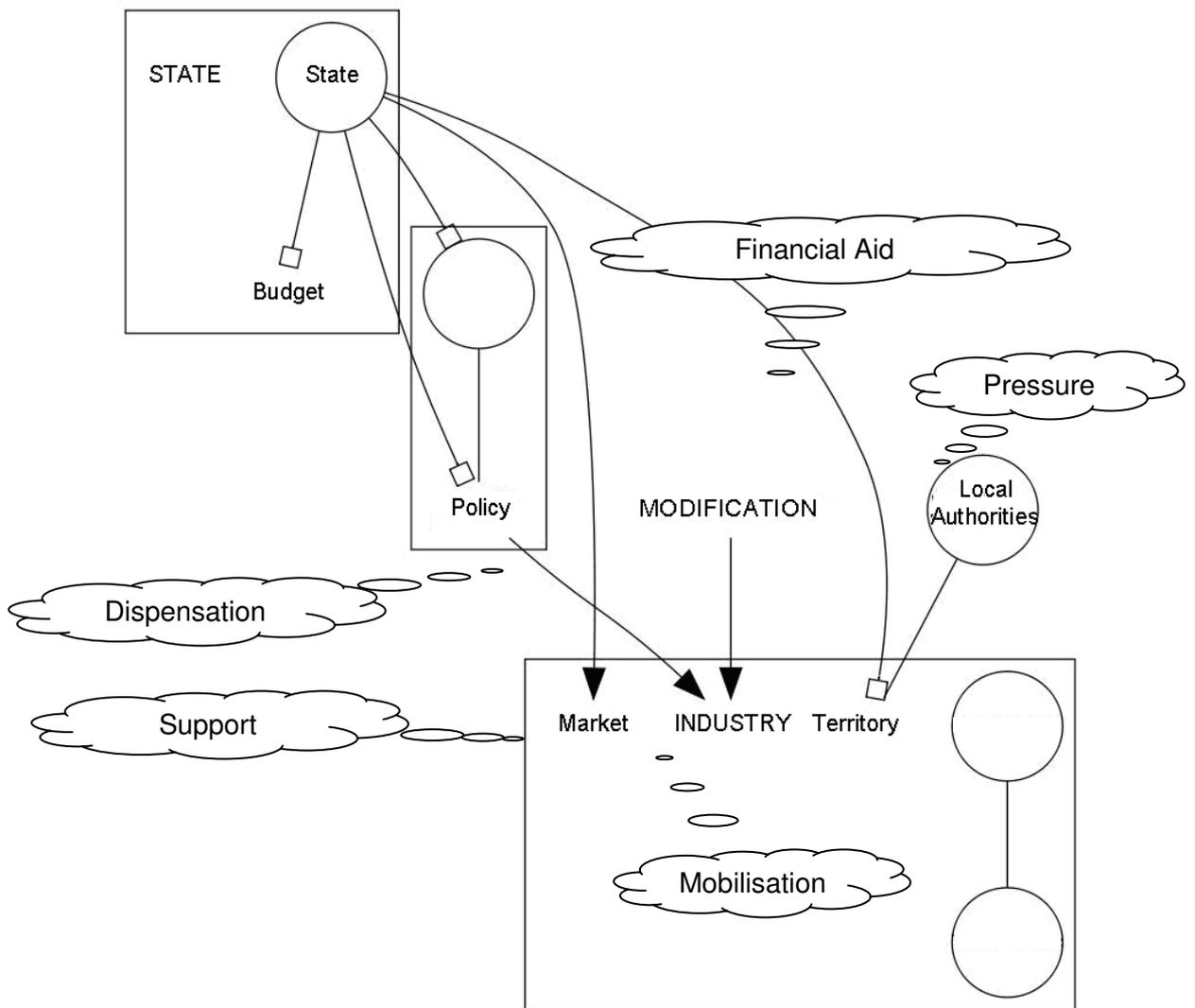
Let’s continue our parallel with sporting practice.

The organisation of future championships (agenda, rules, place, etc.) is the stake in a game between the actors of all national federations.

As the conditions of championship games promote participants, they will all attempt to obtain an optimal context for themselves.

***Sawmill:** the Forestry Commission regularly sells timber batches at public auctions, i.e. the right to cut trees, designated one by one. These sales generally take place at the local management headquarters of the Forestry Commission, in the heart of forest regions: this geographical choice is that which is advantageous for local actors (choice of site). The characteristics of the volume offered for sale (access, quality, age, etc.) (choice of wager) will either incite or discourage potential buyers to travel to participate in the game. By selling state-owned forests at public auction, the Forestry Commission is operating in the public arena, which obliges them to abide by principles such as transparency, publicity, etc.*

*Private owners are players in the market economy. This means they are free to choose their conditions of sale, which they do by mutual agreement, public auction, private auction, etc. Again, in the exceptional circumstances of storms, alteration of sector operations in the territory leads the State to intervene, employing unusual methods including organising how to maintain the offer, creating storage sites, subsidies, payment deadlines...*



Connection	—————
Action with interaction	←————→
Action without interaction	—————→
Control	□—————
Affiliation	➤—————

Figure 27: Situation Rationale  
 Developed with Grapwiz of AT&T Labs Research

## METHOD:

### Explaining the stake:

Define the stake.

Identify the actor, their wager and the object without making reference to either the actor or the wager.

### Identifying the connection:

List the actors, objects and wagers connected to the focal object.

### Describing subsystems:

Identify the connected subsystems.

Define the stake and rationales.

### Interactions between subsystems:

Identify the interactions between subsystems.

### Finalising the map of connections:

Conserve the connected factors which affect/could affect the wager, the actor and the object.

### Arbitrage of wagers:

Define the actor/actors' wager(s)

Define the actor(s)' arbitrage rationale concerning the wager.

### Simplifying mapping:

Group identical/similar wager, object, actor(s).

Define the shared stake, other factors affecting the subsystem(s) identified and the shared rationales.

### Describing the actors:

Identify the actors' roles.

Assess the threshold(s) from which the actor will change role.

Define the actor's behaviour according to situation change scenarios.

### Identifying functions of connections:

Describe the functions of connections.

### Identifying and defining spaces:

Identify the spaces connected to the situation, connections between the spaces and their components (games, territories, rules).

Define the rationale of interaction between the spaces.

Define the rationale of interaction between spaces and the situation.

**KEY SUMMARY:** A **stake** exists through the combination of three elements: the **object**, the **wager** and the one who defines the stake: the **actor**. These three components are themselves connected to elements of the same nature and so on and so forth, step by step over time.

The elements as a whole constitute the structure of the situation. This structure is composed of homogenous subgroups (**spaces, sites, games**) possessing an identifiable rationale (**rule**) and which are the context for other actors.

For the actor, the positive outcome of the stake will depend not only on the **actions** he undertakes, but also on the **harmony** of such actions with the spaces, sites and games in which he implements them.

## Structure of the Influence Kinematics



*“When two forces join, their effectiveness is doubled”*

*I. Newton*

## **Kinematics of the Structure of Influence**

*This chapter concerns the identification and description of **interrelationships** between constituent factors of the system. It first looks at the nature of interaction dynamics, before detailing the characteristics of these dynamics: the **strength**, **threshold** and **charge** of the interaction, which we will call **connection**.*

*The dynamic as a whole is therefore organised and structured into **phases** which enable anticipation of how the connection will operate.*

## 2.1 Connection dynamics

The dictionary distinguishes what unites two or more people: what brings two things close or creates a connection, what establishes a rapport between them.

In the various definitions of “stakeholders”:

- The World Bank uses the terms “interests” and “influence”.
- The GRI refers to “impact” and “influence”.
- The SRI uses “participation” in the object or the fact of being implicated.
- The FAO uses the term “interests”.

A.L. Friedman and S. Miles (2002) define stakeholders according to the nature of their connections (cooperative or conflicting) with the organisation.

The examples given in our initial analysis show that the actor (the stakeholder in the situation) is at the centre of a network of connections between wagers, objects and actors. These all circulate in environments which define the conditions under which the game will unfold (sites, games, rules).

**Connections** are numerous and various in nature, all connecting at least **two factors (stakes, objects, actors)** in a single perspective of interaction in plural form.

The connection therefore exists when it has the capacity to modify the state of one component when the other varies (reciprocally or not).

Our work aims to understand and analyse these interactions to integrate them into our decisions, thereby being able to anticipate the actors’ behaviour.

We are interested in the variations on the behaviour of two connected actors, produced by the connection.

## 2.2 The threshold effect concept

The threshold effect is the appearance or modification of one component’s behaviour beyond a certain level of activation of the connection by another component.

Analysis of the threshold effect for each identified connection is the simplest way to anticipate changes.

*Sawmill: In such exceptional circumstances as storms, the change of space undertaken by the State, changing from the position of forest owner to one of public power, is the consequence of the threshold effect, which is constituted by the risk of the sector being altered. When the sawyers change their role by boycotting a sale at public auction due to withdrawal prices (the price under*

which the Forestry Commission will withdraw the batch from sale) which are too high, the threshold effect is established by their conviction that such prices do not enable them to “earn a living”.

### 2.3 Strength of the connection

The strength of the connection is the connection’s capacity to resist modifications in a component’s behaviour.

Analysis of the strength of the connection is, for each identified connection, the simplest way to anticipate its degree of involvement (longevity of behaviour change).

We will describe the strength of the connection according to the consequences its extinction would have on the characteristics of the actor:

- Death / Birth of the actor: **Vital connection**
- Long-term modification of the actor or their resources: **Strategic connection**
- Short-term modification of the actor or their resources: **Ancillary connection**

*Sawmill: the actors within the timber sector all have a connection with the “land” in which they are located. The strength of this connection will explain their conduct in an extreme situation. In the event of a storm, the actors’ involvement to obtain aid will depend on their connection to the land. For the forest owner, no land means no property: the connection is vital. For the sawmill, the forest operator, the woodcutter, the stevedore and the transporter, the connection with the land is strategic: land affected by storms will change the conditions of their trade, but will not necessarily threaten their existence.*

*For the injector and papermaker, the connection to the territory is ancillary, as they are connected to several territories.*

### 2.4 Charge of the connection

In our approach, the question of modification is positioned in terms of perception by connected actors. It is the actors who can alter objects and wagers.

Consequently, the objective is to find out what the consequences are:

Is the modification perceived positively or negatively by the actors?

If the perception is negative for at least one of them, we will use the term “opposition”. If it is positive for all, we will use the term “cooperation”.

Identifying the meaning of the connection enables us to formulate the stake in the relationship between the two actors.

***Sawmill:** An increase in the price of woodcuts harms the sawyers' supply costs. This is therefore a connection in opposition: all the actors connected to the price of woodcuts (Private owners, the Forestry Commission, etc.) will be in opposition with those connected to the supply cost (forest operators, sawyers, etc.). While this observation may be trivial for the sawyer and the owner himself, it is not so if we include the manufacturer of timber trade equipment (relationship between profit and investment) or the sawmill employees (affiliation).*

*If you have the opportunity to visit a forestry operating area, make enquiries among the traders (affiliation). You will be surprised by how much they know about the price of timber.*

## **2.5 The notion of “phase”**

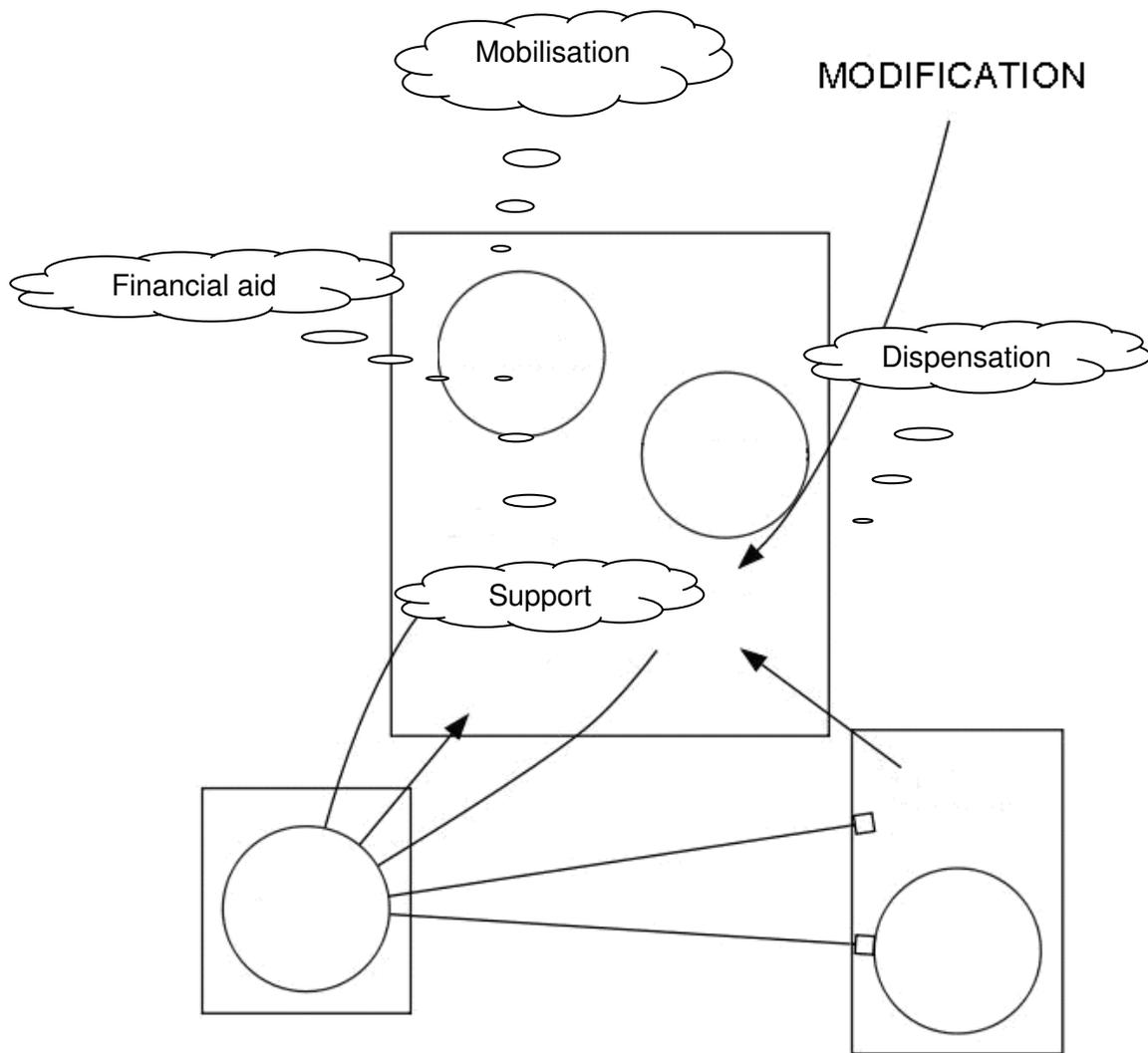
The notion of “phase” is defined as changes in the state of actors/objects/wagers/connections between two descriptions, which are two states of the same situation.

In our perspective, the phase is independent of the nature of connections (psychological, sociological, mechanical, etc.). We concentrate solely on their similarities.

State A of the situation (actors/objects/wagers/connections), under the effect of variations in actors/objects/wagers/connections, leads to State B of the situation.

If the actor has already encountered such variation, he therefore becomes predictable, through the effect of experience.

***Sawmill:** Looking again at the exceptional circumstances of storms, any alteration in the way a local sector operates in the territory (State A) leads the State to intervene in order to protect the sector (state B) within a situational rationale which goes beyond the wood sector, as this is the same chain of events which, in 2008/2009, led the State to support the banking sector and car industry during the crisis.*



Connection	—
Action with interaction	↔
Action without interaction	→
Control	□ —
Affiliation	➤ —

Figure 28: Interaction mechanism

## METHOD

Description of the connection:

Identify the charge of the connection, threshold effects and strength of the connection.

Describe how the connection operates.

Describe the phases.

**KEY SUMMARY:** *A situation can only develop through the connections/interactions between situational components. Understanding how these connections/interactions work is the way to assess, anticipate and control the consequences of the actions/forces which the stakeowner will implement.*

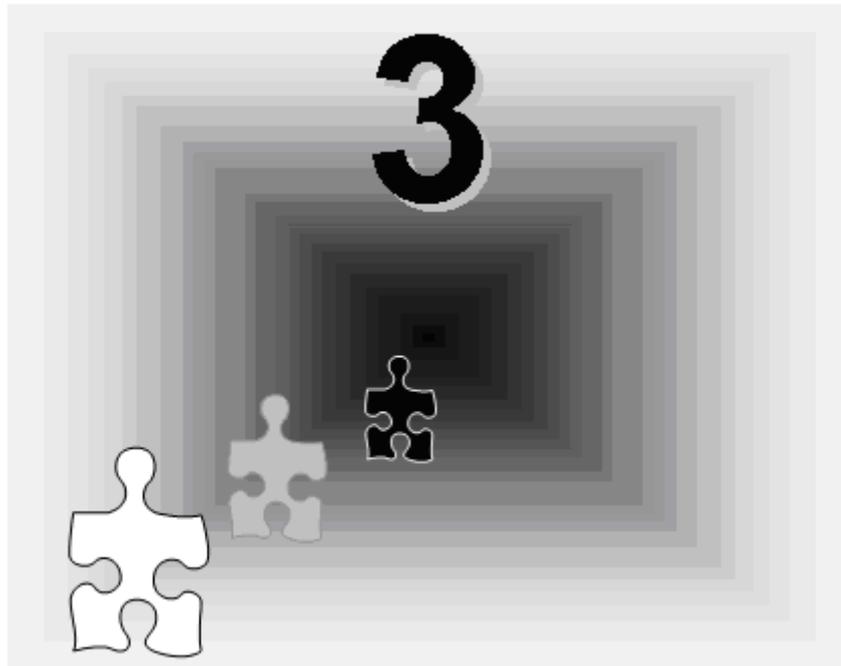
*The positive or negative effect on the stake, which we call the **charge**, is the consequence of its activation.*

*The **threshold** is the level of activation from which the connection itself will be activated.*

*The **force** is the degree of the connection's resistance against external actions.*

*Shaped within a historical perspective (or one of similarity) these provide a representation of **phases** of the behaviour of the situational components resulting from changes within the connections/interactions.*

## The Actor's Dynamic



*“For the man who has no shirt to be happy, the woman by his side must not wear one either” P. Dac*

## The Actor's Dynamic

*This chapter focuses on understanding changes in the **actor**. The actor uses his involvement to act on the situation. The first part of this chapter looks at the assessment method. The actor's involvement will be characterised in the form of a **volume** and a **stage**. Ways of influencing/manipulating the actor's involvement constitutes the second part of this chapter. We will explore how involvement becomes action (**capacity to act**), its origin (**proximity, power, legitimacy**) and the way in which these components interact among themselves (**dynamic**).*

We have defined how the actor is an individual or group which, within a given organisation, and confronted by a situation of uncertainty (perceived or to be perceived) has (or will have) a position to defend, a role to play, and mobilises energy or connections in order to do so.

We have focused our work on identifying actors and their connections to the situation (subsystem/actors/objects/wagers/connections), but the actors also change according to their own characteristics.

The actor's objects/wagers/connections are not exogenous to the actor.

The aim of this chapter is to complete our understanding of the actor's *modus operandi* in order to understand influences. We refer to numerous domains without entering into detail or being exhaustive. Of all the identified components, the most unstable is the actor. Understanding his dynamic is therefore fundamental in order to anticipate the possible outcomes and use this to our advantage.

### **3.1 Types of actors**

An individual actor is one which has no factor (actor/object/wager) in common with other actors.

The individual actor is analysed according to various facets. Psychology describes his individual functioning. Sociology describes his relationship with others. Marketing describes his consumer habits. Morality looks at his ethical conduct... In the same way, the collective actor is explored in sociology, social psychology, ethnology... Our objective is not to summarise the various existing bodies of knowledge, but rather to place the individual or collective actor within a system of influence.

The collective actor can be defined as one who shares factors (actor/object/wager) partially or totally with other actors.

We will discard concepts such as tribe, clan, culture... We also avoid the debate by defining the community as individuals or communities sharing a stake (actors/objects/wagers) relating to the situation in which our focal subsystem is located.

*Merger: The directors of two multinationals who decide to undertake a merger of their companies do so for reasons which are based on their vision of the future. In our context, where globalisation and market leadership are perceived as essential factors of success, we are presented with a cognition (psychological dimension) which is shared (sociological dimension) by a community.*

The community is seen, not within a global and absolute perspective, but rather within a targeted perspective relative to our situation.

*Merger: The shareholders of the two companies constitute a single community. However, an investment fund and Mr. X, retired from company A and having kept his shares through loyalty to his personal history, have nothing in common.*

If the actors share a system of identical connections (actor/object/wager) we can formulate a stake, and use the term **communal stake**.

*Merger: The communal stake of the shareholders of the two multinationals is the promotion of their assets.*

### 3.2 The notion of “involvement”

C Kiesler (1971) defines involvement as a continual action, the rationale and characteristics of which are stable. Involvement and interaction rationale: these are accompanied by the actor’s adherence to his actions if his decision is accompanied by a feeling of freedom. An involved actor is a free actor who perseveres in his or her decision to act. The decision to act is connected to the actor’s perception of the “wager”.

When this perception reaches a certain threshold, the actor changes role (indifferent, spectator or player). This change results from all his stakes rather than one single stake. The actor’s involvement is therefore connected to the connection dynamic.

The actor mobilises his resources in the context of his involvement. These resources are various in nature: financial, human, organisational, material, relational, etc. The involvement is characterised by a volume.

The actor’s resources are limited. His perception of risk therefore depends on the weight of the resources he has committed in proportion to his overall resources.

This is what we call an **involvement volume**.

The volume of involvement is not assessed in absolute terms, but rather by a ratio between the actor’s mobilised resources versus his overall resources.

An actor changes under the influence of his connections. We can categorise the actor’s changes according to the nature of his action:

- **Opinion** (informal chats, idle talk...).
- **Mobilisation** (a blog, union membership...).

- **Structuring and representation** (the formalisation of a collective mobilisation: programme, claims...).

- **Organised action** (e.g. a campaign, a strike...).

These are the four **stages of involvement** (FAO, 2006).

*Sawmill:* When sawyers boycott a sale at auction because the withdrawal price is too high (the price under which the Forestry Commission withdraws the batch from sale) the involvement process preceding the boycott follows this rationale.

*The sawyers will only take such extreme measures (which cast doubt on their relationship with the Forestry Commission) in exceptional circumstances. They will go through the following steps: awareness (Opinion), mobilisation of colleagues (Mobilisation), communal action before the local Forestry Commission (Structuring), and finally boycott (Action).*

*If the local Forestry Commission intervenes, either by modifying the content of the sale, or by adjusting certain withdrawal prices - which they often do - the actors' involvement will be modified, thus avoiding action.*

### **3.3 The actor's capacity to generate or endure influence**

To anticipate the consequences of an action on how the game will unfold, it is necessary to assess the actor's capacity to intervene in the situation.

#### **3.3.1 Capacity to act**

An actor's capacity to act depends on their organisational capacity: this is what Y.F. Livian (1998) calls "efficiency".

This capacity to act (or efficiency) can be assessed by considering the formalisation of the action, finalisation of the aim, and regulation and centralisation of the decision.

In order to be implemented, all of these dimensions require stability of the connection. This is what Max Weber (1864-1920)<sup>22</sup> described as the short-lived or long-term social connection.

*Merger:* The capacity for action of the shareholders of the two multinationals is efficient in the context of a general meeting, but is short-lived in the absence of an agreement. The States concerned are as efficient, but more long-term, as they have a higher capacity than that of the shareholder community.

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<sup>22</sup> Max Weber (21 April 1864-14 June 1920), a German sociologist and economist, is one of the founders of modern sociology.

Stability of the connection community	Communal efficiency	
	Weak	Strong
	Short-lived Incapacity to act	Capacity to mobilise
Long-term Capacity to structure	Capacity to act	

—————> Indicates the direction of power increase

Table 1: Assessment of the Capacity to Act

Source: JC FREZAL

### 3.3.2 Proximity

Actors in a situation interact among themselves, but also with other actors who are exogenous to the described situation. This is the case in solidarity between the members of a family. If one of them is affected, they are all more-or-less strongly affected by the existence of connections which are not associated with the situation.

One of the interesting aspects of the proximity concept in dynamic analysis of a situation is to identify exogenous actors who may increase their degree of involvement.

Sociology lists four types of proximity:

- Cognitive: a shared vision of the situation.
- Organisational: affiliation with a community.
- Spatial: geographical distance.
- Temporal: shared time.

*Sawmill:* A temporal proximity leads the communities concerned, among others, to get involved by changing their roles in order to lobby the State and incite State intervention in the event of storms.

Dimensions of proximity	Types of proximity					
	Opinion	Vicinity	Affiliation	Support	Solidarity	Action
Organisational			◆			◆
Cognitive	◆		◆	◆	◆	◆
Spatial		◆			◆	◆
Temporal	◆	◆		◆	◆	◆

Table 2: Examples of Proximity

We can see in these few examples that the pathways which lead to organised action pass through the activation of all four dimensions in an order which may vary.

### 3.3.3 Power

Power is the faculty or capacity to have, to do or to perceive.

It is connected to:

- The question of control: having power means first of all controlling the means to act before exercising power.
- Its own nature: having power means acting, knowing, having or doing.
- The consequences of its exercise.

Power is defined by the nature of its means and their consequences:

- **Field:** is the zone in which control is exercised (Space/Terrain/Rules/Game...).
- **Subjects:** are the components upon which power is exerted

(Actor/Object/Wager/Connection...).

- **Procedure:** Power is expressed by **actions** or through **information**.
- **Impact:** is the consequence of the exercise of power on the “subjects”.

We distinguish three potential consequences of the exercise of power:

- Creation
- Modification
- Elimination or eradication.

***Arbitration clause:** in contracts, it is commonplace to make provisions for any potential dispute, in the form of an arbitrator who is supposed to settle the disagreement between the two contracting parties (Actors). The arbitration clause is defined according to various uses, which do not all give the arbitrator the same level of power. Where the arbitrator is designated by both parties (without appeal nor legal challenge and without reference to rules), the arbitrator’s power is very strong, he alone makes the decision (Space), his decision is binding for the actors (Action) and he may attribute the entire wager to one or other of the contracting parties. Where the arbitrator is designated by a third party, within a national context, the arbitrator’s power is very weak, he must apply the law (Rules) which apply (Game), his decision is not binding for the actors (Information) who may lodge an appeal before the courts.*

In a simplified perspective of power, we retain a description according to two procedures: reason and impact.

Impact of power	Manifestation	
	Knowledge / Information	Have / Action
On the actor		
<b>Creation / Elimination</b>	Power to harm	Power to exist
<b>Modification</b>	Power to influence	Power to modify

→ Indicates the direction of power increase

Table 3: Power Scale

*Works council and union representatives: the works council has, among others, the power to exist within the social relationships in the company. It can conduct audits, request expert opinions and obstruct management decision processes... Union representatives have the power to harm. Union organisations have enforced a first round of elections for the Works Council reserved for union-elected candidates.*

### 3.3.4 Legitimacy

Legitimacy is the characteristic of what is founded in law or on the basis of equity, reason, the established rules and tradition.

For an actor, it is a distinctive characteristic of a factor (Actor/Object/Wager) or a connection.

This characteristic, **recognised by the actor**, may be:

- A shared **rule** (law)
- A shared **habit** (established rules, tradition)
- Shared **values** (equity, reason)
- ...etc.

The notion of **legitimacy** is linked to recognition of this characteristic by other actors.

Assessing legitimacy consists of:

- Defining the components/actors duo of recognition of legitimacy; and
- Analysing the reason for this recognition.

We can consequently outline:

- The **field**: all the actors, having recognised legitimacy.
- The **subjects**: these are the legitimised components (Actor/Object/Wager/Connection...)
- The **reason**: this is the reason shared by all the actors, having recognised the legitimacy.

The notion becomes more complex when we explore the reason for such legitimacy. We observe, as shown in the example below, that the most common origin is legitimacy itself.

*The athlete: the arbitrator's decision during a game is legitimate for the players, provided he applies the rules. The rules applied to the game are legitimate if the actors in the game have accepted them and if they respect the spirit of the game. Just try to arbitrate a game in which the actors recognise neither the spirit nor choice of game!*

An actor’s legitimacy is subject to a chain of legitimacies which impact the legitimacy of his action.

Without wishing to be exhaustive, and in order to situate our argument within the previous line of argument, we define the following degrees.

Components of legitimacy	Legitimate actor in ...		
	Space	Terrain	Game
<b>Subject</b>	Legitimacy of procedures	Legitimacy of context	Legitimacy of the rule
<b>Reason</b>	Shared values	Application of procedures	Respecting the context
<b>Use</b>	Fixing procedures	Implementing procedures	Using the procedures

Table 4: Degree of Legitimacy

Legitimacy may therefore be **direct** or delegated, i.e. resulting from the actor’s recognition of the situation determining the legitimacy.

The reason for integrating the concept of legitimacy in the dynamic analysis of the situation is as follows:

- To define the delegated legitimacies which apply to all the actors in the game. These are direct legitimacies which may be contested.
- To distinguish the intangible legitimacies during the game from those which could be modified.

*Witness: the presence of a member of staff during the dismissal of an employee of the company is a legal right. If the employer refuses the presence of a witness, they may be sanctioned by cancellation of the procedure. The witness has an intangible delegated legitimacy.*

*The employer can, however, contest the choice of witness and the way in which they report the interview. Legitimacy is therefore delegated, but can be contested.*

**Direct** legitimacy, resulting from the actor’s recognition, originates in the actor’s “free will”, i.e., a relationship based on influence.

It can therefore be **developed** or **destroyed**, **increased** or **reduced**.

In a simplified perspective of legitimacy, we retain a description based on two procedures.

Variability Of legitimacy	Reason for legitimacy	
	Direct, individual	Shared by actors
<b>Invariable</b>	Legitimacy of choice	Lawful legitimacy



*Table 5: Scale of Legitimacy*

### 3.3.5 Dynamics of involvement

We have outlined the fact that the actor's **involvement** is linked to their perception of the situation. We also explored how this perception originates:

- in the **proximity** with other actors;
- in the actor's **connections**;

takes into consideration:

- his **capacity**,
- his **role**.

is characterised by:

- the **volume**;
- the **stage**;

and is modified by:

- **threshold effects**.

Assessing the actor's involvement thus requires describing and constructing a model of the actor's behaviour.

This assessment has a double advantage: anticipating the evolution of the actor's involvement, but also comparing the degree of involvement of two actors.

The description lies in the volume, stage, role and forecast of interaction between proximity, connections and capacities and the threshold effects, all of which modify the volume, stage and roles.

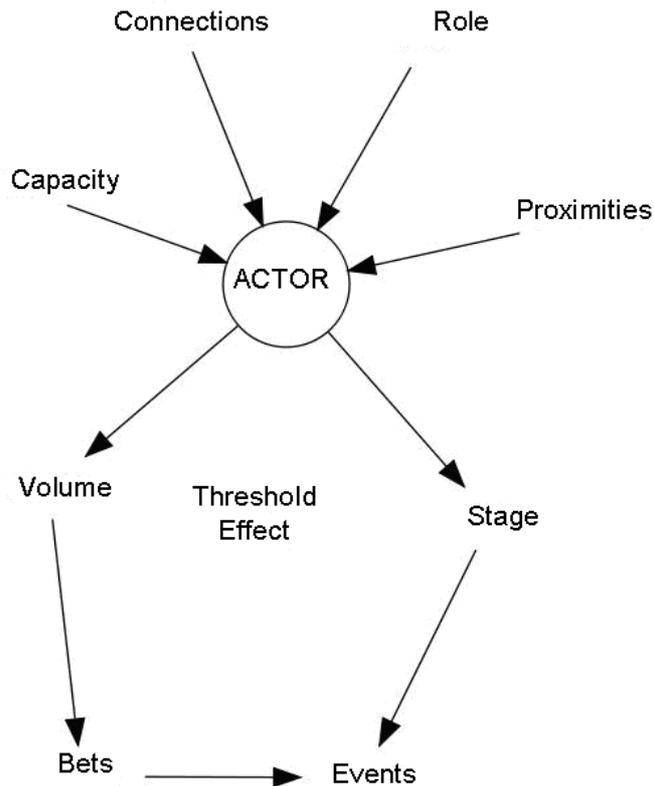


Figure 29: How the Actor's Involvement Functions

The actor controls:

- The volume of his involvement.
- Creative capacity.
- Fixing the threshold effect.

The actor controls and endures the influence of:

- His connections.
- His proximities.

The actor decides:

- His stage of involvement.
- His role, within the freedom of choice given to him.

In a static and simplified perspective of involvement, we retain the description of the stage as a first dimension of the measure of the actor's involvement.

In a dynamic perspective, we seek to describe the volume (weight of resources implicated, i.e. the wager, in proportion to his global resources).

The actor's resources are not always identifiable. We use the strength of the connection between the actor and the object as a means of assessment. From there, we can deduce the sensitivity of threshold effects to facilitate anticipation of the actor's movements.

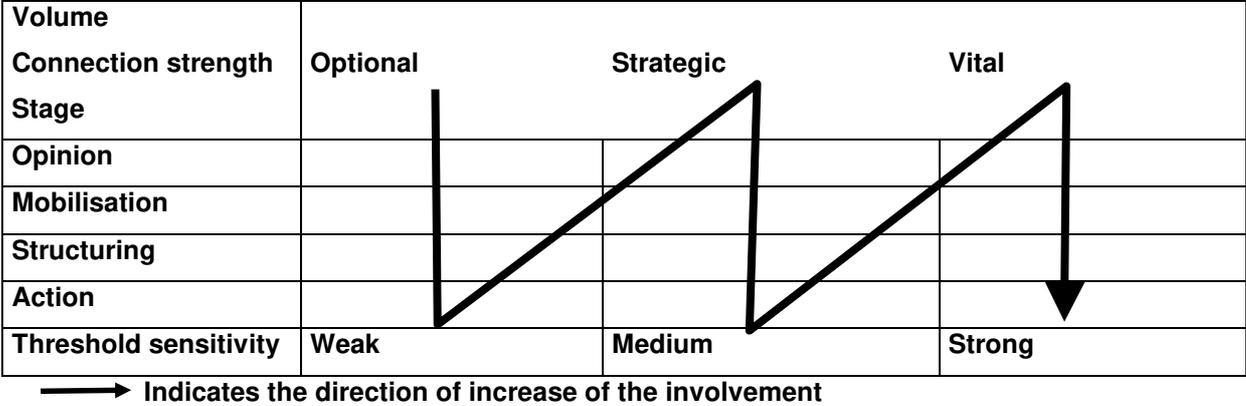


Table 6: Scale of Involvement

3.3.6 Map of a game

After outlining the current body of knowledge, Mitchell, Agle & Wood (1997) introduced a typology of stakeholders, accounting for legitimacy, power and the intensity of the stakeholder's request ("Urgency") with the aim of proposing a method for identifying the key actors of the analysis.

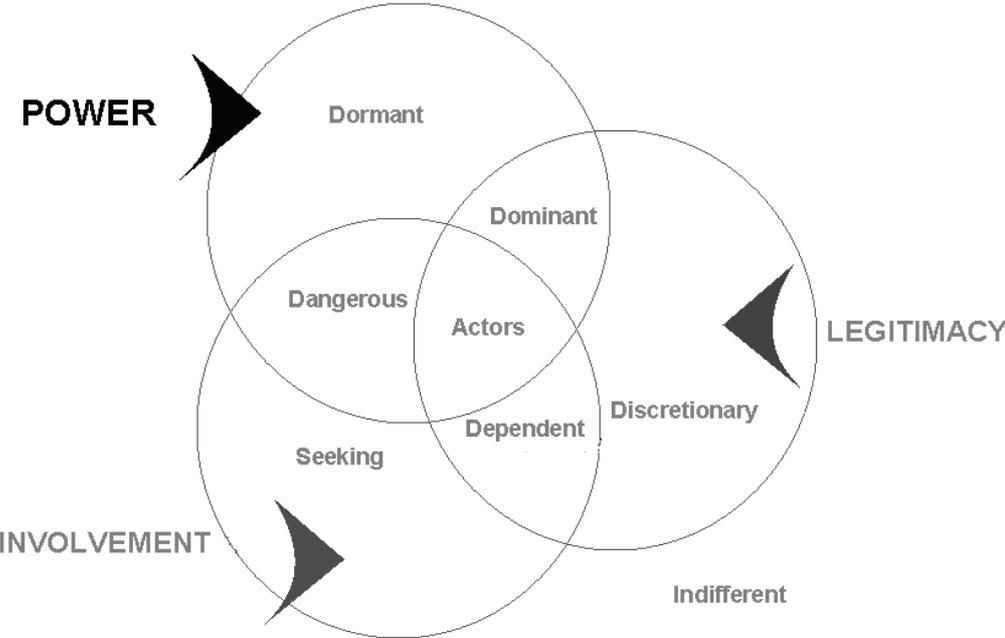


Figure 30: Map of Positions  
Adapted from Mitchell, R.K., Agle, B.R., Wood, D.J.

We adopt this typology by replacing “urgency” with involvement in a perspective, not to identify the key actors, but rather to explain positions, in order to understand the possible processes undertaken by the actors to gain the wager.

This analysis can be applied to each **game**. In an analysis of situations, the number of games is plural. We must therefore analyse the actors’ positions, game by game.

The existence of a connection between the games provides an understanding of the chain of processes and possible strategies.

## METHOD

Actors’ connections and stakes:

Describe the connections.

Define individual stakes (actor/object/wager) and communal stakes (actor/object/wager).

Description of the involvement:

Describe the existence, volume and stage of the involvement.

Describe the actor’s capacity:

Assess the actor’s effectiveness.

Describe the stability of the actor(s)’ connections.

Describe the actor’s proximities:

Assess proximities between actors.

Assess the consequences of proximities on the actor’s involvement.

Describe the actor’s legitimacy:

Describe the actor’s legitimacies.

Define the actor’s powers:

List the actor’s powers.

Describe the impact of the actor’s powers.

Describe the dynamics of the actor’s involvement:

Identify the thresholds which generate a change in stage.

Actors and games:

The actors’ games.

Position the actors within the games.

**KEY SUMMARY:** *To act, the actor will consider various elements which could all be positively or negatively affected by the manipulator.*

*The **capacity to act** is the source of the actor's operational efficiency.*

***Proximity** is an external source of the actor's implication.*

*The **volume of involvement (risks/opportunities)** is the internal source of the actor's implication. The actor positions himself in different **stages of involvement**. As such, he can:*

- *Have **no** opinion.*
- *Have an **opinion**.*
- ***Mobilise** resources in order to act.*
- ***Structure** the resources mobilised to take action.*
- ***Act** to change the situation.*

*To formalise his **involvement**, the actor has both his **legitimacy** to act and his **powers** over the components of the situation.*

## The Framework of the situation of influence.



*“Man will rarely plan for a storm in good weather”*

## The Situation of Influence

*This chapter contributes to the identification of limits, in terms of boundaries or frontiers, of the approach. These limits, which we call the **framework**, are part of an exploratory approach.*

*We focus on identifying the criteria which enable us to retain only **relevant components** for influencing/manipulating the situation.*

As we have seen, our situation is made up of actors, objects and wagers (factors) which can:

- Combine - or not - into subsystems which constitute the stakes.
- Obey logical sequences.
- Interact within games, sites and spaces.

These factors exist and interact without limits, presenting a methodological problem. Consequently, this chapter concerns setting limits.

#### **4.1 The notion of “framework”**

The framework<sup>23</sup> of our situation is structured around one single stake. Around this stake, an actor, an object and a wager are connected, together constituting a focal subsystem. This starting point is itself connected to other subsystems or factors (actors/objects/wagers) whose characteristics and logical sequences we have formulated within a continuum which is solely limited by the modification made to, or by, the state of the focal system.

This approach is much wider than those adopted by international institutions (World Bank, FAO, GRI...) which, within decisional perspectives, limit their analyses to actors who either have:

- an “interest in the outcome, because they will be affected by it either positively or negatively, or because they can positively or negatively influence the outcome”; or
- an influence or impact on the stake.

As such, they place their approaches within a timeframe which is defined by how the project unfolds.

But is this adequate?

We have already seen, through our exploration of dynamics, that interest, influence and impact evolve and change. This is the subject of this section.

#### **4.2 Objective and framework**

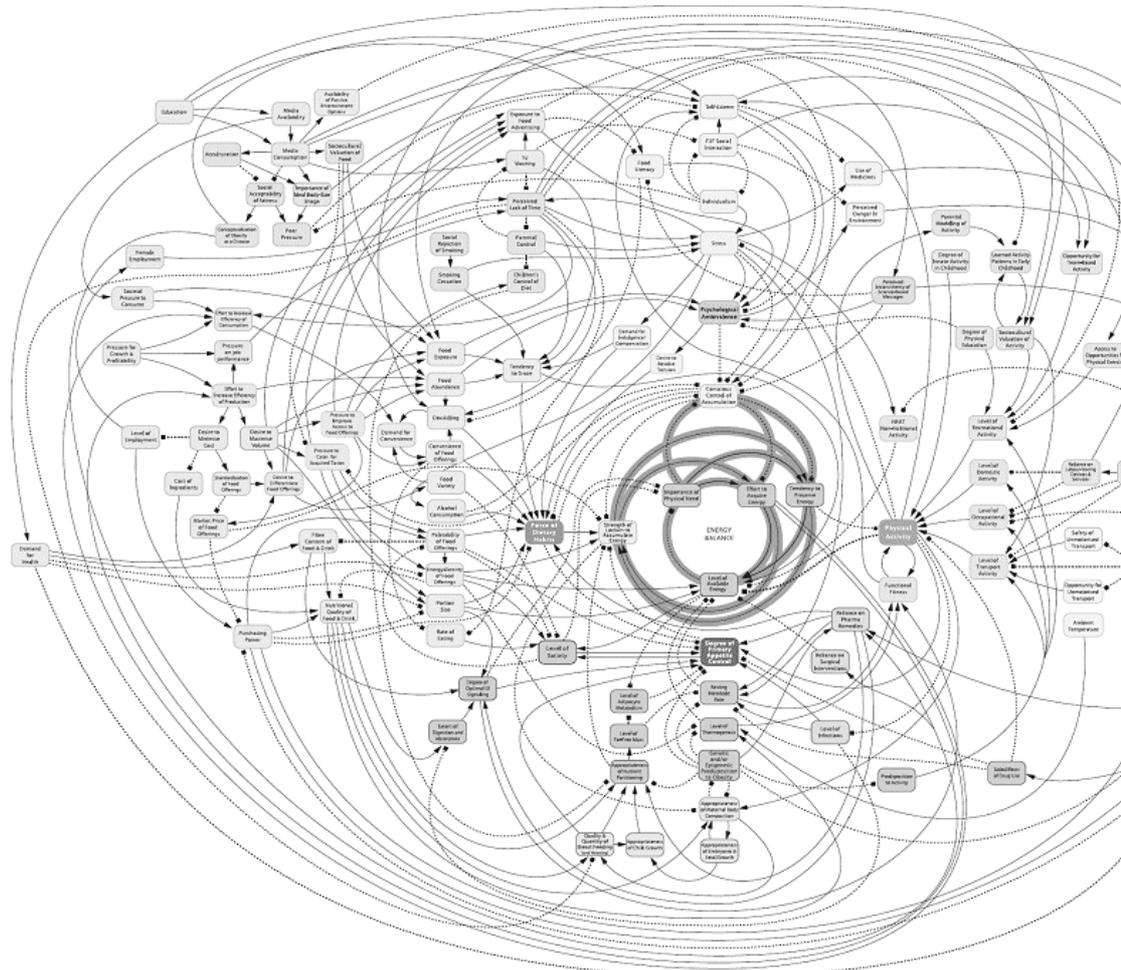
The first phase of the approach consists of mapping all identified connections.

*Connections between an individual and organisation of their energy: analysis shows the complex and numerous connections within a given situation, which cover all aspects of life.*

---

<sup>23</sup> Boundaries in order to....

This map, virtually impossible to decipher, comprises diverse spaces, including physiological, psychological, social, and environmental, illustrating how difficult it is to map out a complex situation. In certain situations, the diversity and multiplicity of connections and interactions, and their representation is impossible. Figure 31 below was voluntarily chosen to demonstrate this.



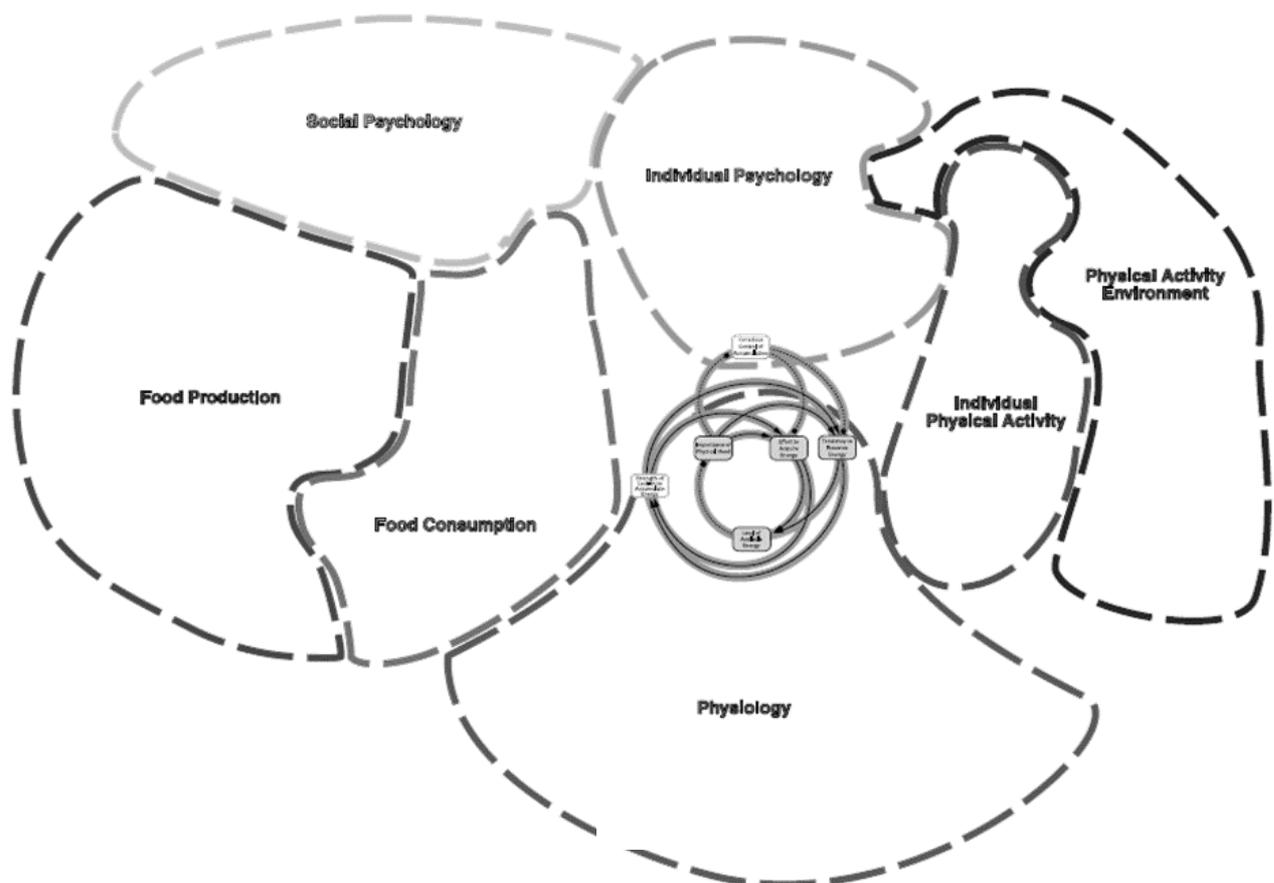
Mike Rayner Stanley Ulljaszek, Institute of Social and Cultural Anthropology, Cambridge University UNIT FOR BIO-CULTURAL VARIATION AND OBESITY Seminar

Figure 31: Connections between an individual and organisation of the

*Connections between an individual and the organisation of their energy: the multiplicity of connections and interactions make this map difficult to read. One way to reduce this complexity is to reduce the factors into spaces.*

The second phase consists of identifying spaces.

*Connections between an individual and organisation of their energy: in our example below, connections cluster in spaces which follow a logical sequence and procedure of interaction between the individual and himself or his environment.*



Mike Rayner Stanley Ulijaszek, Institute of Social and Cultural Anthropology, Cambridge University UNIT FOR BIO CULTURAL VARIATION AND OBESITY Seminar series - Michaelmas Term 2007

Figure 32: Spaces of an individual's energy organisation

In a first step, the analysis integrates all identified factors and spaces, without any exclusion. In a second step, the analysis only retains the spaces whose connection with the focal subsystem may incite a kinematic effect between spaces (i.e. that of the focal subsystem) according to:

- Connection dynamics.
- Activation of a threshold effect.
- Termination of the connection.
- Modification of the connection charge.

At this point, we are in a perspective which is comparable to the approaches adopted by international institutions whose analyses assume that “all other things are equal”.

*Connections between an individual and organisation of their energy: if the subsystem is that of a general practitioner and their prescription for diabetic patients, the relevant spaces are physiology, individual psychology, individual diet and physical activity. If the focal subsystem is a health minister and their policy on diabetes, relevant spaces are physiology, social psychology, food production and facilities for practicing a physical activity.*

### **4.3 Focal subsystem and framework**

The entry point of our approach was the stake. In exploring connections, we identified the factors (actor(s)/object(s)/wager(s)) which are directly or indirectly attached to the stake.

This approach assumes:

- That a single “focal subsystem” exists.
- That the “focal subsystem” is indifferent, i.e. insensitive to any factor outside of the framework.

This situation is a suitable rationale for a project which is rolled out within an overall stable context.

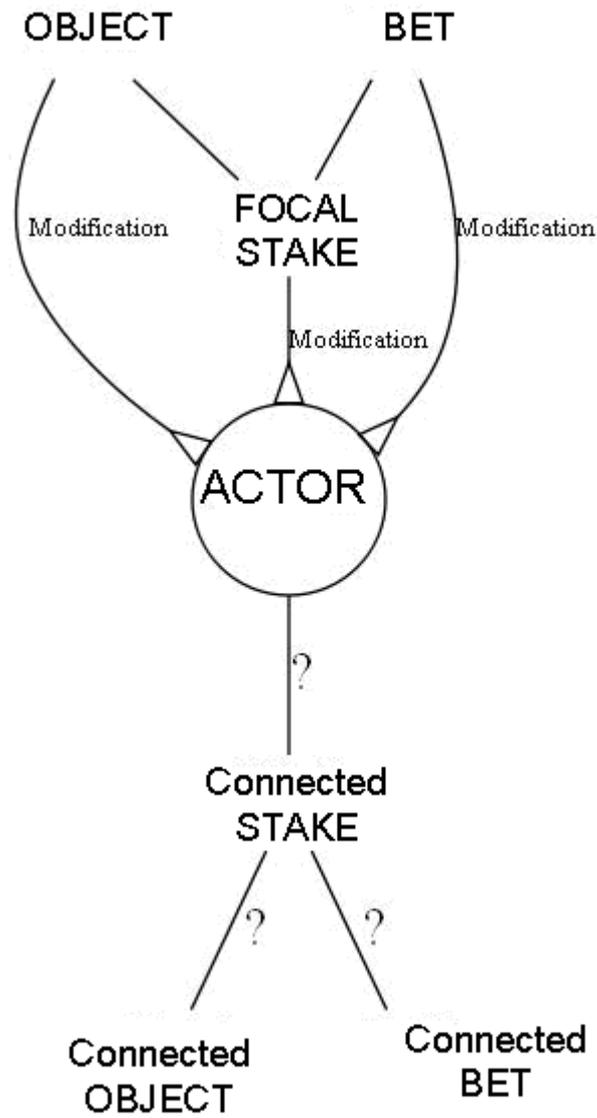
Although this approach enables us to identify spaces, sites, games and factors, it nevertheless does not account for:

- Variation in the stake over time.
- Coexistence of stakes within the framework.

In these cases, the approach must be developed to include:

- An analysis of variation in the “stake” according to alterations undergone by the wager, the actor and the object.
- An inventory of all stakes within the framework, in order to identify those which could modify the logical sequence of the approach.

We therefore develop our approach with an analysis of the framework and its dynamics.



*Figure 33: Dynamics of the Focal Subsystem*

## METHOD:

Identify the relevant context:

Retain those spaces which may affect that of the stake.

Describe the connections between the identified stakes.

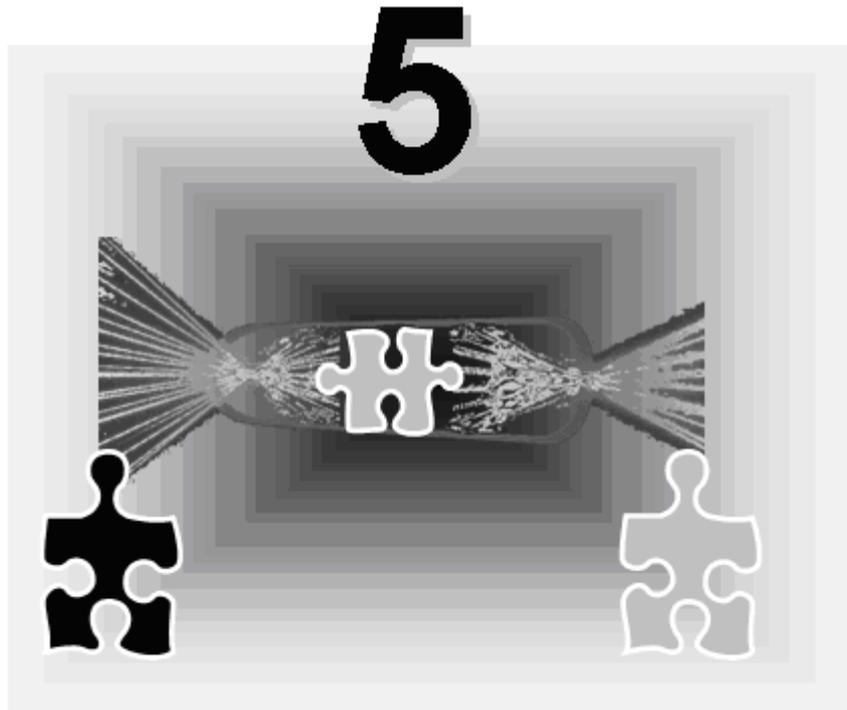
Formulate the interactions.

**KEY SUMMARY:** *To influence/manipulate with the aim of developing a situation - one whose central component is an actor's stake - we must consider all the **components which may affect the outcome for the stake.***

*In a simple situation, this does not present any particular problem. In a complex situation, we arbitrate by retaining only those components which belong to the **spaces which affect the outcome of the stake.***

*The **stake** and its **components** are not static: they may be affected by changes in the situation. It is therefore necessary to **analyse the variations** according to how the situation unfolds.*

**Understanding a case study: a step-by-step analysis**



*“The Antibes and Biot towns in France are going to merge. Their inhabitants will be known as the ‘Antibiotics’” F. Blanche*

***A Step-by-step analysis to understanding***

*The aim of this chapter is to show how a typical economic situation, its stake being the merger between two companies, is often only analysed along a single dimension, which leads the initiators of the merger to implement a plan which is destined for failure.*

### ***A merger between two multinationals, or how stakeholders' rationale can aid understanding***

*The newspapers of the past decade have reported several mergers between international groups, all announcing their future success and armed with numerous arguments.*

*The often disappointing outcome of these mergers can be explained by:*

- *Strategic intensions which are too vague.*
- *An inadequate strategic assessment of the target.*
- *The excessive size of operations (degree of success inversely proportionate to the size).*
- *The difference in size between the two companies (success rate proportional to the size difference).*
- *Compatibility between the companies, including on a cultural level.*
- *...etc.*

*All these reasons come from the paradigm of management theories. Yet analyses do not explore the validity of this rationale within the context.*

#### ***The framework***

*Company A:*

- *Active within an international sector.*
- *Partner of State A who buys products for geopolitical uses from the company.*

*Company B:*

- *Active in the same international sector.*
- *Partner of State B who finances the company's fundamental research for geopolitical uses.*

#### ***The Announcement***

*The rationale of this operation lies within:*

- *The process of globalisation.*
- *A financial rationale.*

*and is anchored within the paradigm of management theories.*

*Announced **objectives** are often in-keeping with this rationale.*

*“The main objective of this merger is to generate a significant increase in revenue and results...*

*This merger is the strategic union of two established industry leaders who, together, will become the world leader in their convergence...”*

*The anticipated approach relies on similar arguments.*

*“The merged company, whose name will be defined later, will have a market capitalisation of around... billion Euros.”*

*“The global revenue... will amount to approximately... billion Euros... the two companies employ ... thousand employees”.*

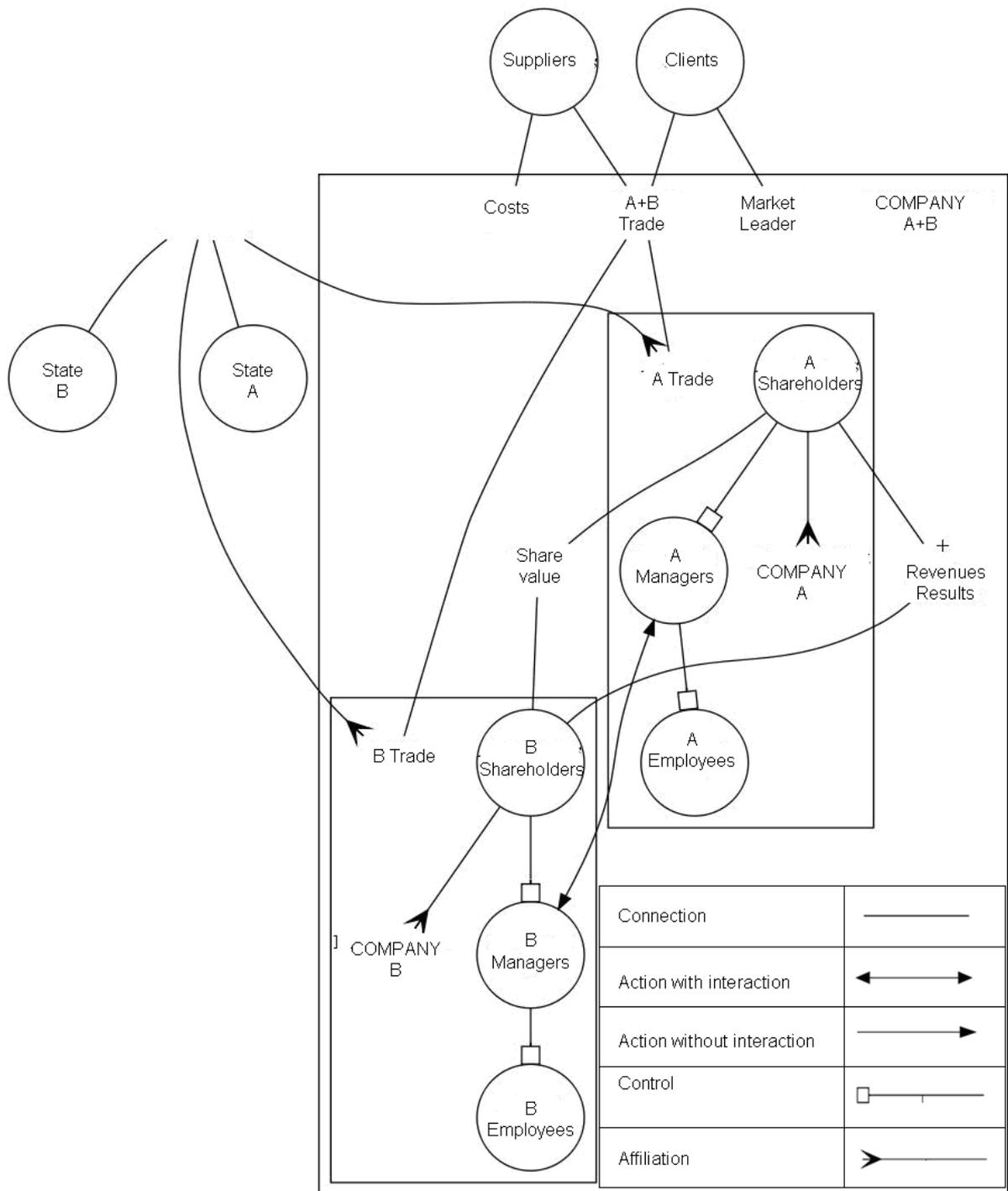
*“The combined company will benefit from a solid financial structure, cost synergies, an unrivalled size, a position as leader, relationships established with the main clients in the sector, and concrete positions for applications associated with geopolitical uses”.*

*“One of the best R&D faculties in the world, especially within B”. “An experienced international management team sharing a single vision of the industry”.*

*“An international presence with a strong client base”.*

*The merger is nearly always positioned by managers within the rationale (rules, sites and spaces) of the market economy. All the cited actors, objects and bets belong to this space and are presumed to behave in consequence.*

*The process presumes the freedom of both companies to arrange their activities and assets, and the non-opposition of the actors to the merger project.*



**Figure 34: Map of Connections**

Developed with Grapviz of AT&T Labs Research

*The described merger only considers the interests of the two companies, assuming that:*

- *They can act freely and independently of States.*
- *Their clients seek the best product at the best price.*

- *Suppliers seek to sell the largest volume.*
- *Clients and suppliers act according to the rules of competition in their respective spaces.*
- *They are all, at the very least, neutral towards the merger.*

*But is this a myth or reality?*

*The merger affects a range of very different spaces, and their frame of reference is not the merger.*

*The geopolitical space controls the framework of the merger process: the States all have a regulatory arsenal to protect their strategic interests.*

*The relational space validates the process: it is the clients and suppliers which will enable the collaboration to be successful or not.*

*The space of assets initiates the existence of the process and will evaluate its success or failure.*

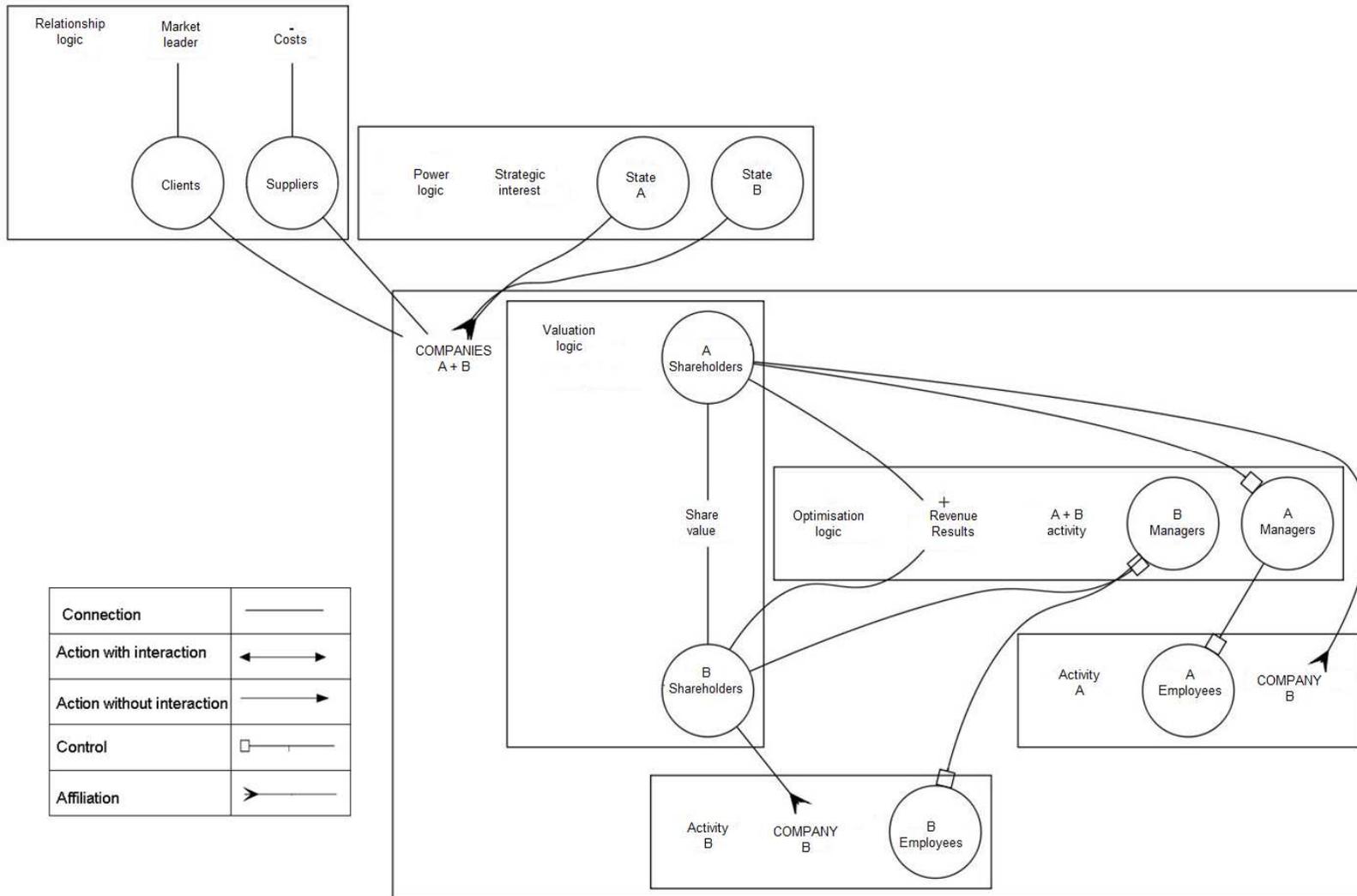


Figure 35: Description of Spaces  
 Developed with Grapviz of AT&T Labs Research

*The instigators of the merger should have analysed this situation before initiating the project.*

*How will actors of the geopolitical space react?*

- *Change from indifferent to player (strategic interests).*
- *Refuse to lose control.*
- *Alliance or conflict to retain control.*

*How will actors in the relational space react?*

- *Change from spectator to player*
- *Refuse increased dependency*
- *Establish de facto alliances to destabilise the process.*

*How will actors of the assets space react?*

- *Change from player to arbitrator*
- *Approve or refuse the project*
- *Expect results.*

*To retain control, the States will implement their regulatory arsenal, define an objective and, in case of conflict over control, battle to have (or to share) control. The perimeter of the merger will often be modified and/or overall control will be weakened.*

*To avoid increased dependency, clients/suppliers will change their policy.*

*Clients will reduce their relationship with the new entity, while suppliers will adapt their offer to avoid pressure.*

*To obtain the promised results, shareholders will vote for the project. The consequences of the merger will not be those hoped for by the initiators in many cases. In the event of failure, shareholders will make the initiators bear the responsibility and entrust management of the entity to others.*

*In our example, the presence of strategic interests leaves no doubt over the existence of State involvement.*

- *The volume will depend on the importance of the interest perceived by the states. If our example affects:*

- *Defence: we can expect a total mobilisation of State resources.*
- *Distribution: we can expect a controlled involvement.*
- *The stage will depend on the urgency perceived by the States if our example touches:*
  - *Defence: we will immediately move from awareness to action.*
  - *Distribution: we can expect surveillance.*

*The fact of being Client/Supplier, a long-term relationship, affirms this involvement.*

- *The volume will depend upon:*
  - o *The perceived importance of the relationship (volume, technology, etc.).*
  - o *The existence of alternatives to the relationship (duopoly, etc.).*
- *The stage will depend upon the capacity to act.*

*For the shareholder:*

- *The volume of involvement (not automatic<sup>24</sup>) will depend upon:*
  - o *The value concerned.*
  - o *The shareholder's position (shareholder, administrator, manager).*
- *Stages will develop as a result.*

*Conducting this analysis helps us to better understand the reasons why the results of merger operations are often disappointing:*

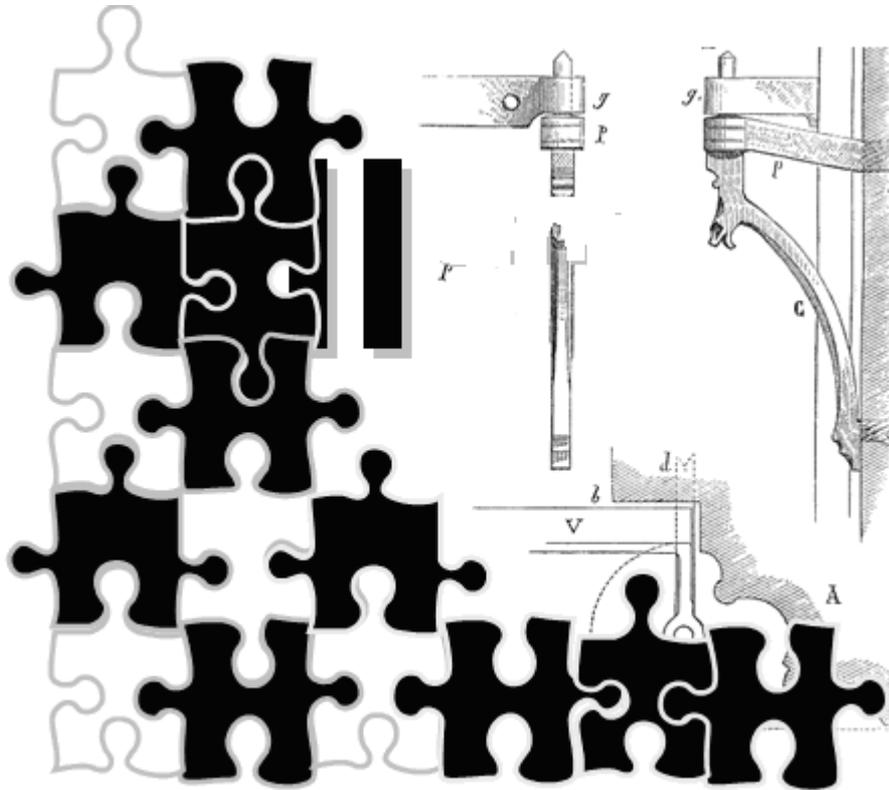
- *Vague strategic intentions: how is it possible to be relevant when a global assessment of all present and future aspects is often forgotten?*
- *Compatibility between companies: how is it possible to be compatible if only the economic angle is considered, forgetting geopolitical aspects, as well as anthropology, sociology, psychology, etc.?*
- *Size of operations: how is it possible to have close relationships without the shareholders, clients and suppliers who are actors/critics of the project?*
- *<sup>2</sup>Difference in size of the two companies: how is it possible to have balanced relationships without a natural or designated arbitration?*

**KEY SUMMARY:** *Economic situations positioned in one single space, whose sole rules are those of management and economy, are rare.*

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<sup>24</sup> In the case of floating shareholders or speculators.

## Part 2: From theory to practice: Methods and tools of influence

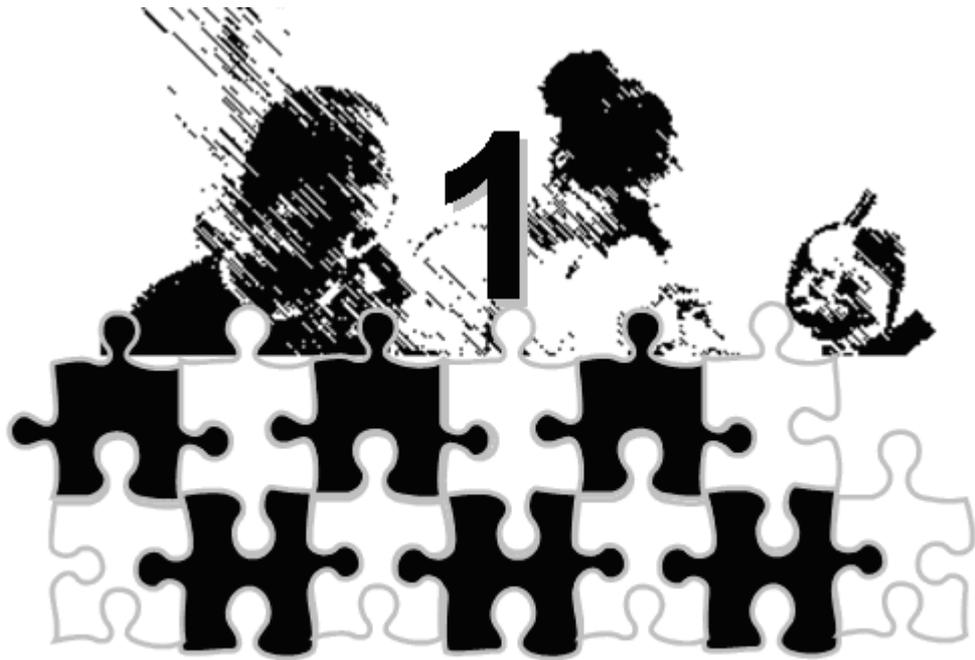


*“The worker wanting to do his work well will begin by sharpening his tools” Confucius*

### ***From Theory to practice: methods and tools of influence***

*This second part defines the methods which enable the stakeowner to develop a **plan of influence** to obtain the **result** and **profit** they hope to derive from an investment. Due to the numerous components which must be taken into consideration, we initially explore: the **relational map** of the situation and the **path** the stakeowner must follow to influence the situation. In a second step we list the **means** to influence, **targets** and the **ethical reflection** required for implementing such tools*

**Chapter 1: Evaluating an existing situation**



*“Being Human requires loving Mankind. Being good requires knowing Mankind”*

*Lao Tzu*

***Analysing an existing situation***

*Influencing/manipulating a situation first of all means influencing/manipulating actors. This chapter looks at the interaction between actors through connections. **Connections** between actors form networks in which the stakeowner must circulate in order to reach the optimal position for exercising his influence/manipulation. To do this, we will first explore the map of the network and how it operates, before attempting to understand how to use the connections and develop a path towards the targeted actor.*

The mechanisms previously described aim to enable the reader to analyse a situation, but the reader may of course be faced with new situations. One of the most common is the actor entering an unknown context.

## **1.1 The Network of actors**

A network is a set of actors, acting within a framework, interlinked by connections which may be personal, professional or of any other nature.

We will leave the analysis of networks to specialists, and concentrate rather on the subject at hand: a methodological collection to understand and act within a situation.

The actors within the network are characterised by the fact of being interconnected by interaction mechanisms which integrate several subsystems.

*Ally: Two sports team-mates (Subsystem 1) from the same club (Milieu) who both participate in the same individual competition (Subsystem 2), will react differently, depending on whether their elimination from the tournament is caused by a confrontation with a third party, in which case the loser will often become the supporter of the winner still in the arena (Subsystem 1); or whether it is the result of a direct confrontation, in which case the loser is often tempted to give the winner the cold shoulder (Subsystem 2).*

Subsystems can be modified by interactions.

*Ally: This mechanism, although trivial, is seen in the financial world. How many client-supplier relationships can resist a situation in which they find themselves in competition with each other, even marginally, within their marketplace? The supplier would find it hard to explain that they do not intend to harm their client by becoming their competitor in the marketplace, and this would call their relationship with their partner into question.*

## **1.2 The Existence of a relationship between two actors.**

Connections may be of any nature whatsoever:

- Financial
- Psychological
- Sociological
- ...etc.

The connections are characterised, as previously discussed, by:

- The notion of a threshold effect.

- The function of the connection (relationship/action/affiliation/control).
- The strength of the connection.
- The charge of the connection (opposition/cooperation).

But is this sufficient for understanding the connection between the two actors?

Connections can be stable or unstable, and the relationship will consequently be the same. Stable connections aid understanding and indicate how to act within a situation, but unstable connections can nevertheless present opportunities.

As previously stated, connections are characterised by their dynamics (interaction rationale between actors) and dynamics dictate longevity. The existence of the connection does not at all guarantee that the relationship will last: indeed, the relationship will last for as long as each protagonist recognises the existence of the other through their actions.

*All commercial and sales managers know that a client who is not contacted at least once every six months is a client lost in the long run.*

*The “small world” experience (or “Milgram’s paradox”)<sup>25</sup> or informational pyramids on the internet show that a connection does not equate to a relationship.*

Longevity is variable and depends on the substance of the connection. The memory of the connection does last longer, which enables reactivation, but mindfulness of the connection in behaviour rarely lasts beyond 6 months for an individual actor.

The **frequency** of activation of the connection (frequency of interactions between actors) is what bears out the relationship.

**A relationship is a set of connections, of which at least one is regularly activated.**

**The set of connections which form the relationship operate by interacting according to processes which make up the relational dynamics.**

### 1.3 Constraints of a relationship

A relationship is, at the very least, an enduring connection, which entails actors having the capacity to manage the volume of interactions over time.

This **relational capacity** of the actor (i.e. the number of relationships the actor can manage) is limited by the time he has and by the frequency required for him to sustain the relationship.

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<sup>25</sup> Stanley Milgram (1933-1984) is considered to be one of the most influential psychologists of the 20th century.

This limitation, without being true for all cases, is generally fixed at around 150<sup>26</sup> relationships for an individual actor.

The two actors must therefore arbitrate, within their relational capacities, whichever relationships they choose to maintain.

Consequently, the capacity to create and maintain a relationship is a rare resource, and many companies have forgotten its importance in recent years, thereby forgetting business, clientele and other terms which have emerged through our history.

The object of the relationship may be of one type (financial, political, social, familial, etc.) or several. Whatever its composition, a single active connection is sufficient to keep the relationship alive.

Due to the temporal aspect, the relationship can vary over time. The **stability** of the relationship, the connections which form it and the interactions between them, are the components of the situation.

Many, such as Max Weber (1864-1920)<sup>27</sup> have attempted to categorise relationships according to their aims or substance. We will not delve into this here, as the connection is the focus of our attention. The relationship is the cluster of connections within the situation we are analysing. It is also a tool of influence.

The existence of a relationship commits both actors over time. The end, or destabilisation of the relationship, has consequences for both actors.

**A relationship is therefore a set of connections wherein two actors interact.**

*The introductory visit: The introductory visit to see a prospect is the first connection between the seller and the prospect. Even if this is at first unsuccessful, a successive repetition of visits will nearly always create other connections than those initially envisaged. Very often, the prospect, touched by the seller's consistency, will become a client, if only to recognise the importance the seller gives him by regularly coming to present his products. If the seller then stops visiting the prospect, the latter will nearly always feel a degree of frustration, which is the sign of a psychological connection generated by the repetition.*

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<sup>26</sup> Calculated by Robin Dumbar in 1993, this figure has been used for years by all commercial and sales directors.

<sup>27</sup> Max Weber (21 April 1864-14 June 1920), a German Sociologist and Economist, is one of the founders of modern sociology.

## 1.4 The interest of the relationship

The framework of a situation is often vast and complex. To act on the situation, the focal actor can modify objects and the wagers over which he has control, or act on other actors.

One of the ways to act on actors is to create relationships, or use existing relationships, by either creating/modifying/eradicating connections, or by playing on the rationale of their interactions.

The set of relationships between actors forms a specific field within the framework: this is the field of influence.

*Industrial distribution: In industrial sales, the salespeople working with distributors know that organising distribution in Paris (too large to develop a relational field for many products) enables them to multiply points of sale, offering a greater degree of freedom, much more so than in Lyon or Aveyron.*

The relationship, mobilising all kinds of connections, can potentially impact many spaces, sites and games, which all have various consequences:

- The actors build relational rationales, not according to a single subsystem, but by taking many subsystems into consideration.
- When the actors share relational rationales, these become rules in terms of habits/customs/routines, etc.
- Rules must be respected in order to enter the network. Non-compliance will nearly always, in the long run, lead to the non-compliant actor being excluded.
- In rare cases, the arrival of a new actor may lead to alteration or modification of the rules.

*A new arrival to the marketplace: if all competitors perceive a new arrival as having the potential to significantly modify their position, the balance of alliances may destabilise alliances, to say the least.*

- Variations in relationships lead to behaviours reflecting “opposition” or “cooperation”.

The components of our framework are therefore completed by:

- Studying the definition of **specific rules**.
- The **graph of the network** of relationships between actors.

## **1.5 Positioning of the actor**

The question of positioning raises the questions of where one is, where one is going and what one has to offer.

Several studies exploring the notion of positioning have been undertaken since the end of the 1970s, around the time when economic theories were emerging and developing (BtoB marketing<sup>28</sup>, project management, etc.). For the present purpose, we are only interested in two trivial notions: the journey and the vector. The journey is made up of the succession of relationships developed by the actor between his initial position and the targeted position. The vector is the way in which the actor chooses to create/manage/ignite a relationship.

Our aim is therefore to:

- Describe the focal actor's positioning within the network.
- Choose the optimal positioning for achieving the set stake, and
- Choose the best adapted vector.

### **1.5.1 The relational map**

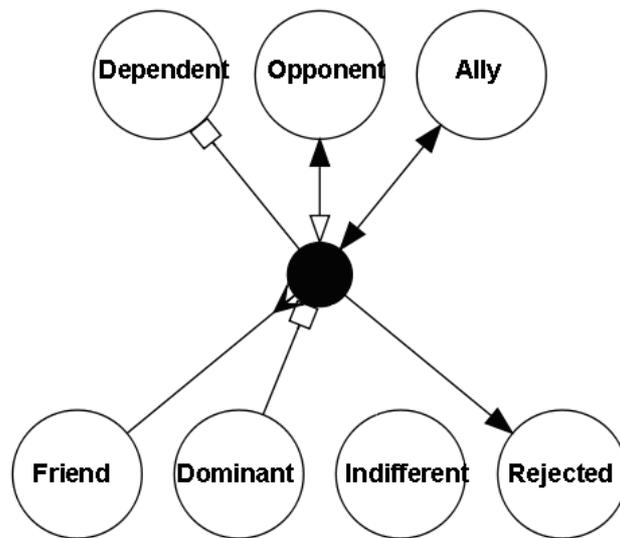
The relational map comprises all connections between actors.

It is developed, when information is available, with descriptions of the connections between the actor in question and the other actors. It incorporates spaces, sites and games and seeks to interpret the relationship between the actors in order to anticipate their behaviour and reactions to the focal actor.

To facilitate reading of our various examples, we will employ a typical representation of an actor's relational network by developing a typology combining the function and charge of the connection between the actor and others.

---

<sup>28</sup> Marketing applied to products and services sold by one company to another



Connection	—————
Action with interaction	↔
Action without interaction	→
Control	□—————
Affiliation	➤—————

Figure 36: A Relational Typology

**Commercial activities:** In nearly all commercial activities, the seller acts within a context which is their local framework. The actors within the framework, without being exhaustive, maintain relationships. The seller has competitors (Opponent), clients (Dominant), prospects who refuse to work with him (Rejected), potential clients which he has not identified (Neutral), additional colleagues with whom he exchanges information (Ally), local subcontractors (Dependent), and locals with whom he has developed contacts (restaurant owners, hotel owners, etc.) (Friend). These components all form the relational map.

### 1.5.2 The relational vector

The vector comprises what the focal actor makes available to other actors in order to achieve the targeted positioning, whether this is a form, time, objects, affect, etc.

*In nearly all commercial activities, the seller has a commercial sector which is made up of several contexts, if only because the territorial division of competitors is never identical to its own. He will devote more or less time to the subsectors he supervises, define commercial targets within the subsector (clients, prospects), look for potential clients, use (or not use) promotional offers available to him, adjust the pricing policy to adapt to the local context... This all constitutes his vector.*

## 1.6 Assessing a case step-by-step to prepare for action.

### *The territorial economic development of a department*

*Let us now examine the situation of economic development of a French department comprising a large conurbation.*

*Many departments comprise:*

- *One central city<sup>29</sup>, often a conurbation, managed by a councillor.*
- *A departmental council, managed by a different councillor.*

*Local communities, wishing to attract and develop economic business in their territory, have created independent legal structures which they entrust with this task (association, agency, company, etc.): these are called Development Agencies (DA in our schema).*

*These structures lean on other local actors, manufacturers, the Chamber of Commerce and Industry (CCI in our schema), the job centre (JC in our schema), the energy provider (EDF in our schema), the administrative authorities, etc.*

*The central city and departmental council have territories, councillors, budgets and often differing political leanings. Over the course of local history, they have each created their own territorial economic development structure.*

*For an external actor, whether they be:*

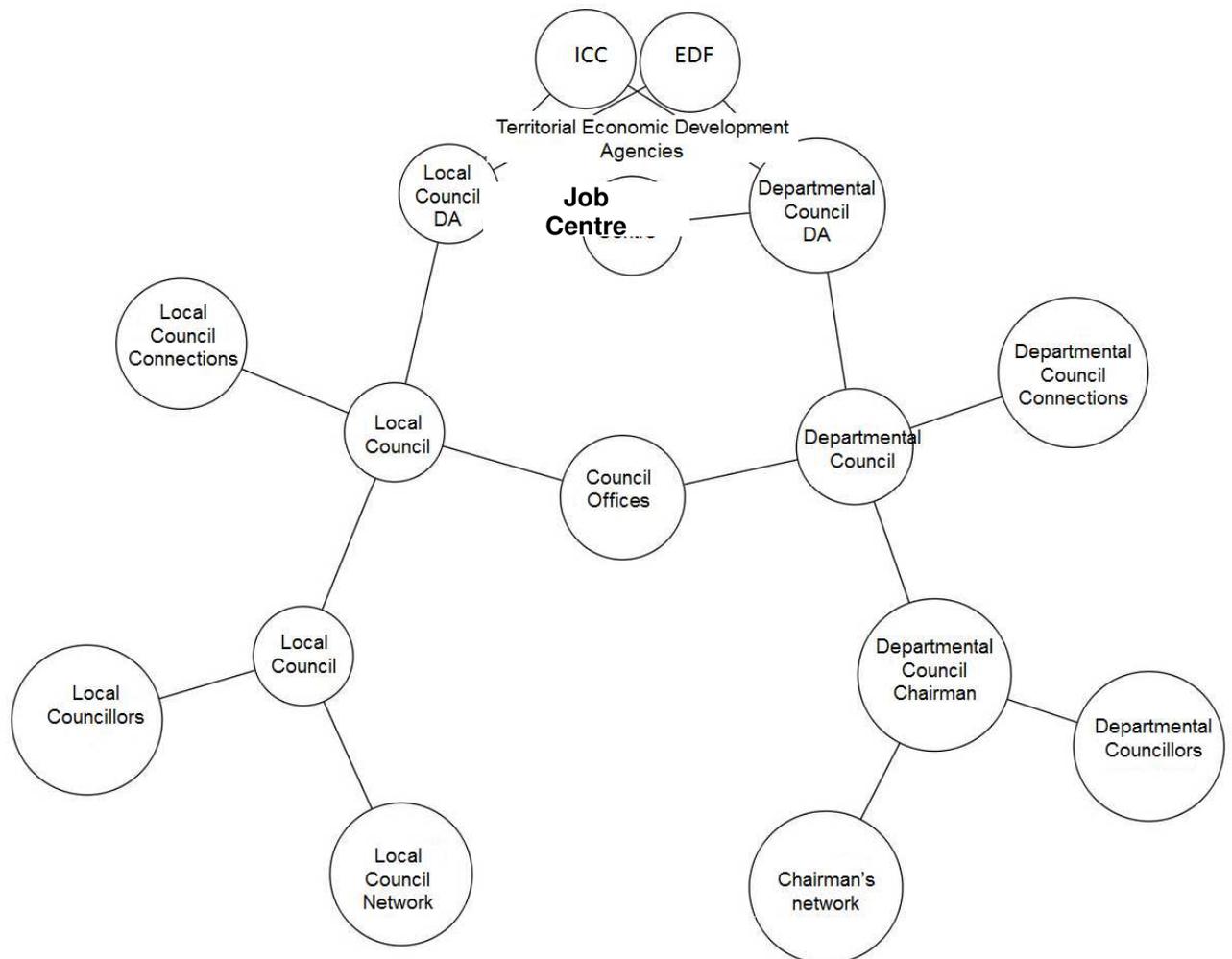
- *A company hoping to establish itself in the department*
- *An individual hoping to find work there*
- *etc.*

---

<sup>29</sup> INSEE: A central city in a multi-municipality urban unit (or multi-municipality conurbation) is defined as follows. If a community comprises more than 50% of the urban unit's population, this is the sole centre city. Otherwise, all communities which have a population greater than 50% of the most densely populated community, along with the latter, are central cities. Urban communities which are not central cities constitute the suburbs of the multi-municipality urban unit.

*...understanding the situation is a prerequisite for defining the target positioning and for choosing the relational vector.*

*The first task we will undertake is to trace a map of all connections, whatever their nature.*



**Figure 37: Map of Connections**  
Developed with Grapwiz of AT&T Labs Research

*After having mapped the connections in the milieu, we will now describe the relationships between actors.*

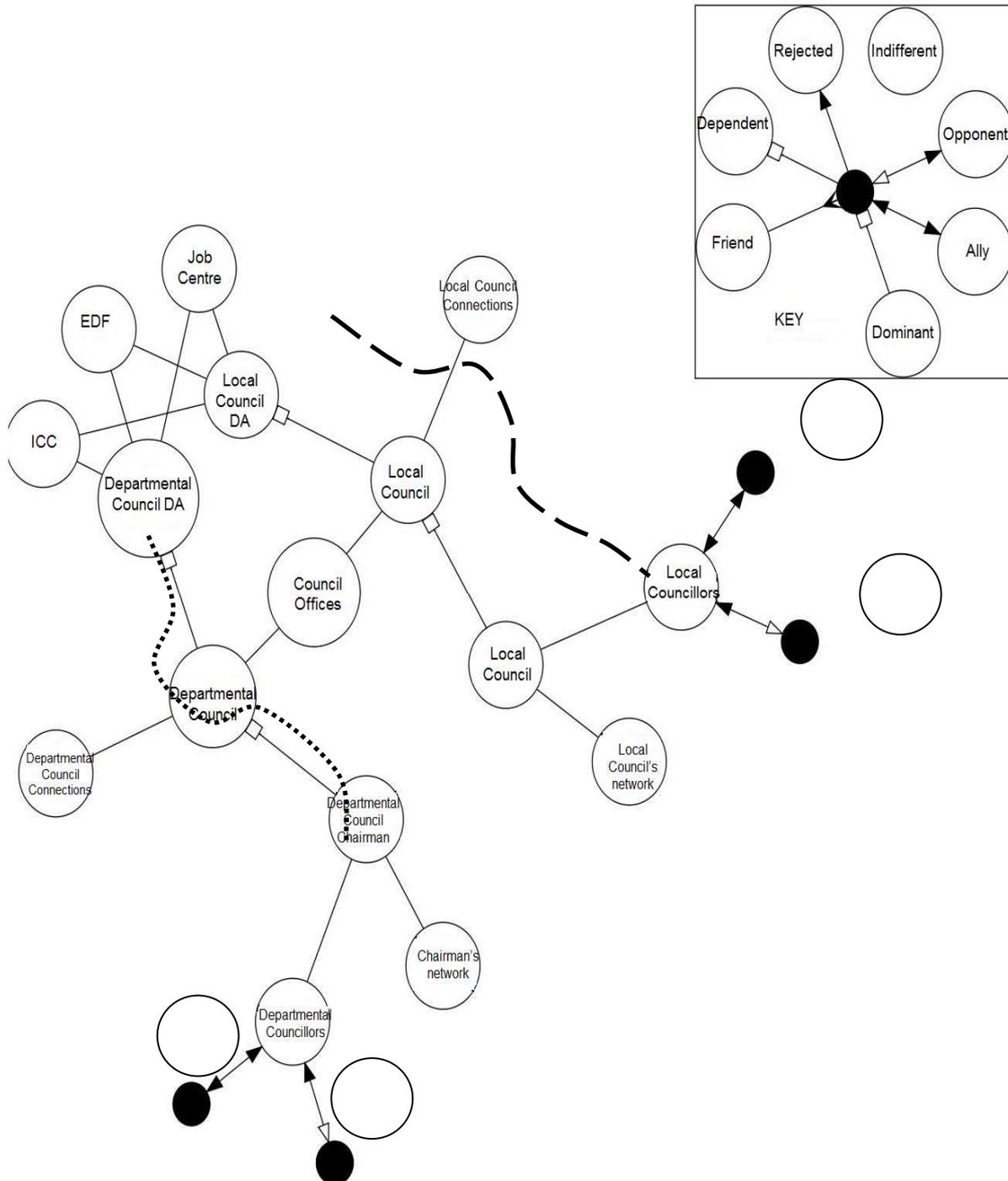
*The de facto historical creation of two structures having the same duties in territories which overlap inevitably leads to a situation of competition (Subsystem).*

*The rules/practices of councils, those of the central city (Subsystem) or of the department (Subsystem), and the ways in which the constitution of lists of candidates for the elections lead to:*

- *Regular and strong connections of:*
  - *Power between the mayor and councillors.*
  - *Power between the chairman of the general council and the councillors of the majority.*

- *Power between politicians and their administrations.*
- *Oppositions between councillors of the majority and their opponents.*
- *Of thresholds effects linked to the electoral agenda (changing camps).*

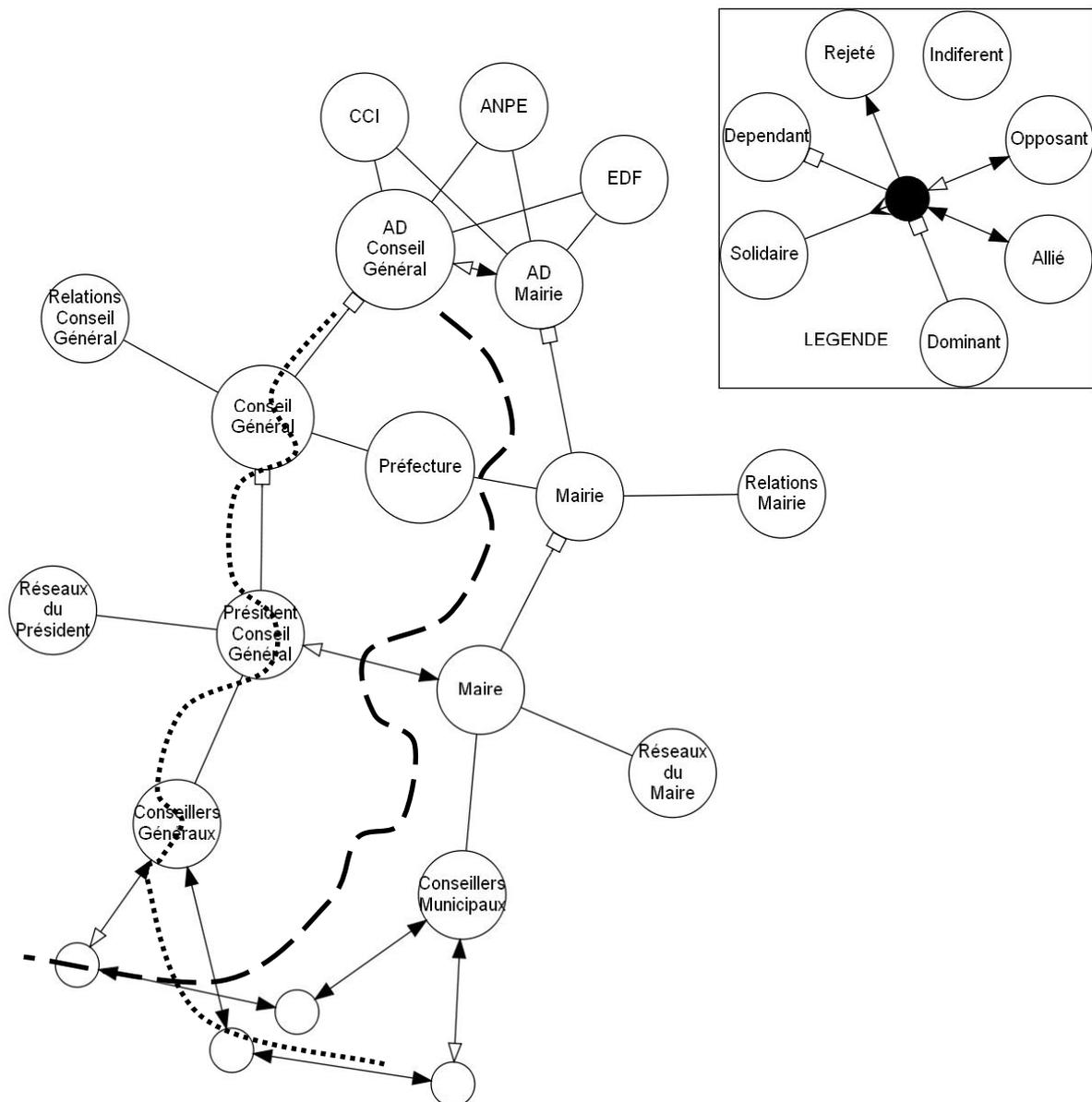
*Administrative organisations within territorial economic development structures (DA in our schema), are designated by sponsors, usually the mayor and the departmental council, which leads to power relations between them.*



**Figure 38: *The Rationale of Actors***  
 Developed with Grapwiz of AT&T Labs Research

*The situation displays a network of actors structured around two lines of control, the dominant actors here being the mayor and the chairman of the departmental council.*

*The territory is structurally a source of conflict because there are two competing territorial economic development agencies (DA in our schema). If the mayor and the chairman of the departmental council are in opposition, relational tensions will increase further.*



**Figure 39: *Consequences of connections between actors***  
 Developed with Grapwiz of AT&T Labs Research

*A relational opposition leads to a divide, which reaches its climax when the city council and the departmental council have opposing parties in majority positions.*

*In certain counties, this divide is so great that oppositions go beyond the actors concerned and spread to all actors in relation with the city council and departmental council.*

*Coming back to our initial questioning:*

*How does an external actor (company or individual wishing to establish their business) develop their approach in this context?*

<b>Targeted Relational Positioning</b>	<b>Advantages</b>	<b>Disadvantages</b>
<i>Choose actors connected to a clan</i>	<i>Cooperation of the clan</i>	<i>Opposition of the other clan</i>
<i>Choose other actors</i>	<i>Neutrality of both</i>	<i>Indifference of both</i>

**Table 7: Relational Localisation**

<b>Relational vector used</b>	<b>Advantages</b>	<b>Disadvantages</b>
<i>For some actors only</i>	<i>Involvement of actors who stand to benefit</i>	<i>Differentiated from other actors</i>
<i>For all actors</i>	<i>Reduction of the impact of the rationale on actors</i>	

**Table 8: Relational Vector**

*In our example, if the company is an industrial establishment (creating jobs, tax revenue, etc.), it can use the choice of its location (vector): central city or department.*

*In order to optimise the advantages it gains, the company:*

- *Establishes relationships through a neutral actor to:*
  - *Create a perception of fair treatment between the city council and departmental council.*
  - *Maximise competition between the city council and the departmental council to its own advantage.*
- *Chooses a clan which will enable the company to benefit from:*
  - *Tax relief.*
  - *Provisions.*
  - *Free infrastructures.*

*In our example, if the company is a commercial establishment (creating business, business flow, etc.) it will seek a situation which will maximise the sales of its commercial offer (vector):*

- *It will arbitrate (relation) between:*
  - *The city council and departmental council, which would produce a rapid result but limit access to the whole potential.*
  - *A choice of neutral actors, which would produce slower results but open up access to the whole potential.*

- *If the company needs the city council and departmental council to optimise its sales, it will ensure that it (vector):*

- *Makes fair offers.*
- *Makes sure such fairness is perceived.*

- *If the company only needs either the city council or the departmental council to optimise its sales, it will ensure that it (vector):*

- *Negotiates exclusivity with the city council (or departmental council).*
- *Limits access of the departmental council (or city council) to the offer.*

## METHOD.

### Relational networks.

Identify the connections constituting a relationship

Describe relationships between actors

Map out the situation

Look for relational rationales

### Influence the actors:

Define each actor's method of influence.

List the means to positively or negatively affect the influence of each actor

### Relational positioning:

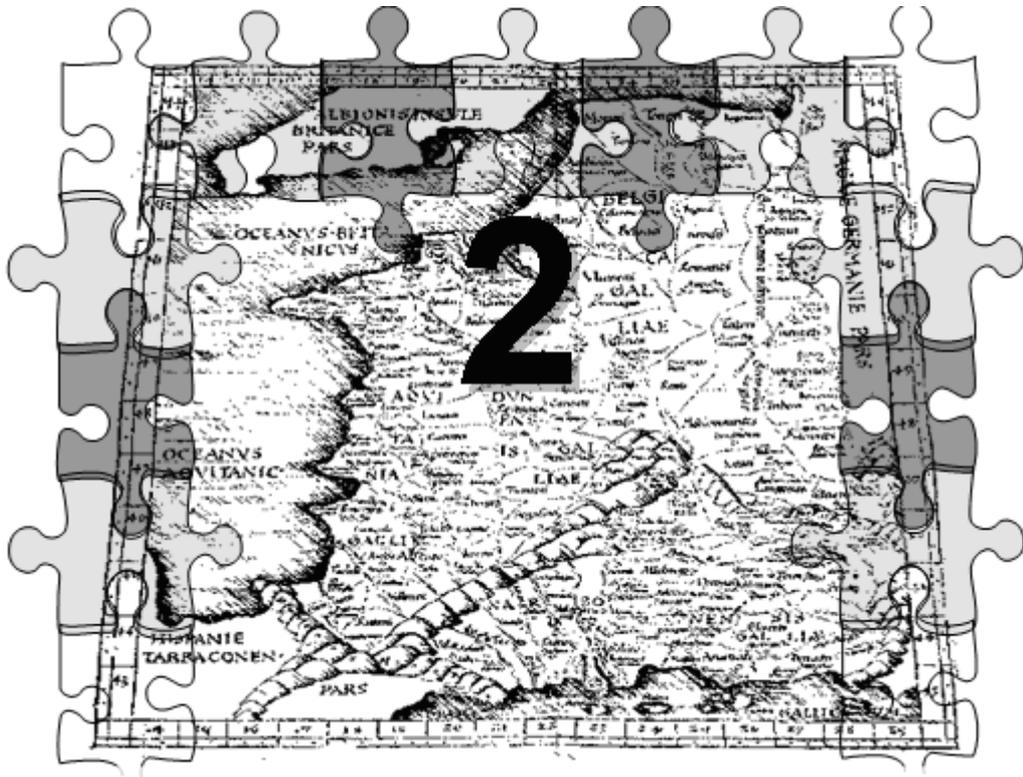
Position the situation of the focal actor

### Relational vector:

Describe the potential choices of relational vectors of the focal actor.

**KEY SUMMARY:** *A connection between actors is not a relationship. A relationship is at least one **connection**. **Frequent activation** of the connection ensures that each actor remains mindful of the other. The actors are influenced/manipulated by their relationships. The stakeowner must be capable of analysing their situation within the map of relationships between actors. To do this, he positions himself (**relational positioning**) and describes the motivation for other actors (**relational vector**) to support the company in its approach.*

## Changing the situation along the way



*“Tourists will generally ask other tourists for directions, who generally don’t know their way any better. This always complicates everything.*

*Especially when you don’t speak the same language.”*

*F. Blanche & P. Dac*

## **Changing the situation along the way**

*The stakeowner is positioned within the relational map of the situation, equipped with a **relational vector**, situated by his **relational position**, and he must choose a more **favourable relational position** for the outcome of his stake. Once this choice has been made, he must choose his **relational schema** and the **vector** he will use: this is the subject of the present chapter.*

The advantage for the actor in developing an analysis, which nevertheless requires resources, is to choose the best pathway to attain the most advantageous position (one which is profitable for a company).

The choice of pathway is a strategic decision. It is not a strategy in itself, but opens up the choice of potential strategies.

**2.1 The pathway towards a position of influence**

The desired position is often clear in the “candidate’s”<sup>30</sup> mind. Yet the pathway chosen to achieve this is often ill-considered. It is, however, the actor’s first choice of interaction with the situation. This choice is neither neutral, nor is it without future consequences on the actor’s relationships within the network.

If the desired position is central, connected to all the actors, then the choice of pathway is fundamental to attaining the objective.

*The territorial economic development of a department: Undertaking a relational journey by choosing, as a first step, the city hall, the departmental council or any other actors will engender different consequences. Entering via the city council will handicap any relationships with the departmental council, and vice versa. Entering via neutral actors will slow contact with the city council and departmental council, but benefit relationships with both in the longer term.*

Advancing towards the position	Advantages	Disadvantages
Choose an <b>actor connected to a clan</b>	Direct access	A “branded” first impression
Choose <b>another actor</b>	A “neutral” first impression	Direct access

Table 9: The First Position in the Milieu

**2.2 The relational vector**

The relational vector, or what the focal actor makes available to other actors, is often considered to be invariable, like a second nature. But this is not actually the case.

*Key clients: All key account managers know that the best way to gain the interest of a client is to approach them with unique innovation, thus avoiding the pitfalls of habit or the endless discussions about pricing.*

---

<sup>30</sup> Actor aiming to enter the milieu

The choice of relational vector is the defining component of the actors' first perception of entering into a relationship: it makes the actors react<sup>31</sup>.

If what the focal actor can contribute is original or rare (a unique relational vector), the actors will tend to be cooperative and in favour of forging a relationship.

In contrast, if the relational vector is already available within the network, some of the actors will hinder the focal actor in forging a relationship within the milieu.

*Key account managers know that becoming the second supplier not only incites a reaction from the first, but also from internal actors who do not want doubts raised over their relationship with the first.*

The choice of relational vector can avoid such difficulties: by profiling what is already offered to actors, the "candidate" can minimise oppositions along his pathway.

*This is what our key account manager will do. By communicating his voluntarily reduced offer to both his colleague and competitor (pricing, delivery capacity, after-sales, etc.) and/or by concentrating on the actors which are dissatisfied with the first supplier.*

## **2.3 A case assessed step-by-step: modifying a situation**

### ***Scientific research***

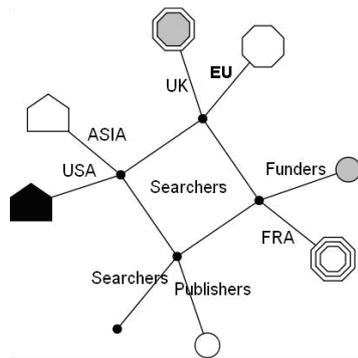
*In work carried out by the Toulouse Institute of Computer Sciences (IRIT<sup>32</sup>) in the field of scientific intelligence, we can examine the typical case of an internationally reputed French laboratory whose stake is to position itself within the worldwide scientific community with the aim of improving its visibility and gaining access to international funding programmes. Analysis of the research was carried out by seeking the visible connections between the actors<sup>33</sup>, within the areas of the laboratory's activity.*

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<sup>31</sup> M Porter, rationale of the new arrival.

<sup>32</sup> <http://atlas.irit.fr/>

<sup>33</sup> Beginning with recognised scientific publications and key words defining the field of research, the approach consists of identifying authors, co-authors, members of the reviewers' committee; and connecting them with laboratories, funders (manufacturers or institutions) and publications (350 actors in total).



**USA:** American laboratories.  
**UK:** British laboratories.  
**EU:** European laboratories.  
**FRA:** French laboratories  
**ASIA:** Asian laboratories.  
**Searchers:** Individual researchers.  
**Funders:** Public or private sponsors.  
**Publishers:** Leading international reviews.  
**Connections:** The connections indicate a recognised relationship: the researcher's affiliation to laboratories, to reviewers' committees and funding programmes for funders.

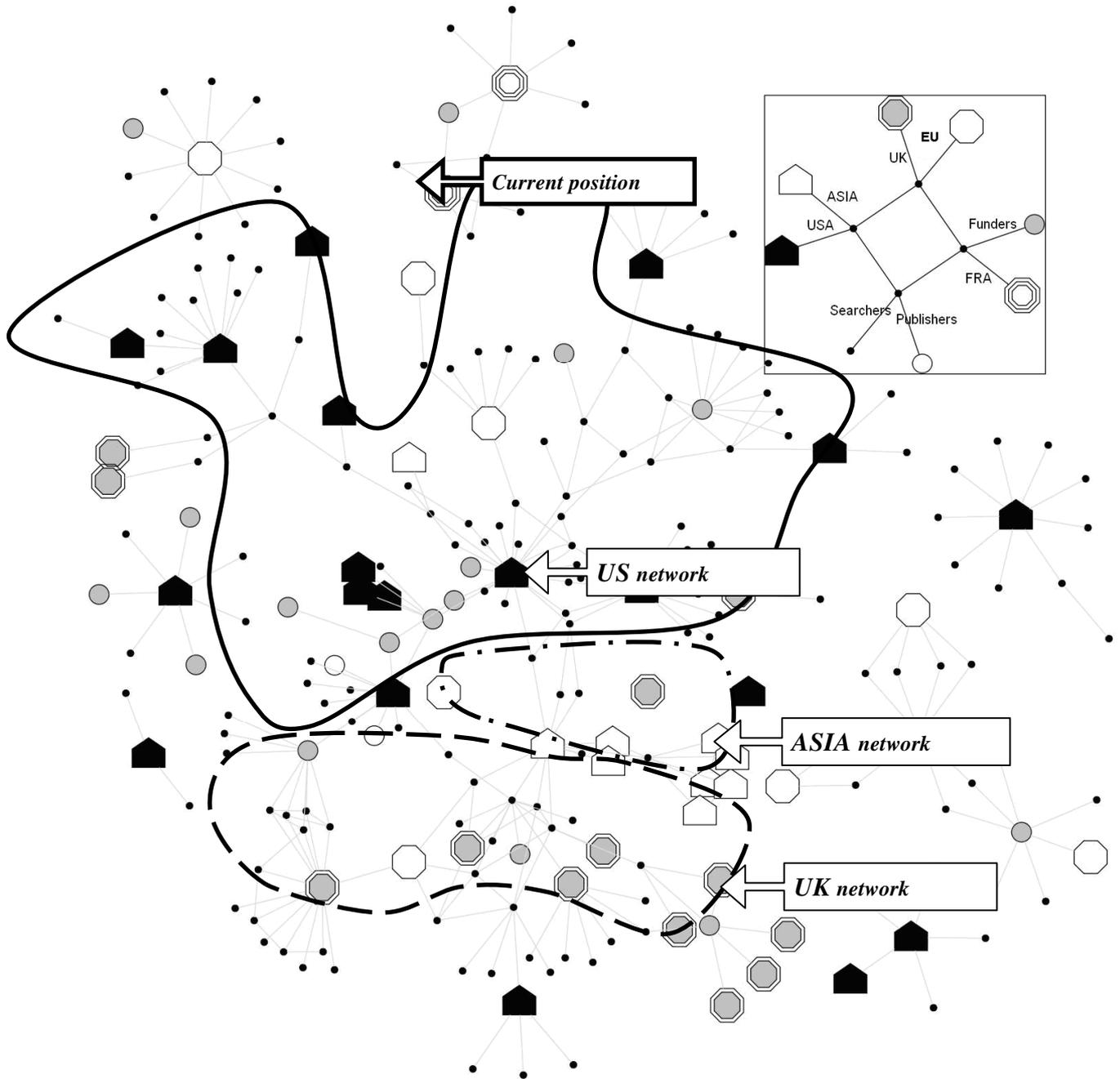


Figure 40: *Analysis of international networks within a scientific sector*  
 Developed with Grapviz of AT&T Labs Research

### 2.3.1 Potential relational positioning

We can identify:

- The existence of three networks whose construction rationale is geographical.
- Two networks (USA and UK) exert an attraction over the third which comprises new entrants (ASIA).

- The isolation of many European actors.
- The American network comprises all types of actors necessary for a laboratory to be influential:

- o Many researchers who collaborate in their work.
- o Funders.
- o International reviews.

The attraction of the American network over certain European, Asian and British laboratories suggests that it is the central network within the sector.

The possible relational positions are:

- Join the American network. (  ).
- Join the British network. (  ).
- Join the Asian network. (  ).
- Create a new network (  ).

<b>Targeted position</b>	<b>The American network</b> 	<b>The Asian network</b> 	<b>The British network</b> 	<b>Creating a network</b> 
<b>Relational position</b>	Central	Peripheral	Secondary	To be developed
<b>Advantages</b>	Access to the very best	Gamble on the future	Reinforce the relational challenge	Control choices
<b>Disadvantages</b>	The risk of being “absorbed” if it is not “rejected”	Geographical isolation	Risk of rejection, if the British wish to conserve a central role in the EU.	A relational investment Limited access to the best
<b>Future</b>	Be the best to survive	Gamble on the change of centre of gravity	Connection to the isolated actors of the EU	Find a rationale

Table 10: Consequences of the choice of relational positioning

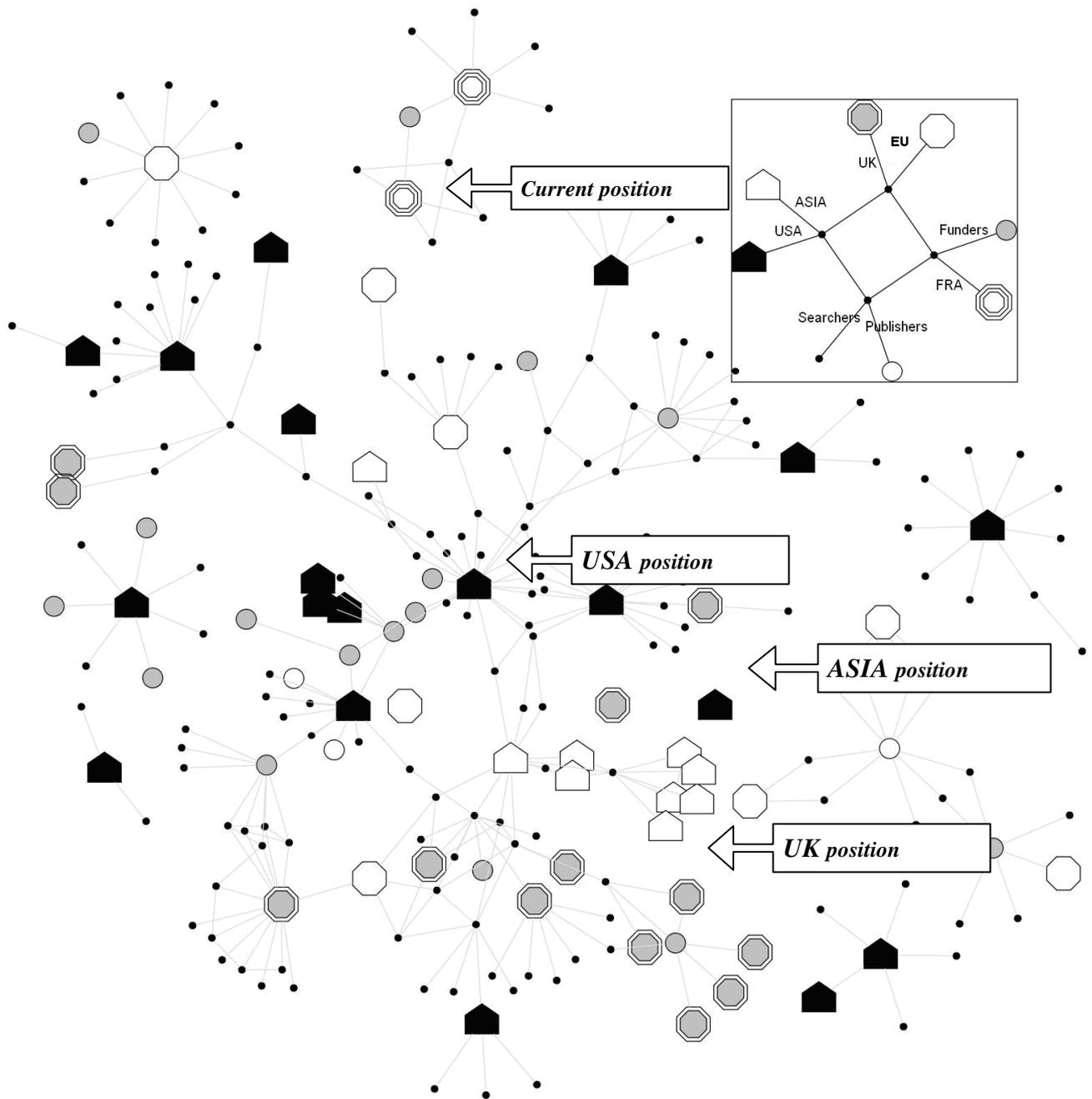


Figure 41: *Possible Positions*  
 Developed with Grapviz of AT&T Labs Research

*Once the targeted relational positioning is determined, the relational vector to be used must be examined.*

### **2.3.2 The potential relational vector**

*The French laboratory has, among others, three dimensions for constructing their vector in order to attain the targeted position:*

- *Participation in conventions, seminars or other events to create connections with targeted actors, in the hope of developing a relationship.*

- Researchers' applications to "post-doctoral" positions in targeted laboratories.
- The possibility to respond to international research calls for tender conjointly with the targeted laboratories.

To facilitate understanding, we will only consider one-dimensional vectors.

<b>Vector position</b>	<b>American</b>	<b>Asian</b>	<b>British</b>	<b>Creating a network</b>
<b>Connections</b>	<i>One among others</i>	<i>Diversification</i>	<i>One among others</i>	<i>Break the isolation</i>
<b>Post-Doctoral student</b>	<i>More competition</i>	<i>Diversification</i>	<i>More competition</i>	<i>Capacity requirement</i>
<b>Research</b>	<i>Funding</i>	<i>Diversification</i>	<i>Europeanization</i>	<i>Creating a network</i>

Table 11: The appeal of the relational vector

The decision to use a vector will have consequences for the French laboratory: by sharing part of their resources with other laboratories, it will create both opportunities and risks.

Without being exhaustive, we will examine certain consequences which may result from the choice of vector for a relational positioning: e.g. joining the American network.

<b>Vector</b>	<b>Participation</b>	<b>Post-doctoral students</b>	<b>Calls for tender</b>
<b>Advantages</b>	<i>Access to studies for the future</i>	<i>Creating a relationship</i>	<i>Gaining access to international funders</i>
<b>Disadvantages</b>	<i>Necessity to share cutting edge work in order to be recognised</i>	<i>Potential leak of information and matter</i>	<i>Loss of national identity</i>
<b>Future</b>	<i>Being the best in order to survive</i>	<i>Uncertain</i>	<i>Loss of national funding?</i>

Table 12: Consequences of the choice of vector

### 2.3.3 The relational journey

After evaluating the possible positions and relational vectors, a place, vector and pathway must be chosen.

The **relational pathway** comprises all the steps which the laboratory will decide to take in order to reach its objective. We could have used the terms 'plan of action', 'phases' or 'schemata'.

This pathway must be coherent with the vector and the targeted position.

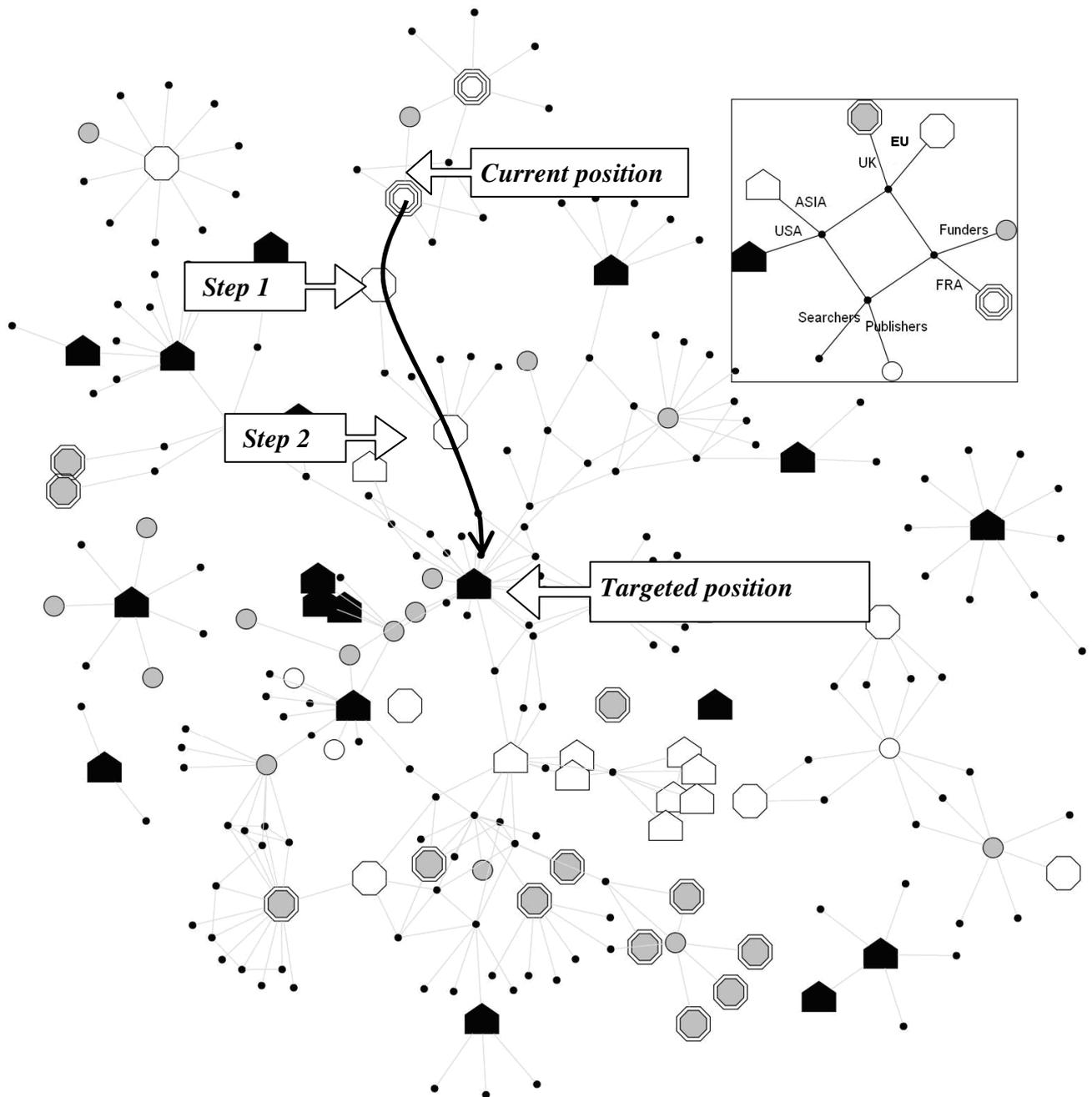


Figure 42: *The pathway towards the American position*  
 Developed with Grapviz of AT&T Labs Research

*In our example, by aiming to join the American network, with limited resources, the first step consists of being identified within the area by isolated peripheral actors who have resources which are comparable to those of our own laboratory.*

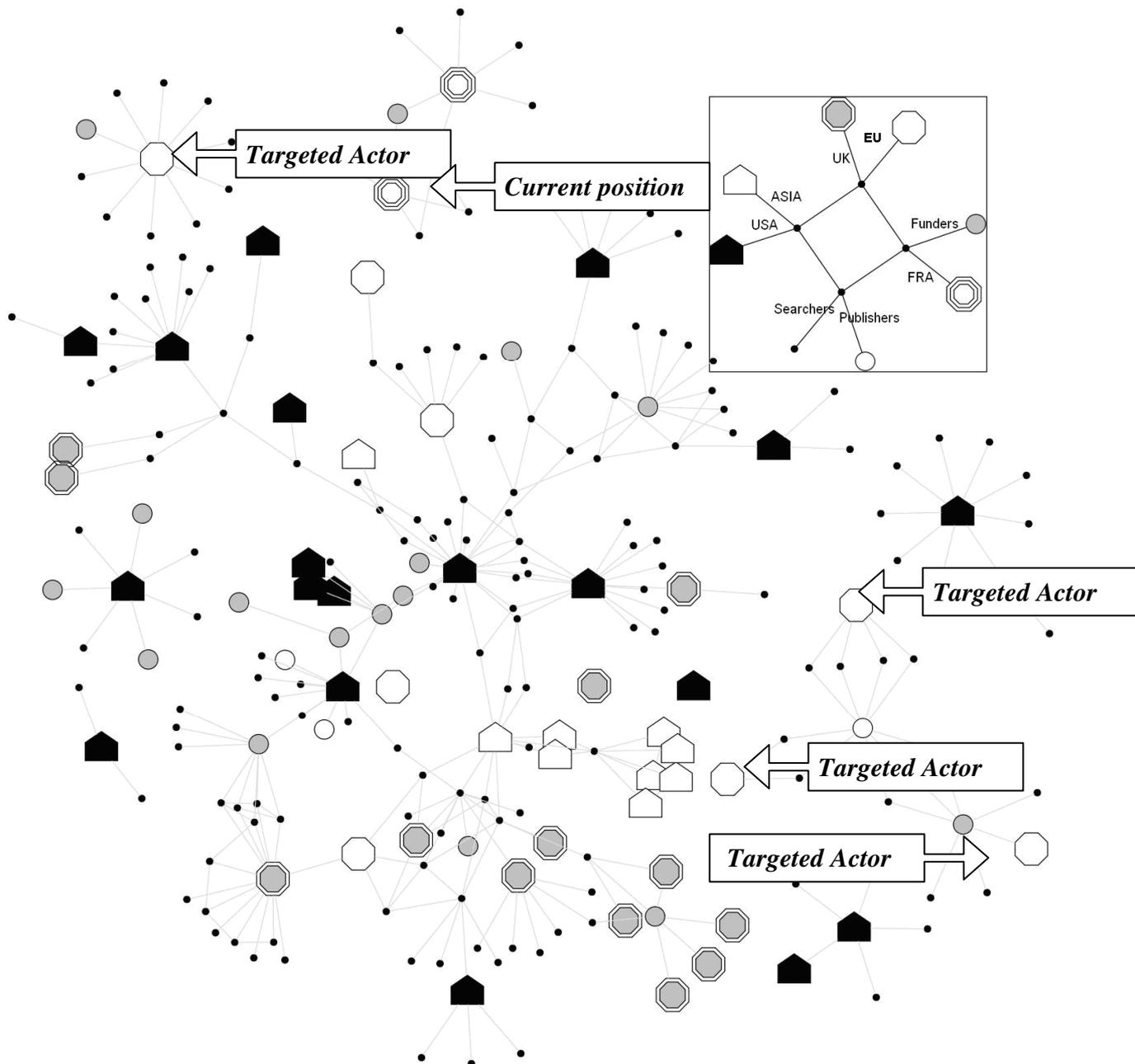


Figure 43: *Building a network*  
 Developed with Grapviz of AT&T Labs Research

*In our example, in aiming to create a new network, our laboratory must:*

- *Identify a motive for the process vis-à-vis the targeted actors. In our example, the rationale may be the European Union and its research programmes.*
- *Mobilise resources to initiate the process of construction.*

*The future role of the laboratory will be impacted by its new relational positioning and the resources it will have used in the process.*

*Without being exhaustive, we will examine this aspect in our example.*

<b>Vector</b>	<b>Connection</b>	<b>Connection</b>	<b>Connection</b>	<b>Research project</b>
<b>Choice of area</b>	<i>American</i>	<i>Asian</i>	<i>British</i>	<i>Isolated actors</i>
<b>Relationship</b>	<i>Marginal</i>	<i>An ally</i>	<i>An ally</i>	<i>A unifier</i>
<b>Resources</b>	<i>Disproportionate</i>	<i>Unknown</i>	<i>Unbalanced</i>	<i>Balanced</i>
<b>Future action</b>	<i>Maintain the relationship</i>	<i>Discover the potential</i>	<i>Retain control</i>	<i>Seek leadership</i>

*Table 13: Future consequences of the choice*

*Through these scenarios, we see that we are in a decisional system which has four dimensions, connected coherently, concerning:*

- *The choice of positions, which must be relevant to the stake.*
- *The pathway chosen should be the easiest.*
- *The vector should be seen as being sensible for each stage.*
- *Sufficient resources for both the pathway and unforeseen events.*

## METHOD

The relational choice:

Define the aim.

Define the targeted position.

Define the most well adapted vector.

The relational field:

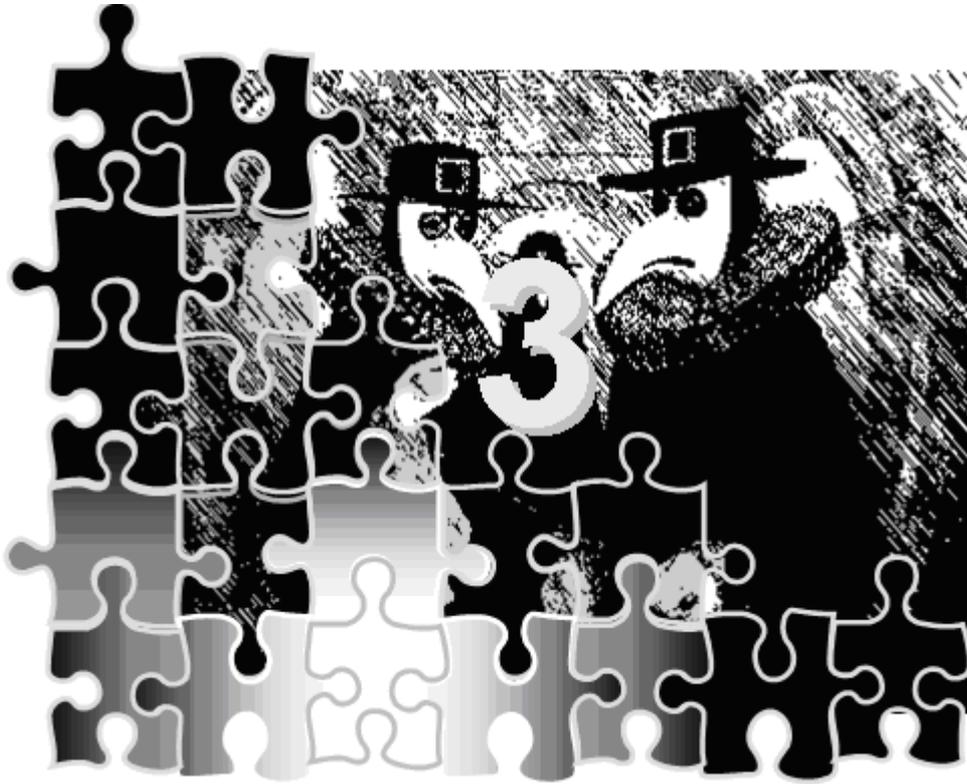
Choose a target position (relationships/function).

Compare the possible pathways.

Choose a pathway.

**KEY SUMMARY:** *The **relational journey** consists of all the resources used to reach the **targeted relational position**. The targeted position is that which allows the situation to be influenced. The journey takes place through an **initial position**, a **final position**, and a **choice of pathway** between the two, and uses relational resources. This resource, which we will call the **relational vector**, is the pool of resources which the traveller makes available to relay actors in order to reach the targeted position. The choice of resources used in the relational journey (actors along the pathway, vector proposed to relay actors, positions) has consequences for the future of the actor once the stake materialises.*

## Influencing the situation



*“In friendship, there is nothing worse than adulation, flattery or vulgar indulgence” Cicéron*

## **Influencing the situation**

*In relationships with the actors he wishes to influence/manipulate, the stakeowner is faced with the opportunity to use the situational components to modify the situation to his advantage. In order to develop his plan of action, he must:*

- *Understand the **origin of the influence**, the **mechanisms** he can use to influence and how the **actors** targeted by his action operate.*
- *Define the desired **effects**, **levers** and **nature of his action**, and*
- *Consciously assume the consequences.*

*This is the subject of the present chapter.*

Influencing a situation means modifying the perception the actors have of the situational factors (actor, object, bet) and virtual places (framework, space, site, game) to modify the operating procedures (rationale, rules, threshold, strength, charge) of connections and consequently make the situation advance.

The motivation for the actor to develop an analysis, which nevertheless uses up resources, is to be able to modify a situation to their advantage.

The Dictionary <sup>34</sup>differentiates between “manipulation” and “influence” as follows:

- Manipulation: “An obscure or suspicious manoeuvre aiming to falsify reality”.
- Influence: “An action (generally progressive and sometimes voluntarily endured) exercised over the moral, intellectual and artistic opinions of such person, or on the ways in which they express these”.

The limit between the two lies in the degree of awareness of the subject (targeted actor) and in the transparency of the method. This difference is of an ethical nature, and does not prevent us from citing the possible techniques available.

As such, we will use the terms “influence” and “manipulation” indifferently.

To achieve his objective, the actor implements a plan of action with the aim of influencing the situation. This is the plan of influence. The actor consequently becomes a manipulator.

The choice of techniques employed in the plan of influence raises questions concerning the ethical dimension of the actor/manipulator. We will explore this subject thoroughly in a dedicated section.

### **3.1 The origin of influence**

Widely used, the term “influence” raises a series of questions in our situational context:

- How can influence be created?
- How can influence be eliminated?
- How can influence be modified?

Of the components of the situation:

- Factors (actors, wagers, object).
- Contexts (framework, spaces, sites, rules, games).

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<sup>34</sup> *Le Trésor de la Langue Française* in digital format: <http://atilf.atilf.fr>

### 3.1.1 Authority

Authority, the power to act upon others, leads us on to discuss the notion of power, but also the notion of actor.

Power is defined by the nature of one's resources and their consequences:

- Field: the area in which control is exercised (Space/Site/Rules/Game...).
- Subjects: the components upon which power is exercised

(Actor/Object/Wager/Connection...).

- Method: actions or information.
- Impact: consequence of the exercise of power on the "subjects".

**Authority** is an **actor's power** over **another actor** who is facing a situation of uncertainty, and **abandons at least some of their freedom of choice** to the advantage of the actor who has authority.

Stanley Milgram's (1963) experiment on obedience to authority<sup>35</sup> enacts a situation comprising an experimenter (having authority), a professor (obeying authority) and a student (object of the situation) with the aim of assessing the professor's obedience to authority. As such, the professor is asked to inflict physical punishments on the student, in the form of electrical shocks for each incorrect response to the experimenter's questions. Without entering into the controversy this incites, what it shows us is that an actor (the experimenter) can potentially create/modify a situation in order to create/use authority to his own advantage.

Authority is one of the tools for influencing and/or manipulating.

*The milieu of departmental economic development: when the local authorities, central-city and departmental council have created independent legal structures in charge of economic development (association, agency, society, etc.), they have organised governance in such a way to retain control, by placing themselves in a position of authority.*

### 3.1.2 The relationship

The relationship is all the active connections, which work in interaction by following complex processes: these form its dynamics.

Two experiments describe the effects of the relationship in experimental situations:

- The conformism experiment<sup>36</sup> conducted by Solomon Asch (1956) which enacts a situation comprising an experimenter, a group of accomplices and a participant (subject of the experiment) with the aim of assessing the influence of the group on an individual

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<sup>35</sup> Video accessible at <http://www.youtube.com/watch?v=BcbSNG0HZwk>

<sup>36</sup> Video accessible on YouTube <http://www.youtube.com/watch?v=wk>

subject's decisions. After having responded correctly to a series of trivial questions, all members of the group then give an incorrect response. The participant's own response at this point is then assessed.

- The innovation experiment conducted by Serge Moscovici, Elisabeth Lage and Martine Naffrechoux (1969), involving an experimenter, two accomplices and four participants. The objective was to assess the influence of the decisions made by the two individual accomplices on the group. Their participation was found to alter the responses of the group.

Both of these experiments demonstrate the influence on the actors of the existence of a relationship with other actors. The relationship generates influence and/or manipulation.

*The seller and their direct competitor: Any experienced seller, faced with the arrival of a new competitor selling in their sector, will make contact, to "get an idea", but also hoping that the forged connection will enable them to better manage the situation. Some companies whose vision is to eradicate competition forbid such practices however.*

### 3.1.3 The position

The position is characterised within a frame of reference:

- The actor's situation in the game: legitimacy, involvement, power.
- The actor's role: player, spectator, arbitrator or indifferent.
- The actor's position and relational vector.

The Stanford experiment conducted by Philip Zimbardo<sup>37</sup> (1971) to assess the effects of a situation (prison) on the actors (students) who play the role of either arbitrator (prison officer) or player (prisoner). This experiment demonstrates (again, without discussing the controversy surrounding the experiment), that an actor will modify his behaviour according to his position.

So, the position influences and/or manipulates the actor.

*Promotion and the promoted employee: any experienced manager knows that when an employee is promoted to a position of management, this modification is often not understood by the promoted employee's former colleagues. The promoted employee therefore takes on his new responsibilities in a new context.*

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<sup>37</sup> Philip Zimbardo (1933-....) <http://www.zimbardo.com/>

## 3.2 The community to be influenced

The community, a set of actors who share a **subsystem** (actors/objects/wagers), will operate according to a **rationale** which will vary according to:

- The object
- The wager
- The characteristics of the connections between actors.

Therefore, to influence/manipulate a community, it is important to first define it.

### 3.2.1 Types

Whatever their characteristics, communities may take numerous forms according to imagination and the circumstances experienced by the actors. Using one or several standard typologies in literature presents several difficulties in the perspective of operationally influencing a community. The typology is indeed, through its very aim to simplify, inappropriate when evaluating a single community. The analyst will focus on characterising the exploitable components for the process of influence of each community connected to the situation.

We will distinguish communities by looking at:

The nature of the object of the community, i.e. its purpose:

- Information
  - o Epistemic community: a group of actors working together to create knowledge.
  - o Learning community: “a group of students and at least one teacher who, for a certain period, and motivated by a shared vision and shared desires, all seek to master knowledge, skills and attitudes.”<sup>38</sup>.
  - o ...etc.
- Action
  - o Community of practice: “a group of people who work together and who must constantly invent solutions”, “local communities developed around problems encountered within their professional practices”<sup>39</sup>.
  - o ...etc.
- Asset
  - o Economic community: a grouping of two or more natural or legal persons in view of developing its members’ assets.

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<sup>38</sup> Laval University, Quebec <http://www.tact.fse.ulaval.ca>

<sup>39</sup> E. Wenger <http://www.ewenger.com>

- The market.
- Shareholding.
- ...etc.
- Affect
  - Virtual community: “a social group which exists in the conscience of its members, but which has been formed through network interactions”<sup>40</sup>.
  - Family
  - ...etc.

The nature of the wager, shared by all actors

- An operational rationale.
  - Community of practice (shared methods).
  - Learning community (division of roles).
  - ...etc.
- A portion of resources
  - The market.
  - Shareholding.
  - ...etc.
- A connection and/or its characteristics
  - The clan.
  - Virtual community.
  - ...etc.

Characteristics of the connections between actors

- Strength: the connection’s capacity to resist modifications in an actor’s behaviour.
- Purpose: liaison, interaction, affiliation and control.
- Charge: cooperation, opposition.

### 3.2.2 The Community Stake

The stake for a community is the reason why the ... (actors) exchange, participate, construct, receive, pay... (operational rationale) all ... (wagers) concerning the ... (object). First of all, the analyst formulates the community stake for each community identified within the context.

A few non-exhaustive, generic examples, to illustrate the above:

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<sup>40</sup> J.F. Marcotte <http://jfm.ovh.org/jfm.html>

<b>Community</b>	<b>Object An actor's bet Actors</b>	<b>Community stake</b> Example of a stake
<b>Epistemic</b>	Information Knowledge Researchers, Journalists, etc.	Validity
<b>Learning</b>	Information Time Teacher / Students	Transfer
<b>Of practice</b>	Action An individual method Practitioners	A shared method
<b>Economic</b>	The asset A monetary value Partners	Individual profit
<b>The Market</b>	The asset An activity Competitors	Market characteristics
<b>Virtual</b>	Affect A perception Members	The relationship
<b>Family</b>	Affect A representation Members	Continuity

*Table 14: Examples of community stakes*

### 3.2.3 Community rationale

The community rationale is the way in which the ... (actors) have organised the situation (roles, position, rules....) enabling exchange, participation, construction, receiving, payment.... (methods) to all... (wager) concerning the.... (object). First of all, the analyst will formulate a rationale for each community identified within the context.

A few non-exhaustive, generic examples, to illustrate the above:

	<b>Community stake</b>	<b>Force Purpose Charge</b>	<b>Community rationale</b> Example of components
<b>Epistemic community</b>	Validity	Weak Affiliation Cooperation	Voluntary introduction of a falsehood engenders exclusion
<b>Learning community</b>	Transfer	Weak Control Variable	Breaking the control connection (teacher/student) reduces the chances success for the stake
<b>Community of practice</b>	A shared method	Weak Affiliation Cooperation	Non application of the shared method engenders exclusion
<b>Economic community</b>	Individual profit	Weak Interaction Cooperation	Absence of equality between actors engenders opposition and/or explosion
<b>Market community</b>	Market characteristic	Strong Interaction Opposition	A reduction in the business activity of all the actors provokes cooperation
<b>Virtual community</b>	The relationship	Weak Liaison Neutral	Absence of frequency provokes withdrawal
<b>Family</b>	Continuity	Strong Control Variable	Absence of frequency weakens the connection

*Table 15 : Examples of community rationales*

### 3.3 Mechanisms of influence

Manipulation and/or influence are exerted on the actors directly or indirectly by the use of several means and methods.

The aim of the actor who influences/manipulates is to obtain the acceptance of the desired change (conscious or not) of the actor who is influenced/manipulated.

To simplify, we will use the terms:

- **Manipulator** for the actor who seeks to influence/manipulate.
- **Target** for the actor from whom the manipulator wishes to obtain a change.

We will attempt to generalise our arguments to avoid an endless list of points.

#### 3.3.1 Knowledge on which methods are founded.

It is through an understanding of the mechanisms of human functioning, both individual and collective, that we can find the methods and resources of influence.

The situation involves individuals and/or communities (in the form of groups or organisations), which are the subjects we seek to understand.

A situation implements connections, which are the interactions we are looking to describe.

It is therefore natural to use the works of the various scientific communities who examine these subjects:

- Sociology

*Network rationale: Introduced, explored and theorised by sociologists, this has widely been implemented in BtoB marketing approaches.*

- Psychology

*Maslow's Pyramid<sup>41</sup>: Designed to represent human motivation, all marketing students know and use this representation of reality.*

- Anthropology

*The notion of rites: all new arrivals in a company are interested in the rites of the community they have just joined.*

- Political Sciences

*The notion of perception: We will widely use the notion of perception, in reference to Baruch Spinoza.*

- ...etc.

It is therefore both the reader's intellectual curiosity which will enable him to identify the methods of tomorrow, and the combination of cross-sector aspects of this approach which will make it relevant.

### **3.3.2 Vectors for influencing/manipulating**

Processes of influence/manipulation are aimed to modify/alter the actor to make him change. It is therefore the acceptance/incorporation of stimuli by the target which directs the success/failure of the manoeuvre.

This change occurs through understanding, which is what Baruch Spinoza analysed as far back as 1661 in his "*On the Improvement of Understanding*". Spinoza's objective was detachment, in order to make the human understanding of a subject more relevant.

The processes of detachment he describes are used inversely by the manipulator to create influence and as such, they are relevant to our approach.

Modifying/altering the actor consists therefore of modifying/altering the target's understanding, in other words, understanding the situation via the target.

To do so, he identifies four vectors:

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<sup>41</sup> Abraham Maslow (1908-1970) American psychologist who theorised about motivation and needs.

- The five senses: hearing, sight, touch, taste and smell.

*The notion of sense: the world of marketing communication is just an example of the use of senses to influence and manipulate potential consumers.*

- Experience: the experience relevant to our argument would be the actor's history, cognition, culture, education, etc.

*Education: In the BtoB world, experienced actors know that training clients/users sustainably strengthens connections between the supplier and the client.*

- Reasoning: in our argument, this would be the actor's rationale, method, experimentation, doubt...

*The sales pitch: the development of a sales pitch is aligned with this perspective: it requires developing a credible rationale which will convince the client.*

- Intuition: which has no place in our argument as it is of a different nature: it refers to faith and irrationality.

### **3.3.3 Fields of action to influence/manipulate**

The processes of influence/manipulation are aimed at modifying/altering the target to make him act. To do this, they must alter one/several characteristics of his perception.

So, we influence/manipulate the target by acting on everything which modifies his perception, whether these are:

- A method
- A rationale
- A connection
- The object itself.

The target's means of perception:

Experience, history.

*The case method: create a simulated situation in order to build experience.*

*Reorganisation: Establish stages for a reorganisation in order to, among other things, create the experience of change.*

The senses.

*Thirst: Programme rhythmic music to stimulate drink consumption at the bar.*

*Productivity: Make a comparison to raise awareness.*

Values.

*The child: Chewing-gum next to the supermarket till.*

*An NGO and a catastrophe: use of the catastrophe to mobilise solidarity.*

The target's perception rationale.

Authority.

**Promotion:** Awarding a promotion modifies the behaviour of the promoted individual.

**Institutionalisation:** Inviting a group to the social negotiation table modifies the group's behaviour.

Capacity (power / legitimacy / proximity / involvement / efficiency).

**The boss:** questioning his legitimacy obliges him to demonstrate his power.

**The NGO:** recognition of its legitimacy could affect its independence.

The target's connection during the perception.

Relationship.

**The competitor:** making contact with their direct competitor modifies their aggressiveness.

**Local residents:** opening up dialogue about a project between public authorities and local residents reduces tensions.

The perception framework.

Environment, organisation, etc.

**Thirst:** Increase room temperature to encourage drink consumption.

**The decision:** the fact of participating in the development of the decision encourages acceptance.

The perceived object.

In its reference subsystem.

**Negotiation:** the seller adapts his offer, the object of negotiations, to the client's wishes.

**Customer relations:** many sellers, having difficulties related to their after-sales service, attempt to separate sales from after-sales services.

Outside of the reference subsystem.

**Paired promotion:** marketing technique which consists of obliging (or offering) the consumer to take an unrequested product in the hope that this will lead the actor to consume the paired product.

**The global offer:** a commercial method which consists of combining the basic offer with a complimentary offer to attract the actor into a more advantageous subsystem.

Choosing a field of action means:

- assessing, estimating, imagining, anticipating... the consequences
- assessing, estimating, accepting ... potential losses
- assessing, estimating, hoping for... the desired profits

...of the choice of field(s) and actions to be implemented.

In other words, it is the perception of the risk taken by the manipulator, i.e. his stance.

### 3.4 The manipulator's stance

The stance, i.e. the line of conduct, is the set of options which frame the manipulator's actions towards the target. These options will have consequences for the target, but also for the situation, and therefore also for the manipulator. As such, it is useful to examine how the manipulator's stance affects him:

- The manipulator, with regards the target:
  - Assumes his ethical choices.
  - Takes the risk of being identified (perception of involvement), exposing him to actions in response from the target.
- The manipulator, with regards the situation:
  - Assumes his ethical choices regarding the other actors.
  - Takes the risk of the other actors' level of involvement being modified
    - Which results from:
      - proximity to the target.
      - connections between actors.
    - Which takes into account:
      - the other actors' capacities,
      - the roles they assume.
    - Which is characterised by:
      - the volume
      - the stage
    - Which is modified by threshold effects.
    - Which is materialized in a dynamic change in the actor.

The question we will now explore is how to avoid the potentially negative consequences.

#### 3.4.1 The role of the manipulator

The manipulator may adopt various roles, which determine the identifiable part of his action. His choice of role exposes him more or less strongly to the target's reactions.

- The **user**: integrated in the situation, he will use various factors (actors, wagers, objects, connections, subsystem), of which he is not the creator, in order to gain an advantage.

*The strike: Knowing their competitor is on strike, any slightly devious seller will ask their prospects if they are negatively impacted by the situation.*

*The increase in raw material costs: any seller who is obliged to ask his client to accept an increase in price will seek an event which could justify the increase.*

- The **amplifier**: increases the effect of a variation of factors (actors, wagers, objects, connections, subsystem), which he has not created, in order to increase the profit he will gain.

*The comparative study: many organisations carry out comparative studies on behalf of their members. When the outcome is favourable, marketing teams rush to communicate this as widely as possible to sales teams, hoping to increase their notoriety.*

- The **creator**: creates a variation of factors to obtain an advantage.

*Biased studies: many companies commission international consultancy companies to carry out studies which will establish criteria biased in their favour.*

Table of roles	Perception Of the target	Impact On legitimacy	Ease of identification
Role chosen by the manipulator	User	Weak	Weak
	Amplifier	Medium	Medium
	Creator	Strong	Strong

Table 16: Table of the manipulator's roles

### 3.4.2 Activities

We have defined the fact that the actor is an individual or group who, in a situation, defends a position, plays a role, and mobilises energy or a connection in order to do so. We have not yet, at this stage, examined the nature of this mobilisation.

The manipulator develops activities in order to influence or manipulate the situation:

- By acting directly on factors (actors, wagers, objects, connections, subsystem), thereby becoming a **performer**<sup>42</sup> who influences/manipulates.

*Setting objectives: setting an employee's objectives gives the manipulator the stance of an actor who makes him take on the choice of calculation basis<sup>43</sup> and rate of the objective.*

*The sales pitch: the seller uses a sales pitch which aims to convince the client.*

- By creating factors and/or rationales in order to generate an indirect influence/manipulation, thus becoming a **creator** of influence/manipulation.

<sup>42</sup> Performer: in contrast to the creator and the actor (generic term covering all those who mobilise energy), the actor plays his own role while the performer creates a role.

<sup>43</sup> In terms of tax rate basis

**Methods for attaining objectives:** when the actors set the methods (calculation basis) for establishing objectives, without setting the threshold, he is the creator.

This stance offers the possibility to not take entire responsibility for the effects of the decision.

**Recruitment:** many HR directors position the profile of a job (in view of recruiting) in order to (among other things) influence/manipulate the new employee's hierarchical superior.

Table of activities	Perception by the target	Power over the target	Ease of identification
Stance chosen by the manipulator	Performer	Strong	Strong
	Author	Weak	Weak

Table 17: Table of the manipulator's stances

### 3.4.3 Ethics

The manipulator's activity is not without consequences, as it obliges the manipulator to assume/observe the consequences of his action.

Two dimensions give the manipulator a margin to accept or reject the new situation:

- The degree of liberty which he has given his target to escape manipulation.
- The degree of awareness the target has of the manipulator's intentions during the manipulation.

These two degrees of ethics raise questions concerning:

- Transparency
  - o the techniques implemented
  - o the manipulator
- the target's ability to:
  - o identify the manoeuvre
  - o understand the method
  - o refuse to modify their behaviour.

While the ethical dimension lies in the manipulator's stance, the importance of the subject warrants discussion herein, at a later stage in a dedicated section.

The characteristics of the effect desired by the manipulator.

Once he has fixed his stance, taking the situation and risks of the manoeuvre into account, the manipulator must characterise the desired effects of the operation he intends to undertake.

The choices to be made in order to develop a plan of influence/manipulation will indeed depend on the characteristics of the desired effect.

### 3.4.4 The duration of the effect

The temporal dimension of the effect can be found in two aspects:

- **Materialization:** i.e. the targeted period of time between the time of the action and that of the materialization of the effect in behaviour of the target of influence/manipulation.

*Selling insurance: A life insurance seller seeks to obtain the client's signature in their first meeting.*

- **Duration:** i.e. the desired longevity of the effect on the target's behaviour.

*Sale of components: the seller seeks to obtain the client's client base. As such, the first meeting is often the opportunity for mutual information exchange.*

Table of effects	Level of manipulator's action			
	Space	Site	Rule	Game
Materialization Duration	Long Term	Medium term	Medium term	Short term
	Target's values	Target's context	Target's methods	Target's acts

Table 18: Table of effects

### 3.4.5 Control over the effect

Control over the effect on the target is an element of risk for the manipulator. An inadequately controlled effect could lead not only to failure of the manoeuvre, but also to a long-term modification which is not positive for the situation.

So, we have a manipulator, one or several targets, one or several actions and a desired effect.

This all constitutes a rationale, the stability of which is central to the capacity to act in an informed manner. The manipulator must set himself a line of conduct which lies between the risk involved and his control over the effect.

- The level of **risk** taken by the manipulator depends on:
- **Repeatability:** the probability<sup>44</sup> of success of the manoeuvre. This results from the manipulator's experience and knowledge.
  - o The **manipulator's wager**. We can clearly see that the higher the wager, the lower the risk involved should be.

Risk taken by the manipulator		Level of manipulator's wager		
		Accessory	Strategic	Vital
Repeatability of the rationale	Strong	Weak		
	Moderate	Weak	Moderate	Strong
	Weak	Moderate	Strong	Unacceptable

Tableau 19: Repeatability and the manipulator's wager

<sup>44</sup> A statistician would employ the term of mathematical expectation

***Selling chewing gum:** positioning confectionary goods at supermarket tills has the effect of tempting children, which in turn manipulates parents to buy the product. This experimental mechanism is both proven and accepted, which means the manipulator runs no risk.*

- **Acceptance** of the rationale by the target: i.e. the perception of the manoeuvre when the target becomes aware of it.
- **Wager:** the higher the wager is, the more a negative perception will have consequences for the manipulator.

Risk taken by the manipulator		Level of manipulator's wager		
		Accessory	Strategic	Vital
Acceptance of the rationale	Established	Weak		
	Discussed	Weak	Moderate	Strong
	Rejected	Moderate	Strong	Insupportable

Table 20: The manipulator's acceptance and wager

*Sale of financial products: the practice of telephone sales made from specialised platforms exasperates some consumers. Widely used by market research prospectors, it is nevertheless rarely used by banks, who risk offending their clients.*

### 3.4.6 The intensity of the desired effect

The intensity is the nature of the change the manipulator wishes to see in the target. The choice of the term intensity is not random, as it raises the question of ethics.

At this point, the manipulator hopes for a change. Will this change affect the target's actions or the way in which the target decides to act? This is the stake held within the question.

- **Behaviour:** the manipulator creates stimuli (or "input") within a context and hopes the target will behave as expected. Here we can use the term response or "output".

*The launch of a new product and the bonus system: for the launch of new products, the sales management implements remuneration linked to the launch of the new product within the bonus system. Conscious of the seller's traditional rationale (they direct their action towards achieving bonuses), a bias effect is expected from the stimulus of the commercial effort, in order to create a positive experience of selling the new product.*

- **Rationale:** the manipulator creates a stimulus in the context and hopes the target will change his behaviour. Here, we can use the term behaviour, or "black box".

*Sale of consumer goods by an equipment seller: to introduce consumable products in the product range of the equipment seller, the sales management often incorporates a remuneration linked to the launch of the product within the sellers' bonus system. The equipment seller's rationale is different to that of the seller of consumer products. The policy of bonuses exists, but lies within the representation the seller has both of his profession and his success. This representation is nearly always linked to the volume of turnover per action/period. The sale of consumer goods generates a continuous turnover which accumulates over periods, which contrasts with the equipment seller's rationale.*

### 3.5 The manipulator's target

A meticulous knowledge of the target, including their history and culture, is a necessary prerequisite to their plan in a virtually anthropological approach

#### 3.5.1 Assessing the target

Assessing the target means first of all analysing the situation from the target's point of view:

- Starting with his stake, which constitutes his situation of uncertainty.
- By seeking to identify what could modify:
  - o the defence of his position,
  - o the role he is playing,
  - o the energy/connection he is mobilising.

In the analysis of the situation of the target, a form of "reverse engineering" of our initial approach, will explore:

- the factors (object, wager, actor) of the target subsystem.
- the dynamics of the situation (threshold, strength, purpose, charge).
- the dynamics of the target itself (volume, phase, stage).
- The target's capacity (action, legitimacy, power, position).

*Launch of a new product and the bonus system: the launch of a new product modifies the bonus system for all sellers (factors). The traditional seller's rationale is to organise his actions according to the bonus (situational dynamic). All the sales directors know how to assess the bonus size (threshold) which will motivate the sellers, and this is often calculated as a % of the bonus portfolio" (volume). During the presentation, they will use the control connection (purpose) and the good relationships (charges) they have with certain sellers. They present the product (opinion), market research (mobilisation) and a sales pitch (mobilisation). This is followed by an exchange (structuring and representation). They conclude by outlining the objectives and associated bonus (organised action). Objectives will be individually defined, taking the potential within the sector into account (capacity for action). The sales manager will first have taken the time to validate his working hypotheses with the most listened-to sellers (legitimacy, power, position).*

#### 3.5.2 Finding the pathway which leads to the desired effect

There are often several logical pathways which lead to the desired effect and these can be combined. The manipulator therefore focuses on:

- Listing possible actions.
- Retaining those which are accessible to him.

- Combining the actions to obtain the desired effect.

*Sale of consumer goods by an equipment seller: How can the seller's representation of his job and his success be modified? This is the root of our problem.*

*The pathways for modification pass via factors (object, wager, actor) of the target subsystem.*

*The bill of sale: our **object**.*

*Introduce of supply contracts, combining investment with consumer goods, etc.*

*Use the bonus system, the company's **wager**.*

*Promote the consumer product through the bonus system, etc.*

*The seller is the targeted **actor**.*

*Renew the sales force, etc.*

*The situational dynamics.*

*Modify the **threshold**.*

*Introduce an acquisition rationale into bonuses, or separate bonus calculations from the turnover, etc.*

*Modify the connection's **strength**.*

*Celebrate sales success, by favouring the prospection of buyers of consumer goods, etc.*

*Modify the **purpose**.*

*Include a quota of obligatory sales, specialise sellers, etc.*

*Modify the **charge**.*

*Put those who resist under pressure, etc.*

*The sales director will combine a set of actions which he judges sufficient to obtain the desired effect.*

### **3.5.3 Choosing a path of action.**

The pathways leading to the desired effect are often numerous, but are not always without consequences.

The desired effect being defined in terms of objectives (time, control, intensity), the manipulator must:

- Make ethical choices, analysing both his own situation and that of the target.
- Assess the potential fields of action by developing scenarios and their consequences on his own situation.
- Calculate the stances (roles, activities) associated with each scenario.
- Retain scenarios which are compatible with the ethical position, dismissing all others.

- Compare the scenarios in terms of sensitivity/resistance to situational variations.
- Retain the most resistant and dismiss all others.

### **3.6 A case assessed step-by-step: manipulating a situation**

*A listed company, or how to deal with losses.*

*Television news programmes have made a habit of opening with headline titles, and not a week passes by without them declaring “job cuts announced in X”.*

*These announcements, often accompanied by an agenda of cuts, are an example of the choice of influence.*

*Company A, our example, observes a deterioration in their financial results, so the chairman of the board of directors decides to take action.*

*To develop and announce the plan, which constitutes his stake at this point, the chairman must choose a method, so he analyses the situation.*

*The company is listed on the stock exchange, its shareholding is widely dispersed, with institutional investors significantly represented in the capital.*

*The board of directors reflects this situation, composed of managers from institutional investors, financial experts and some independent managers. The chairman has the power of legitimacy to choose his method, while the board decides on the final plan: it therefore holds authority.*

*The company’s relational position is described in the schema below: its position is defined by its status.*

<i>Communities</i>	<i>Aim (Information /Action/Asset /Affect)</i>	<i>Bet (Rationale/Resource /Connection)</i>	<i>Connection between actors (Force/Purpose Charge)</i>	<i>Rationale</i>
<i>The Board of Directors</i>	<i>Action</i>	<i>Connection (credibility)</i>	<i>Strong, affiliation, cooperative</i>	<i>Result</i>
<i>Financial (Shareholder, Investors Institutional clients, Bank)</i>	<i>Asset</i>	<i>Resources (profit, capital gain)</i>	<i>Weak, liaison, coopera</i>	<i>Share price</i>
<i>Staff (Employees, Delegates Managers)</i>	<i>Action</i>	<i>Resources (salary, position)</i>	<i>Strong, Interaction, Cooperative</i>	<i>Protection</i>
<i>Media (Analysts)</i>	<i>Information</i>	<i>A connection (credibility)</i>	<i>Weak, liaison, Opposit</i>	<i>Audience</i>

Figure 44: *Rationale of actors*

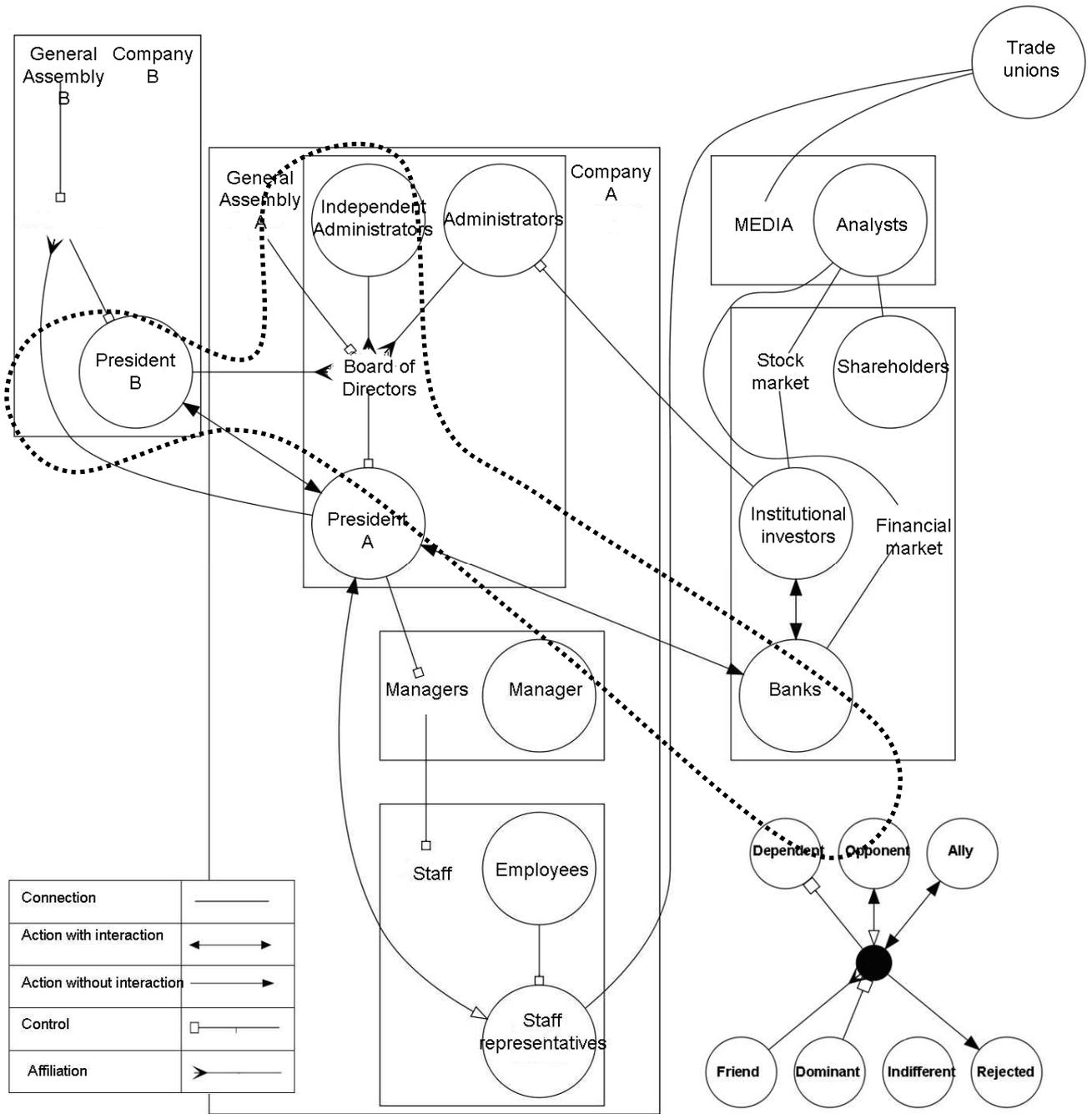


Figure 45: Analysis of the situation

*By deciding to establish a plan, the chairman positions himself as the creator of influence.*

*What are the possible choices for developing the plan?*

- *A construction by emergence resulting from an internal consultation.*
- *A construction by interference, taking external actors into account.*
- *A co-construction.*

*In compliance with popular practice, our chairman will choose a construction by interference due to the effects.*

- *A construction by emergence:*
  - *Too long to “send a signal to...”*
  - *The employee community is complicated to manipulate.*
- *A construction through interference:*
  - *Well accepted.*
  - *Widely used.*
- *A co-construction:*
  - *Assuming conflict management between two communities (financial and employees) for the division of resources.*

*The chairman targets the financial community and analysts. To do so, he will announce an outline for a recovery plan comprising provisions for job reductions based on global ratios, business activity sales, commercial efforts, etc.*

*Propositions which are nearly always accepted/suggested by the targets before the crisis.*

*Is this myth or reality?*

*The number of changes of chairman following this type of announcement give us an element of response, without exploring the details of implementation which have recently led to massive outsourcing, or real plans which are actually very different to what is announced.*

*What is the effect?*

*The effect which nearly always materializes is the rapid and advantageous evolution of the share price, but isn't this indeed the real objective of the choice?*

## METHOD

Influencing the way the community operates:

List the resources for positively or negatively affecting the communities.

Possibilities of influence:

List the knowledge, vectors and fields which may be used.

The manipulator's stance:

According to the situation and risk involved.

Define the roles and activities.

The effect the manipulator hopes to obtain:

According to the situation and risk involved.

The expected duration.

The level of control.

The expected intensity.

The target of the manipulation:

According to the target retained in the situation, the risk assumed and the stance:

List the possible paths.

Choose a path.

**KEY SUMMARY:** *The stakeowner influences/manipulates the situation by using:*

- **Authority**, the source of which is **legitimacy** recognised by the targeted actors.
- The **relationship** between the actors, **including** the stakeholder himself.
- The **position** of the actors, which is the result of the **combination** of their **legitimacy**, their **power**, their respective **involvement** and also their **location** on the **relational map**.

*To influence/manipulate an actor, the stakeowner will seek to modify:*

- *The actors' perception of the components of his stake; and*
- *The actors' operational rationale, in order to make it more favourable.*

*Once he has conducted this analysis, the stakeowner will use:*

- *Tried and tested mechanisms borrowed from Psychology, Sociology, Ethnology and/or Political Sciences.*
- *Vectors of influence, which are the senses, experience and reasoning*
- *A method, rationale, connection or the object itself.*

*To act, the stakeowner:*

- *Defines the actions which may be undertaken (**role, activity**).*
- *Examines the foreseeable effect (**time, control, intensity**).*
- *Considers the nature of the targeted actor(s).*

*He then weighs up the consequences on the effect (**time, control, intensity**) he hopes to obtain from the manoeuvre to control the consequences of his actions.*

*After having explored all the possibilities available to him, he makes a choice.*

*Formalising strategies of influence*



*“The aim is not the aim at all, it is merely the route” Lao Tzu*

**Formalising strategies of influence**

*This chapter explores the specificity of systems of **influence**. It presents the specific role of influence/manipulation in the development of a strategy.*

Strategy, a set of actions coordinated in such a way as to attain a specific objective, has, for the past few years, been the object of a wealth of publications in nearly all fields of human activity.

At this point, our aim is not to exhaustively detail all the possible strategies for influencing a situation. Indeed, the reader can consult the works of prestigious authors who have explored the subject in paradigms as varied as:

- Management, R. Edward Freeman, M Porter, Ph Baumard... etc.
- The Military, Carl Von Clausewitz, Tsun Tsu, Loup Francart... etc.
- Sociology, Michel Crozier, Stanley Milgram... etc.
- Cybernetics, André-Marie Ampere, Norbert Wiener... etc.
- International action, the FAO, the World Bank... etc.
- ... etc.

Our intention is rather to place the strategist's choice within a process of analysing what is possible, whatever his situation and position may be.

The specific formulation of strategies requires consideration of the macro-space of reference (military, economic, political, etc.) and its associated characteristics.

#### **4.1 The aim(s) of influence**

The notion of a strategic aim has been the object of many works in literature in the fields of military and management.

Military or financial aims nearly always have a material outcome: a position, territory, financial gain... which the strategist appropriates.

The strategist will appropriate a tangible element of the situation, i.e. a relatively stable characteristic which will most often expire after a manoeuvre similar to the one the strategist has undertaken.

The specificity of influence is the fact that the strategist obliges (in the medieval sense of the term) other actors, which is an intangible and unstable characteristic of appropriation.

At the end of the manoeuvre, the actor is in a situation of dependency. This appropriation continues with the target's tacit or explicit acceptance.

Accomplishing aims modifies the situation itself. Aims must therefore be considered as a stage within an ongoing process and not as an end point.

#### **4.1.1 Temporal dimension**

Influence/manipulation has an “end date”, which is not always defined, but nevertheless certain. The strategist must therefore incorporate into their plan either the sustainability of the effect, if it can indeed last, or anticipate the consequences if the effect is volatile.

*Annual performance review: many managers use questionnaires along with the method provided by the company’s HR management to complete an annual review of their teams.*

*Most of these tools follow a manipulative rationale which aims, through three or four phases, to obtain from the team member a formal commitment to annual objectives.*

*By creating a sense of trust, a convivial atmosphere and topping it off with a meal together, the manager may obtain more than is reasonable from the team member.*

*However, fulfilling this opportunity could potentially produce the opposite effect, whereby the frustrated or demotivated team member will not fail to react.*

When the manipulator sets objectives he must therefore incorporate:

- The sustainability of the effect.
- Anticipation of the new situation and how it may evolve.

If we examine the recent history of world conflicts, this is exactly the difference between the aims of the First World War and those of World War Two. In the former case, the aims were essential for victory and compensation, in the latter, they were designed to establish a peaceful and stable situation.

#### **4.1.2 The bivalent dimension**

Influence/manipulation has a “perverse” effect, whether you are the aggressor or the aggressed. Awareness of the effect does not protect you, quite the opposite: awareness influences you due to the existence or modification of the connection between the two protagonists. The strategist must therefore consider the fact that he will not come out unscathed.

*Professional sidelining: sidelining an employee generates not only a direct effect on the employee (frustration, bitterness, etc.), but also on the manipulator, who must take responsibility for the aggression he has created, let alone how the other actors perceive the situation.*

#### **4.1.3 The ethical dimension**

Influence/manipulation has a particular effect. Without clear and consistent ethics, the manipulator is very likely to one day find himself held accountable for his actions.

While his conscience may be “flexible”, the company could one day (such as in the case of stress or consumer loans) hold him to account.

*Household debts: the strategies of influence implemented by all financial intermediaries in the 1980s encouraged their clients to run into debt: their biased advice, tempting mail campaigns, etc. have already led to an at least partial cancellation of many of the financial commitments they obtained at the time.*

## **4.2 Developing a plan of influence**

As we have seen, the development of a plan of influence/manipulation carries risks in setting objectives, but these are not the only risks the manipulator must manage, which include: .

- Volatility of the situation.
- Inconsistency of the actors.
- Upsurge of events.
- ...etc.

The development of a plan of influence relies on a meticulous, dynamic and didactic process for its success.

There are four main parts to a strategy of influence:

- Analysis of the situation and its dynamics.
- The strategist's choices (effect, stance, ethics, risks).
- Anticipation of the consequences of the new situation and, specifically,
- Anticipation of the consequences of the new situation on future manoeuvres.

Whatever the context of the actor, manipulator or target, the processes of developing the plan will be the same.

### **4.2.1 The manipulated/targeted actor's potential to influence the situation.**

The available potential is rooted in the characteristics of the situation, whether these are the result of:

- The actor's position in the situation:
  - The actor's position in the game: legitimacy, involvement; power, proximity.
  - The actor's role: player, spectator, arbitrator or indifferent.
  - The actor's positioning and relational vector.
- The focal subsystem:
  - Actor, object, wager.
  - Its rationale.
  - The actor's capacity.

- Or the kinematics of the situation:
  - o The space, site, game, phase and game conditions.
  - o Rationales, connection dynamics, threshold effect and role.
  - o The force, purpose and charge of the connection.

In this set of characteristics which make up the situation, which are those over which he has control (or which he can alter) directly or indirectly?

Does he have exterior resources which could intervene in the situation?

#### 4.2.2 The manipulated/targeted actor's manoeuvres in influence

To influence means to modify the perception of the situation. To do this, we can use the methods previously described, using the vectors mentioned (senses, experience, understanding, intuition).

Whatever the manoeuvre, four methods will be used:

- Interaction
- Creation
- Eradication
- Time

These will be implemented via a direct or indirect channel, on factors (actor, object, wager) and virtual places (framework, space, site, game, phase), to modify the functioning (rationale, rules, threshold, force, charge) of connections with the aim of developing the situation to the actor's advantage, using vectors (senses, experience, understanding, intuition).

We can see that, even if limited by the actor's potential, the range remains extensive, given that manoeuvres are combined and are multiplied by the number of factors present in the situation, and choice of vectors.

***Disinterest:** the actor reduces the frequency of contact in the relationship to engender a change in the other actor.*

***Renunciation:** the actor detaches himself from the influence of part of the situation, which generates frustration for the affected actors.*

***Termination:** the actor removes himself from the situation, which generates frustration for all actors.*

***Decoupage:** the actor breaks his actions down into phases to reduce the perception of the manoeuvre. He does this either because his resources are limited, or to incite the involvement of the other actor (first move rationale).*

**Obedience / disobedience:** *by recognising or rejecting the legitimacy of the other actor, the actor diverts the other actor from his aim.*

**Education:** *the focal actor configures the rationale of the other actor's targeted subsystem.*

**Rhetoric conviction:** *the actors seek to modify the other's comprehension through discourse, as proposed by Spinoza.*

By combining amongst themselves, the manoeuvres incite other manoeuvres within a complexity, the only limits of which being the creativity and potential of influence resulting from the situation.

**Negotiation:** *While concentrating on the targeted actor's subsystem, the actor will try, using the object (adaptation) and/or wager (concession), to obtain the other's membership through rhetoric conviction.*

**Destabilisation:** *the actor will seek to affect the factors of the targeted actor's subsystem by using external components connected to him (actor, object, wager, framework, space, site, game, phase, rationale, rule, threshold, force and charge) to modify the rationale.*

**Information:** *the actor will seek to modify the arbitration of connections between the actor and objects by playing on the senses.*

#### **4.2.3 Balancing rationales.**

Whatever the strategist's choice (effect, stance, ethics, risks), he will have to implement two rationales, the consequences of which are not the same.

Establishing a relationship consists of creating (or eradicating) connections between the situational components. This rationale leaves the actors involved freedom of choice in their response to the stimulus. As such, the future consequences of the plan on the relationship between the manipulator and the target will be relatively neutral, the target being aware of the plan.

**Establishing a relationship:** *inviting an actor to a game, under the pretext of providing general information, but really in order to subject them to a biased sales pitch, will rarely be perceived as being so bad as to exclude any future relationship between the two actors. This "commercial canvassing" is a method which is both recognised and accepted by both parties.*

Conditioning, however, which consists of using (or creating) components in the situation to reduce or falsify the response to the stimulus. The fact of the target becoming aware of this will have significant consequences on their relationship with the manipulator.

*The trap: inviting an actor to a restaurant and making them drink more than is reasonable, under the pretext of conviviality, to sign a contract over dessert would surely leave a trace which would modify the future relationship between the two actors.*

In developing his plan, the strategist must, in-keeping with his stance, (role, activities, ethics), be attentive to the balance between establishing a relationship and conditioning.

### **4.3 Provisional conclusion**

At this stage, the reader must understand that the multitude of situations, potentials and activities make a generic and exhaustive formulation of all choices extremely difficult.

Several works explore the theme partially, focusing on a particular context. Some of these which the author's find relevant can be found in the references section herein.

## METHOD

The aims of manipulation:

According to the target and effect:

Assess the end date.

Assess the return effect.

The plan of manipulation:

According to the manipulation potential available:

Choose manoeuvres.

Balance rationales.

**KEY SUMMARY:** *for the stakeowner, developing a strategy of influence implies:*

- *A clear, sustainable and pre-developed definition of his ethical positioning.*
- *A consideration of the consequences for himself and others as a result of his actions.*
- *Being aware of the volatility of influence.*

*In order to take part in this process, the stakeowner must be mature in his decisions to act.*

## **Applying the method ethically**



*“A stranger who, during a discussion about interests, tried to raise a huge difficulty, was crushed by it” P. Dac*

## **Applying Method with Ethics**

*The aim of this chapter is not to propose a moral or ethical stance on influence/manipulation, but rather to encourage the reader to adopt an ongoing reflection based on an ethical system whose components constitute his own reflection and the nature of their relationship with the target.*

In our perspective and systemic context, the question of **ethics** becomes a component, or a **module** whose purpose is to **regulate action**.

To do so, we will define:

- Ethics, which “cover the main regulators of action and behaviour”<sup>45</sup> as the manipulator’s rationale in his rapport with his action of influence, we will analyse this as a system to be described.

- Moral code: “a set of rules concerning the actions which are allowed and defended in a society, whether these are confirmed by the law or not”<sup>46</sup>, as a shared and legitimate code within the community which locates it within a time and context. We will discuss this as a response of the ethical system within the context and time in which it takes place.

Let us now come back to the contexts of the emergence of the value systems which underpin questions regarding ethics.

In the present perspective, we only retain those which call our ethical issue into question, rather than presenting the detailed paths of the various ethical approaches:

- Teleological, deontological, meta-ethical, etc.
- The models of Socrates, Platon, Kant, etc.
- Theology.

We focus on reflection and the associated modelling.

### **5.1.1 The end of unconsciousness and the precautionary principle**

Traditionally, ethical reflections were made within closed spaces (East, West, Christianity, Taoism, etc.) in defined areas (village, tribe, family, neighbours...) in repetitive games in which the actors were often the same. Therefore, being linked by close relationships (in terms of proximity), the manipulator thus often had to face the consequences of his actions without being able to escape reprisals.

This situation enabled the emergence of moral rules, underpinned by a shared ethical system, and immediately led to a social contingency when the manipulator flouted the rules.

In this very local context, influence is generally exercised between two actors unconsciously, which makes the question of ethics redundant.

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<sup>45</sup> <http://atilf.atilf.fr/>

<sup>46</sup> <http://atilf.atilf.fr/>

When influence is conscious, it takes the form of philosophical, political or religious proselytism, the aim of which being, among other things, to change the system of reference.

Outside of periods of change, this situation enables the stability of moral rules, giving the manipulator the time to integrate the moral code into his own frame of reference.

The actor's reality, above all biological, familial and local, can be found in the Decalogue (or the Ten Commandments)<sup>47</sup>:

“20.13        Though shalt not kill.”

“20.14        Thou shalt not commit adultery.”

“20.15        Thou shalt not steal.”

“20.16        Thou shalt not bear false witness against thy neighbour.”

“20.17        **Thou shalt not covet** thy neighbour's house, thou shalt not covet thy neighbour's wife, nor his manservant, nor his maidservant, nor his ox, nor his ass, nor any thing that is thy neighbour's.”

This same reality is expressed in Taoism, Buddhism, etc.

Force is the ultimate means for an actor to obtain what he wants from another actor.

The development of operational means of our societies tended to reduce the use of force as a means.

Force being ruled out, influence still remains a means: this is the very heart of the matter.

Projected to the centre of a situation which places our actions within a context wherein:

- The space is open, in a merger of spaces.
- Terrains are numerous and varied.
- The actors are known or unknown.
- Social contingencies are numerous, contradictory and are objects of influence.
- The actor is more a “thinking being” than a “living being”.

In this context, the manipulator has no reference.

Today, if you do a “Google books” search, books which explore the subject of “the ethics of influence” or “the moral code of influence”, you will find 119 references.

The same search on “medical ethics” or “social ethics” produces 4 020 000 books for the former and 6, 700 000 for the latter.

These numbers demonstrate a significant neglect of the “man of influence”. At this stage, our aim is not to suggest any particular ethical stance, but rather to provide a system which enables the actor to develop his own ethical choices.

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<sup>47</sup> The Exodus 20, 2-17, Wikisource-logo.svg

We therefore leave them freedom in their choices, and leave theologians, philosophers and politicians, etc. to define these, but until this is done, we advise the reader to use the “precautionary principle”.

## 5.1.2 The dynamic processes of ethics

### 5.1.2.1 The manipulator

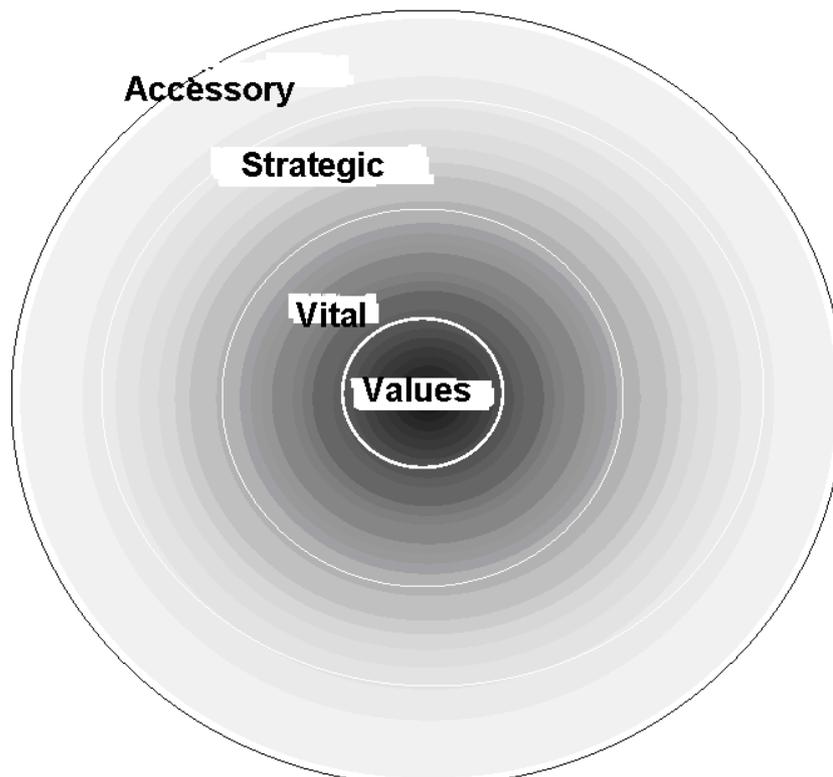
Faced with a situation, the actor finds himself with choices for which he must assume the consequences, along with the other actors, of course, but first and foremost in his perception of himself. Durability of the effect (temporal dimension of the plan of influence) leads us to evoke the durability of the values, beliefs and representations of the manipulator. A durable effect may be in discord with future values: this is one of the consequences of ambivalence in a plan of influence. Therefore, for the manipulator, influencing constitutes an involvement wherein the wager is his perception of himself: the object, his plan, and the stake, regret, remorse...

### 5.1.2.2 The manipulated individual

By examining the actor, who is the subject of influence/manipulation, whether they are an individual or a group, we may distinguish four **action areas**, the characteristics of which are as follows:

- The **values** which constitute the components of personality, whether they are expressed or not, conscious or unconscious. The destruction, or a significant alteration can lead to the eradication/destruction of the manipulated person.
- The “**vital**” field, which alters an individual’s psychic resources, the operating methods for a group/community; thereby modifying the capacities of the manipulated individual.
- The “**strategic**” field, which constrains an individual’s psychic resources, the operating methods for a group/community; thereby reducing the manipulated individual’s capacity.
- The “**optional**” field, which is defined by the exclusion of the aforementioned categories.

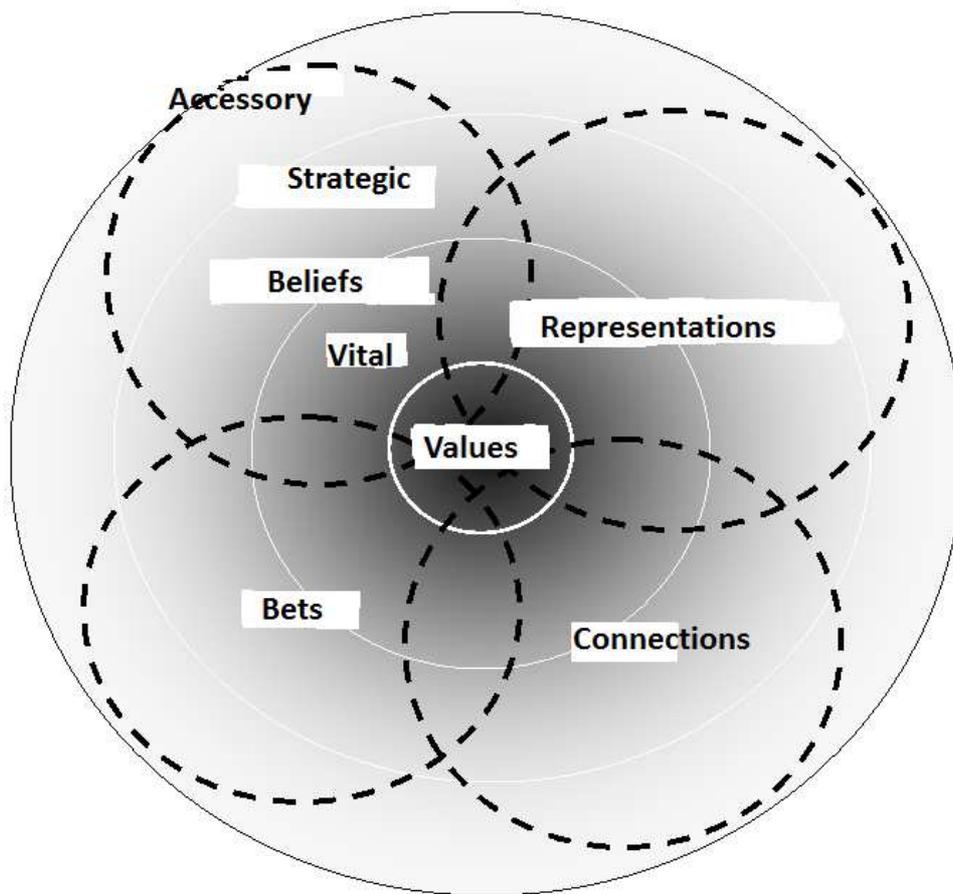
At this point, the reader should understand that his own vision is already central to the approach.



*Figure 46: The spheres of the manipulated individual*

Influence being above all the result of a perception – or in other words, a reality interpreted through prisms - we now examine **the processes** leading to **interpretation**:

- The **Beliefs** which uphold an event as the truth, independently of any proof of existence, reality or possibility.
- The **Representations** which shape and describe a given object, both incompletely and provisionally.
- The **Bets** are a part or characteristic of the resources of the actor who is targeted by the influence.
- The **connections** between the manipulated actor and the other actors of the situation.



*Figure 47: The processes of the manipulated individual*

The characteristics of actors targeted by the manipulation constitute the elements for developing the ethical system.

In other words, what are the consequences on the ethical issue when the influence I exercise concerns a consumer about to choose a brand, a prospective client about to sign a contract, a disciple in the sect I have created, the delinquent I pursue, or the pupil I teach?

We can easily understand, after reading this non-exhaustive list, that the characteristics of the target regarding:

- **Respecting the rules** which are shared in all their forms (laws, practices, customs, etc.) will constitute a central dimension in the approach.
  - **Context or space** in which the action of influence will take place (private or public, economic, political, social, etc.).
- ...will constitute a subsystem to be explored.

So, here we have a non-exhaustive reflection regarding the target of manipulation, which can be summarised as follows:

- Does the area I am targeting comply with my ethical stance?
- Is the process I am influencing acceptable to me?
- Does the target respect the rules I judge to be legitimate?
- Is the context in-keeping with my ethical stance?

### 5.1.2.3 Manipulative intrusion

Understanding the ethical dimensions of influence and manipulation consists of first differentiating the two. Influence positions itself over time and produces effects in the short, medium and long term. Positioning oneself ethically in one's role of manipulator of influence means accepting that one has a responsibility (on a par with their autonomy and position in their role as actor).

How does one resist the pressure of the responsibility associated with influence/manipulation?

The only way to do so is to be clear in your objectives, rules and in selecting the information required for implementing influential decisions, these being transparent to all the actors. This principle of good faith is furthermore widely used by society, in law and in the enforcement of regulations.

Conversely, any omission, even an involuntary omission, will lead the actor affected by the influence to believe that he has been manipulated, i.e., that he has been led to make a decision having negative consequences. An essential aspect of the ethical system can therefore be found in the good faith and transparency of the manipulator. This is what we will attempt to demonstrate through an indication of intrusion, explanation of bad faith and/or a lack of transparency of the rationale of the system.

We have outlined how the area which will be affected by influence is variable (accessory/vital/strategic/values). As such, this classification defines **a degree or extent of intrusion** of the manipulator's influence over the manipulated individual. The consequences of the action of influence will increase in terms of time, magnitude and impact.

Arguing the effectiveness of a brand of products is less intrusive than promoting the maxim "it is enjoyable to have a little drink...". In the latter case, the manipulator's beliefs will be permanently altered, while among all brands with similar pricing, the belief will have a single effect.

*The seller and the boss: by serving wine to his prospect over the dinner preceding the signature of the contract, the seller momentarily compromises the prospect's capacity to negotiate.*

*The seller is less intrusive than the “little boss” who stresses his staff, leading them into depression.*

The influence of a sect on the connections which unite an individual with their family is much more intrusive than that which the seller uses to gain a client from the competition.

Negotiating an endowment contract of 100 € per month with an elderly lady living frugally is more intrusive than attempting to convince a senior executive in their thirties who enjoys a comfortable lifestyle.

The manipulator must therefore question the degree of intrusion he allows himself to employ in his plan of influence.

Through the four examples we have just described, we can explore the elements which explain our assessment of the degree of intrusion.

While it may initially seem that 100 € represents a larger proportion of resources for the older lady than for the senior executive, this is not sufficient to assess the intrusion: an older lady, a retired labourer, is furthermore less armed to resist such soliciting than an individual who has worked all their life in a bank or insurance company.

**Balancing knowledge** therefore constitutes an aspect of ethical evaluation.

While we can discuss the ways of establishing proof which can make people believe in the effectiveness of the brand of a product in a given country, it is nonetheless true that these ways exist, and are known to the manipulator. They protect him from the excesses he would experience if he were a citizen of a country where they did not exist, without making assumptions in the event that he was not aware of them.

**The resources** used to influence may be **excluded or accepted by the manipulated individual**, this is the second aspect of our ethical system.

“Having a drink is pleasant...”, this is the founding message of influential policies of many brands of alcohol or cigarettes. If the law has controlled such practices, it is because they create addictions, seeking to modify the manipulated individual’s behaviour by creating consumer dependency.

Therefore, modifying perception is not the same as seeking to modify behaviour.

**The nature of the impact** on the manipulated actor, a simple modification of the **contents of the perception** or modification of the **functioning of perception** therefore constitutes the third component of our system of ethics.

So, we have a complimentary but non exhaustive reflection concerning the intrusion of the manipulator in the sphere of the manipulated actor. It can be summarised as follows:

- Does the manipulated actor have the same knowledge as me?
- Are the resources I am using legitimate from the manipulated actor’s point of view?

- Is the nature of the impact recognised as being legitimate by my target?

#### **5.1.2.4 The benefits of manipulation**

This is a strange subject for an issue wherein the shared meaning assumes that the manipulated individual is always the loser in the manipulator's action. What, then, can be said about the learner who is willingly manipulated by the teacher?

- The targeted area will cover, during the teaching implemented, all areas previously defined, even in the case of a delinquent and a judge responsible for enforcing sentences in modifying values.

- The object of the teaching, as we conceive of it in our societies, is to modify the processes of interpretation.

- Is the learner in a position to attribute any legitimacy to the rules applied by the teacher? The process of teaching only enables progressive and belated assessment of the legitimacy of the rule.

- The imbalance in knowledge between the learner and the teacher being the very origin of their relationship of influence, the response is therefore trivial.

- Between knowledge and skills, the modern learner does not explore this question. Whether the "master's" influence is focused on the perception itself or on the methods leading to such perception, this does not at all impact its legitimacy in the eyes of the student.

- If we had used the same reflection regarding relations of influence between a "master of thought", a "director of conscience" or a "guru" and a follower, we would have responded to such reflection more or less in the same way.

The question at this point is: who benefits from the influence implemented? If the manipulated individual is the sole benefactor of the influence exercised by the manipulator, the choice of possibilities will be more extensive than if the reverse is true.

**The variety** of our ethical system of reference will therefore depend on the expected **distribution of benefits** between the manipulated actor and the manipulator.

#### **5.1.2.5 Towards a moral dynamic of influence**

In the context, and in our current times, we only have at our disposal tools, schemata and references which all come from a bygone era.

We find ourselves faced with ethical questions, which arise within our value systems of reference and which are not coherent.

What can a product manager in a multinational have in common with a poor peasant from a part of the world where hunger, illness and misery are all part of daily life?

And yet, the product manager, behind his desk, plans, organises and implements a vast campaign of influence to encourage the peasant to consume his product.

Here is the question which is raised:

How can I promote my product while remaining true to my ethical stance and values?

The diversity of situations, both internal and external, of modern communities, leaves only two choices:

- An individual reflection on the ethical system, underpinned by the situation.
- An absence of ethical reflection, falling back on the law, and assuming the present and future consequences.

The absence of a global law (besides the Universal Declaration of Human Rights, which does not list obligations) leaves us alone each time the situation surpasses the restrained setting of our respective nations.

Between the reactions which lead many to seek moral references, and the naivety of an argument which purports that all matters of "Ethics" are easily accessible, it must be made clear that no judgement is sought by the authors. Our aim is to propose an approach, to make the reader aware that progress is possible for both individuals and groups.

If we explore the periods of professional life, public life, of committed life, responses which rank lived experiences first and foremost will always provide the best concordance between ethics and the individual, and between the ethics of relationships between actors and the ethics (deontology) of the activities concerned. This is true to such an extent that those who have left these situations for apparent improvements taking them away from these balances often regret doing so, and would invariably like to regain such conditions.

Future generations, which will invariably be creative and innovative, are thus faced with a challenge: to contribute to and implement these spaces which are ethically positive and balanced, and which help to mobilise men and women towards dynamism and progress.

Those who set themselves these ambitions contribute to pooling energy and flourishing. For now, there remains only the reflection or the sense we wish to give our lives in order to develop an ethical approach leading to the creation of a moral code which will be primarily individual, with the hope that it will be different in the future.

**KEY SUMMARY:** *Developing a personal ethical system relies not only on analysing the target:*

- *Which are the components I am influencing/manipulating?*
- *Who is my target?*
- *What will the consequences be?*

*But also on how fair the process of influence is:*

- *Do they have the same level of knowledge?*
- *Do they have a degree of freedom?*
- *Do they benefit most from the process?*

## Part 3: Applying the Method



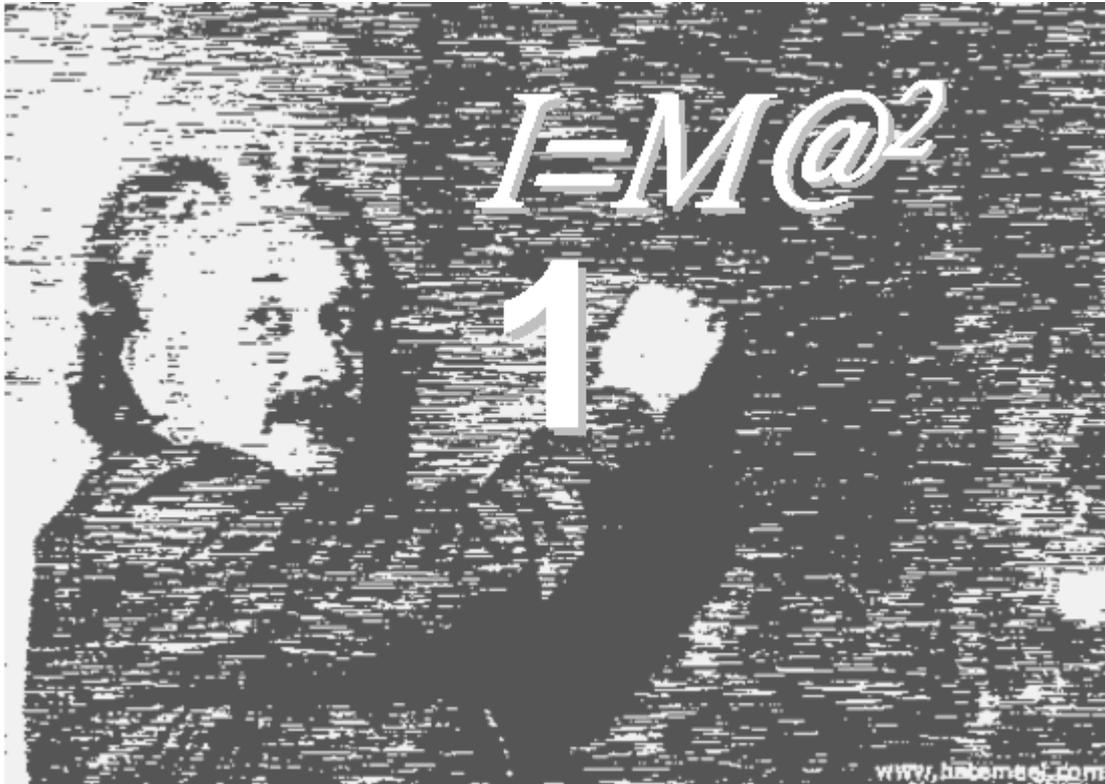
“In politics, choose order. In business, choose efficiency. In action, choose opportunity. Do not compete. If you do this, you will be irreproachable.”

Lao Tzu

### Applying the Method

*This third part illustrates how this approach can be applied across highly diverse situations for various stakes and actors. It assumes that the stake the reader set at the beginning of the book will allow him, via analogy, to better adopt the method. Examples are explored by applying the methodological tools developed in this book.*

**One research laboratory among many**



*“Thirty spokes share the wheel’s hub, but it is the centre hole that makes the wheel turn” Lao Tzu*

**One research laboratory among many**

*This chapter illustrates how the method can be applied for a stake which is “sustaining the activity of a public research laboratory”.*

## 1.1 Public research laboratory, user manual

*States will generally entrust the responsibility for governance of their public scientific research to a national organisation (AERES<sup>48</sup> in France, NSF in the USA<sup>49</sup>, NSC in Taiwan<sup>50</sup> ...). We will call such organisations NROs (National Research Organisations) hereafter. These organisations develop large axes of research, along with associated strategies and allocated funding to enable laboratories to create and further develop their activities. Its primary mission is to contribute to improving the system of national research and higher education.*

*To do so, States generally entrust them with undertaking:*

- *Assessment of scientists and their research.*
- *Assessment of research establishments and organisations, whether public or semi-public.*

*This assessment of a laboratory focuses on the originality of its scientific production, its international standing, its social and economic status, its strategy and its project. The NRO also seeks to determine the quality of scientific production.*

*This qualification, alongside the importance of knowledge produced by the laboratory, takes into account:*

- *Scientific standing, through publication in reviews and participation in scientific community events (conferences, symposiums, seminars...).*
- *Implication in national and international research governance (editor in chief, editorial director of collections, reading, expert and review committees...) as well as active participation in national and international scientific networks.*
- *Active participation in collaborative national and international research programmes.*
- *Risk-taking in research (particularly with disciplinary interfaces).*
- *Consideration given to the world of social demand.*
- *Investment in disseminating scientific culture.*
- *Commitment to applied research or expertise.*

*Often, this assessment is entrusted to a committee of experts mainly comprising researchers, teacher-researchers, engineers ... involved in academic, or sometimes in industrial, research.*

*This assessment constitutes a fundamental cornerstone of the laboratory's developmental capacity, as it determines the resources available for future research activities.*

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<sup>48</sup> French Agency for the Assessment of Research and Higher Education

<sup>49</sup> National Science Foundation

<sup>50</sup> National Science Council

## 1.2 From one rationale to another

*We will now examine the situation within which our actor-laboratory navigates (see annex: Simplified Methodological Index).*

***Step 1: define the stake, and using this definition, further define:***

*Stake: a laboratory's activity (objectives, production, structure, governance...)*

*Actor: the laboratory.*

*Wager: laboratory resources.*

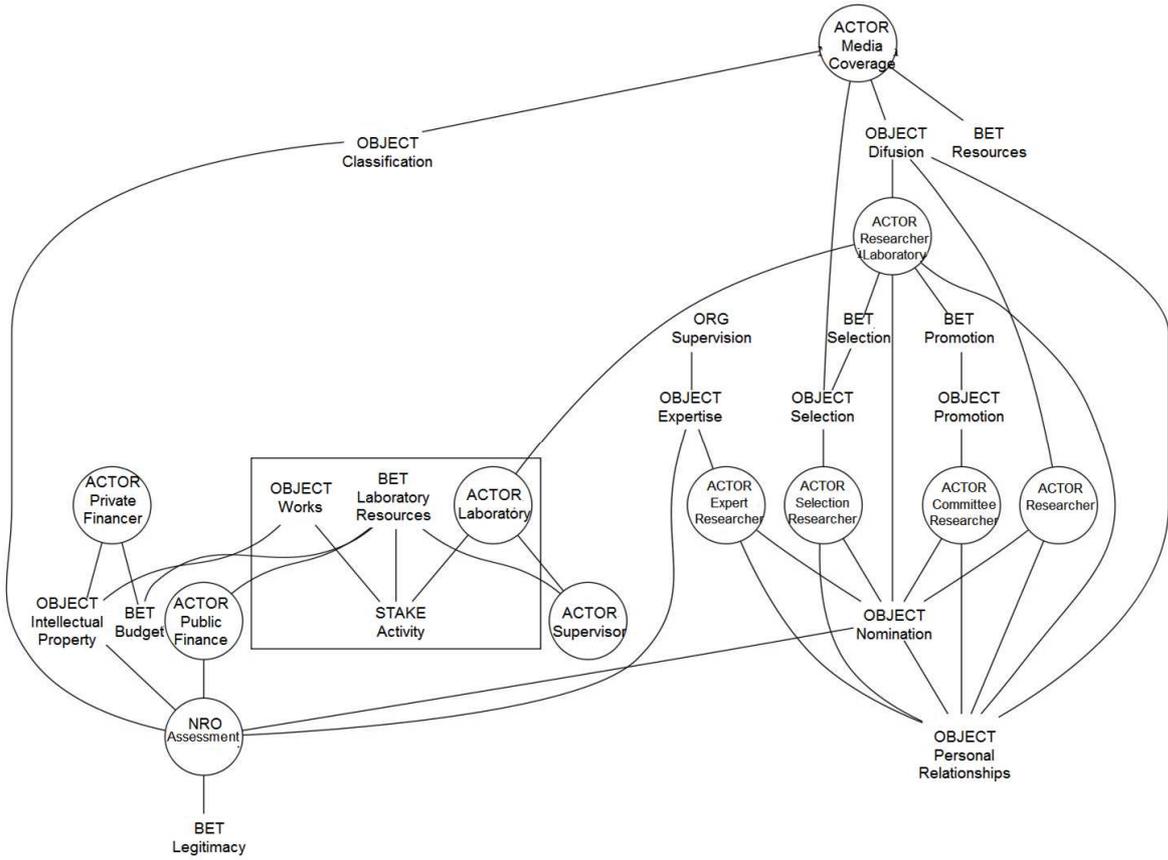
*Object : scientific activities.*

***Step 2: Trace the web of connections between the components of the stake (actor, wager, object) and the elements (actor, wager, object) of the situation.***

*To understand the situation well, it is necessary to explain the roles of each research actor who may play a role in one's professional life. A research actor is potentially either a researcher in a laboratory, a member on committees (for reviews, organising conferences, awarding promotions or certifications...), a critic (revision for reviews, recruitment....), an expert for governance organisations (governance, NRO,...), an inventor, or an administrator. The research actor therefore, according to the laboratory, holds various roles. The subsequent web traces the connections between all the components (actors, objects, wagers) of a laboratory's activities. To clarify understanding of the applied method, we consider the laboratory as an institutional actor (in the framework of the diagram hereafter) independent of the individual actors of which it is composed. To simplify the reading, the connections are deliberately not shown in their complexity.*

*The presentation of research actors differentiates the roles which cover their functions and duties (on the right of the diagram), if this were not the case, they would find themselves in a conflict of interests. This schema includes the connections between their activities and roles and the other actors in the situation.*

*Funding of a laboratory is ensured by the financial actors (on the left of the diagram) and/or the governance organisation. Assessment of a laboratory's activity will partly depend on the scientific activities which are essentially stimulated, assessed and funded by the NRO (at the bottom of the diagram), and partly on the visibility, dissemination and recognition of the research work thanks to media coverage tools available in the field of science (conferences, journals, reviews, books....) (at the top of the diagram).*



*Figure 48: Laboratory: identifying connections*  
 Developed using Grapviz, AT&T Labs Research

***Step 3: Identify the connected subsystems***

*By analysing proximities and convergences, we can identify four subsystems: the State, private funding institutions, media organisations and the research community.*

***The State:*** *for governing bodies, the NRO and public sponsors, the stake is the justification for their actions.*

*The rationale is that of governance of the political arena, in the original sense of the term.*

***Private funding institutions:*** *for private financial organisations, the stake is to take ownership of works.*

*The rationale is that of the economic arena.*

***Media organisations:*** *the stake is the audience, comprising researchers and their students.*

*The rationale is one of sharing information presented by peers.*

***The research community:*** *the stake is retaining control over the system.*

*The rationale is often one of adopting power through knowledge.*

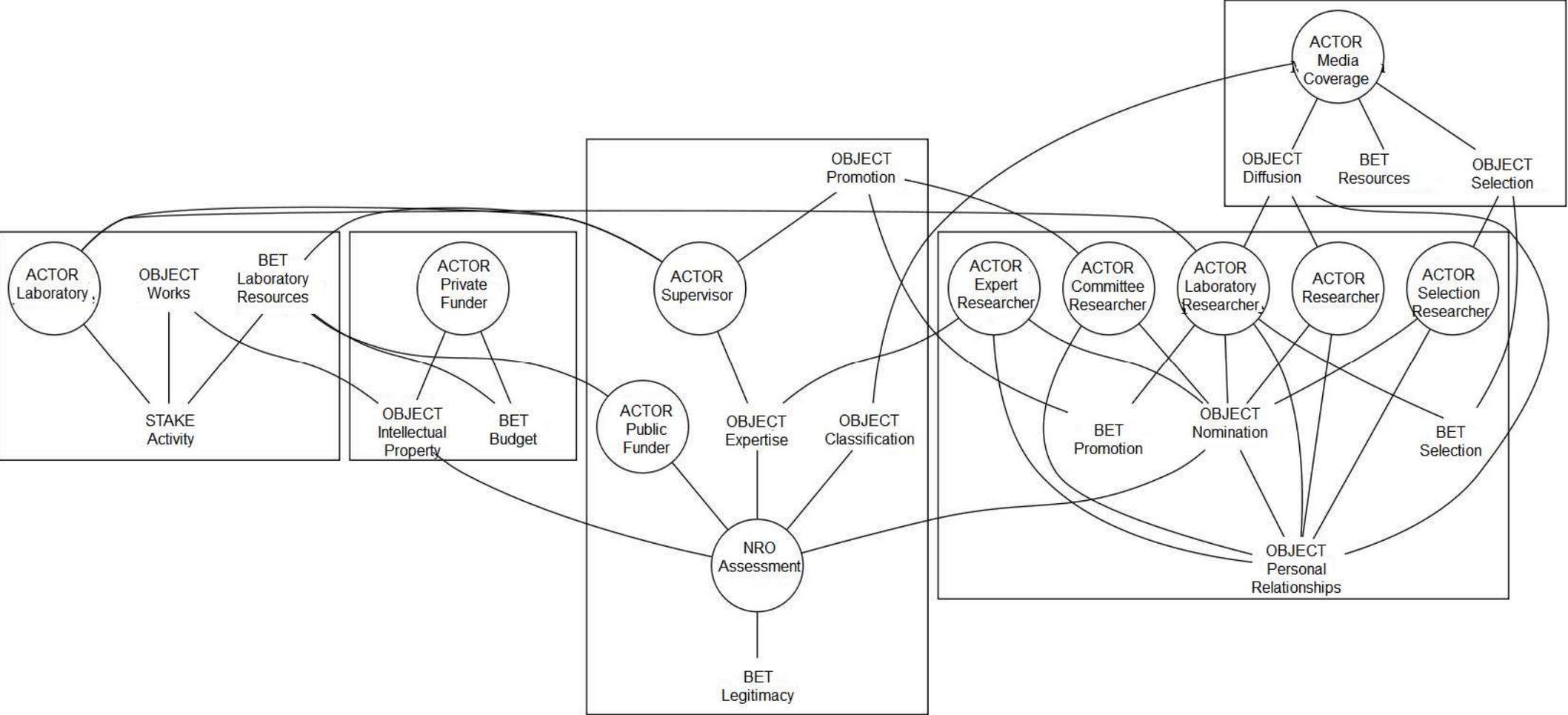


Figure 49: Laboratory identification of subsystems  
 Developed using Grapviz, AT&T Labs Research

#### ***Step 4: Make the subsystems functional***

*At this stage and in this case, the functions of subsystems should be described.*

***The opposition:*** *the economic rationale, underpinned by ownership, is often in opposition with that of free sharing. The researcher-actors of the laboratory must arbitrate between freely sharing scientific knowledge and paid transfer of intellectual property rights to other actors.*

***Promotion:*** *A significant part of the researchers' professional future depends on their ability to be recognised by the community by providing actors with free knowledge. The choice is therefore overwhelmingly one of sharing.*

***Symbiosis:*** *The rationale of networks, or tribes, explains the difficulty in developing the situation. All researcher-actors are the players in a game whose stake is influence over the other actors in the game. The researcher-actor is simultaneously the subject and the object, it is an autonomous system whose stake is the very defence of the system itself. This is therefore symbiosis in the strictly biological sense.*

#### ***Step 5: Position the actors on the map***

*The researcher-actors will react according to the connections they have or will have with the other actors in the situation. To influence the actors, one must therefore analyse the state of existing relationships between the actors through their nature (charge, strength, proximity).*

*The researcher-actors are, in fact, closer to the community than the organisation which employs them (tutelage), or that which hosts them (laboratory).*

*The researcher-actors have a social and media power over the laboratory. This situation contributes to the increased difficulties for institutional policies to control governance over the system leanings.*

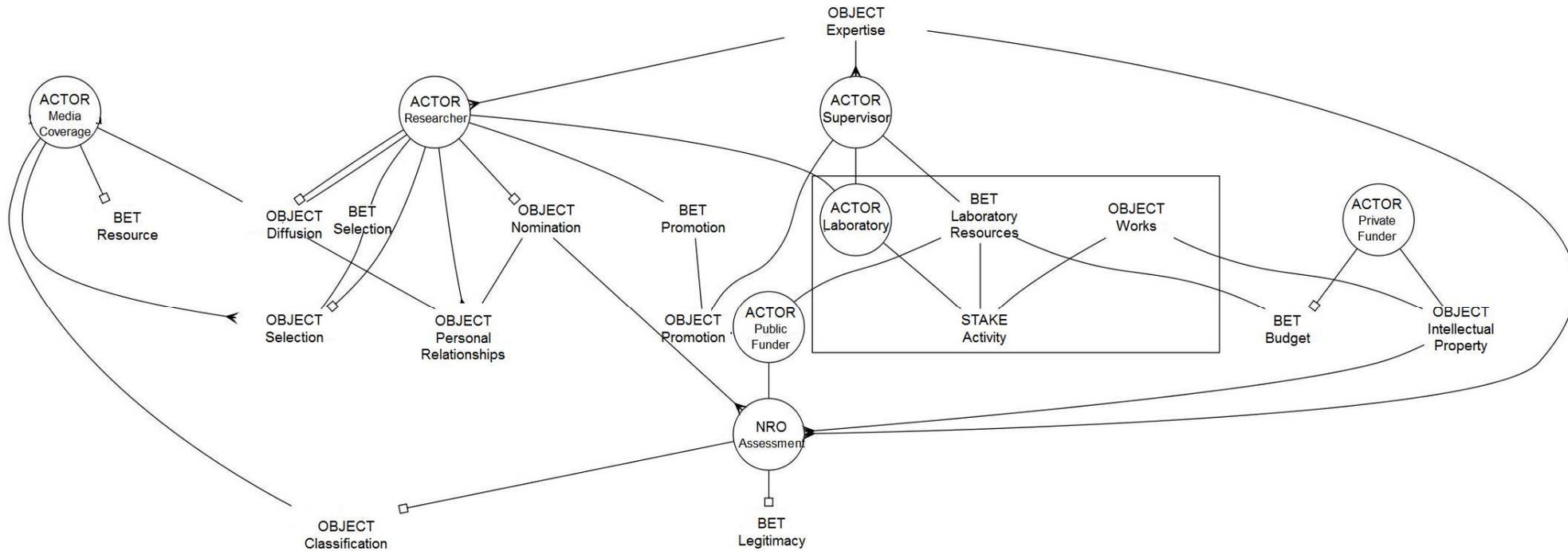


Figure 50: Laboratory, purpose of the connections  
 Developed with Grapviz of AT&T Labs Research

*Actors use their means in order to act, meaning they must be analysed within their situation.*

### **1.3 From one method to another**

#### ***Step 6: Influence the actors***

*The laboratory is an actor without a position (little or no power, dependent legitimacy, limited involvement in its method of governance) and completely dependent on the researchers (actors) it accommodates. In order to exist and influence its situation, the laboratory must escape the actors. This is the only solution in a space which otherwise leaves it no scope to exist.*

*The only means available to the laboratory actor is his capacity to invent a form of activity, a new vision of his purpose and strategy.*

#### ***Step 7: Reach the actor to be influenced***

*In light of this observation, we should be able, in all cases, to enter into contact with researchers (actors). The objective is to influence the situation by creating a new situation, independent of the first but controlled by the laboratory (actor).*

*In the method described, there are many variants to gain access to the researchers to be influenced, we will explore an original example.*

#### ***Step 8: The plan of influence***

*Modifying the governance of the laboratory, which both provides premises for researchers and collects funds for research in a virtual place where skills are certified ad hoc, with the aim of creating knowledge. This is the rationale which Wiki applies to research: a researcher proposes a theory, researchers share work, some manipulate, others write or report the state-of-the-art, and all take ownership of the results. Dissemination and/or exploitation are regulated either through governance of the community thereby created, or by the community of the renovated laboratory. The resulting virtual laboratory (Wikilab, as this is exactly that) can operate without any difficulty in all areas without the ownership stake and in all the countries incorporated in the globalisation, thereby ensuring the emerging laboratory an increased visibility and independency from the system in place. This is furthermore likely to generate rights, and therefore resources, in the field in which ownership is a stake...*

**Chapter 2: An education in sustainable development: influence and territories**



*“Where the army troops have quartered, brambles and thorns grow”*

*Lao Tzu*

**Sustainable Development Education:  
Influence and Land**

*This chapter challenges the generalisation of education in sustainable development within an academy: the stakes, the actors and conflicts between actors.*

## **2.1 What is environmental and/or sustainable development education?**

*Environmental education emerged at the end of the 19<sup>th</sup> century among the scouts. Its purpose was to educate children in and about the environment. These ideas had already previously been developed by Rousseau in his book Emile, and were implemented during the 20<sup>th</sup> century within various mainstream education movements (such as progressive education promotion centres, scout movements, the Federation of Secular Works...). From the 1970s and 1980s, more actors became involved in developing environmental education: environmental protection agencies, environmental education associations, schools (MEN, Circular n° 77-300 dated 29 August 1977) and the State more generally via various ministries (ministries of culture and the environment). Initially, investment in schools was limited. Each pupil mandatorily received some environmental education during their schooling. Nevertheless, many partnerships were and still are forged at a local level, with environmental education associations. From 2004 (BO n° 28 dated 15 July 2004), the national ministry of education modified its policy. It is no longer a matter of environmental education, but one of education in sustainable development (MEN, circular N°2007-077 dated 29 March 2007). All children should now receive education in sustainable development throughout their school years. The shift from environmental education to sustainable development education represents a significant break. Indeed, although similar, the two different objects diverge, as illustrated in the table below.*

	<i>Environmental education</i>	<i>Sustainable development education</i>
<b>Aim</b>	<i>“Develop in the pupil an attitude of observation, understanding and responsibility towards the environment”</i>	<i>The emergence of sustainable development</i>
<b>Partnership</b>	<i>Favourable towards local partnerships. Associations are quoted in extenso. Field trips and class exchanges are recommended.</i>	<i>Turning to partnerships is possible but not necessary. The teacher's efforts are most important. Only institutional partnerships are recommended</i>
<b>Place in the education system</b>	<i>One-off and limited</i>	<i>On all levels, for all pupils</i>

*Table 21: the differences between environmental education and sustainable development education in the official MEN instructions.*

*Sustainable development education has neither the same aims nor place as environmental education within the education system, nor do the two employ the same teaching approaches. Perception of these differences varies from one actor to another. Actors in national education highlight qualitative and quantitative differences between EE (Environment Education) and SDE (Sustainable Development Education). Qualitative because sustainable development comprises a social and economic dimension which the notion of ‘environment’ omits<sup>51</sup> (from their point of view). Quantitative because EE concerns a minority of pupils, while SDE concerns all pupils, as school curricula are obligatory.*

## **2.2 From one rationale to another.**

### ***Step 1: Define the stake***

*The generalisation of sustainable development education in schools is the stake in this case. The **object** of this stake is the **generalisation** of sustainable development education within an academy. The wager comprises all the resources implemented to achieve their aim.*

*To succeed in generalising SDE, the ministry of national education focuses on “[including] sustainable development education in teaching programmes, [multiplying] the global approaches of sustainable development education in teaching establishments and schools and on [the training of] teachers and other staff involved in this education” (Op. Cit, 2007).*

<sup>51</sup> This is the focal actor’s point of view, the Board of Education. The environment, as it is defined in the texts which govern education relating to the environment, include the economic and social dimensions.

*On a regional level, the Board of Education can provide training hours, the possibility of designating inspectors in charge of this question (Inspector for National Education (primary school teaching) or regional education inspectors (secondary school)), designating relay teachers to assist the former, implement a call for projects and/or certification procedures for establishments involved in environmental responsibility strategies. The Board of Education may also create think tanks.*

### ***Step 2: Tracing the web of connections between the situational components***

*Other actors from various backgrounds gravitate around SDE. Each of these actors are involved in the process of generalisation according to their own rationales. First of all, there are educational inspectorates which manage primary and secondary schools. These partially depend on a board of education, but are run autonomously. Educational inspectors are not designated by the Board of Education, but directly by the ministry. Each educational inspectorate has the possibility of implementing their own call for projects, think tank, etc. The generalisation of environmental and/or sustainable development education is an opportunity for educational inspectorates to affirm their independence from the Board of Education. The Board of Education must therefore liaise with the various educational inspectorates in their region. Nothing can be undertaken in primary or secondary schools without their authorisation.*

*The Board of Education must also liaise with educational establishments and primary schools which have their own unique organisation and operating conditions. A headmaster may thus give priority to sustainable development education because it provides structure for his teaching project. Conversely, he may object to it for various reasons. The Board of Education must also liaise with the teachers and the unions which represent them.*

*Non-academic actors also gravitate around environmental and/or sustainable development education. These include local authorities, but also public or semi-public institutions which fund teaching projects in schools and associations for environmental protection and/or education.*

- ***Local authorities*** have skills in the fields of both education and environment management. *It is in this respect that they can develop strategies concerning environmental and/or sustainable development education in accordance with their political stance. A district can host classes in natural areas under their responsibility. A community can fund sustainable development educational programmes as part of its local education agenda.*

- *Public institutions, such as local and regional authorities, develop policies for environmental and/or sustainable development education. This task is often attributed to them explicitly, as opposed to local authorities which tend to prefer undertaking the task spontaneously.*
  - *Associations are also heavily involved actors in environmental and/or sustainable development education. These are associations for environmental protection and/or education. Workshops and presentations in schools often constitute an important part of their activities, but they also organise conferences, adult training courses, information campaigns... Public education associations are actors which have traditionally played an important role in the emergence of cham). Today, their actions are often less visible as they are part of a wider educational perspective, of which environmental education is only one dimension.*
- For each of these actors, **the wager and stake are different**. The table below illustrates the diversity of perspectives.*

	<b>Wager</b>	<b>Stakes</b>
<b>School inspectorates</b>	<i>Training, implementing a review commission nominating an inspector responsible for the project, supported by relay teachers, implementing a call for proposals</i>	<i>Generalising educational practices in-keeping with sustainable development.</i>
<b>Schools/Educational establishments</b>	<i>Implementing educational projects, promoting environmentally responsible establishments, Including SDE in the school project, training teachers</i>	<i>Ensure educational aims are met within the best possible conditions.</i>
<b>Teachers</b>	<i>Training, educational project, creating new lessons.</i>	<i>Complying with official directives, participating in the civic education of pupils</i>
<b>Local and regional authorities</b>	<i>Specific subsidies reflecting a specific policy which may be formalised or not, delegating a person to oversee the project.</i>	<i>Promoting their own territory and policy, supporting the implementation of an environmental policy (recycling waste, for example), meeting needs of schools and educational establishments in terms of educational material</i>
<b>Education and environmental protection associations</b>	<i>A large part of the activity of associations is focused on generalising an education on the environment, whether this is focused on sustainable development or not, structuring associations within networks</i>	<i>Protect the environment, ensure their survival.</i>
<b>Community education associations</b>	<i>Supporting organisations which recruit students, within an approach of sustainable development. Supporting teachers in environmental and/or sustainable development education projects, training teachers, workshops and presentations, developing a tool dedicated area.</i>	<i>Educating globally throughout life</i>

Table 22: Stakes and wagers of the actors in the situation

As such, education on sustainable development is **linked to four other themes**: environmental education, environment management, sustainable development and general education.

The ministry injunction to generalise sustainable development education constitutes a significant break, as previously highlighted. This break has modified the role of the actors involved. Education in development is part of a process of realignment or withdrawal the school within itself (Leininger, 2009). Indeed, sustainable development education is first and foremost a teaching, which gives school disciplines and teachers the central role, thus omitting associative or public partners. Furthermore, implementing a sustainable development approach as the general school approach makes the school a central place for exploration. School outings, deemed costly in these

times of restricted budgets, become optional. Faced with this dynamic of closure, actors in environmental and/or sustainable development education have developed behavioural rationales of compliance and resistance vis-à-vis the Board of Education in charge of locally generalising SDE. This is demonstrated in the table below.

<b>Actors</b>	<b>Compliance</b>	<b>Resistance</b>
<b>School inspectorate</b>	Adopting education on sustainable development	Developing a specific departmental policy differing from that of the Board of Education: affirming the institutional legitimacy of educational inspectorates in primary and secondary schools
<b>Schools / Educational establishments</b>	Adopting a vocabulary of sustainability, implementing a strategy of sustainable development	Persistence of environmental education practices; some connections with partners remain very strong
<b>Teachers</b>	Implementing lessons on sustainable development	Environmental education project Sceptical stance regarding sustainable development
<b>Local and regional authorities</b>	Desire to obtain the go ahead from institutional representatives: inspectors, teachers, relay teachers	Affirming democratic legitimacy and defining a policy. Funding for actions or projects directly with schools and educational establishments (short-circuit of the school hierarchy)
<b>Education and environmental protection associations</b>	Adopting a vocabulary of sustainability, following school curricula	Criticising the term sustainable development, maintaining current practices of environmental education
<b>Community educational associations</b>	Adopting a vocabulary of sustainability, respecting school curricula, developing strategies in educational establishments for training and resources	Incorporating SDE within global education

Table 23: The actors' behaviour and rationale

The generalisation of education on sustainable development within an academy is a stake which engenders a complex situation mobilising several connected actors and objects. This is illustrated in the figure below.

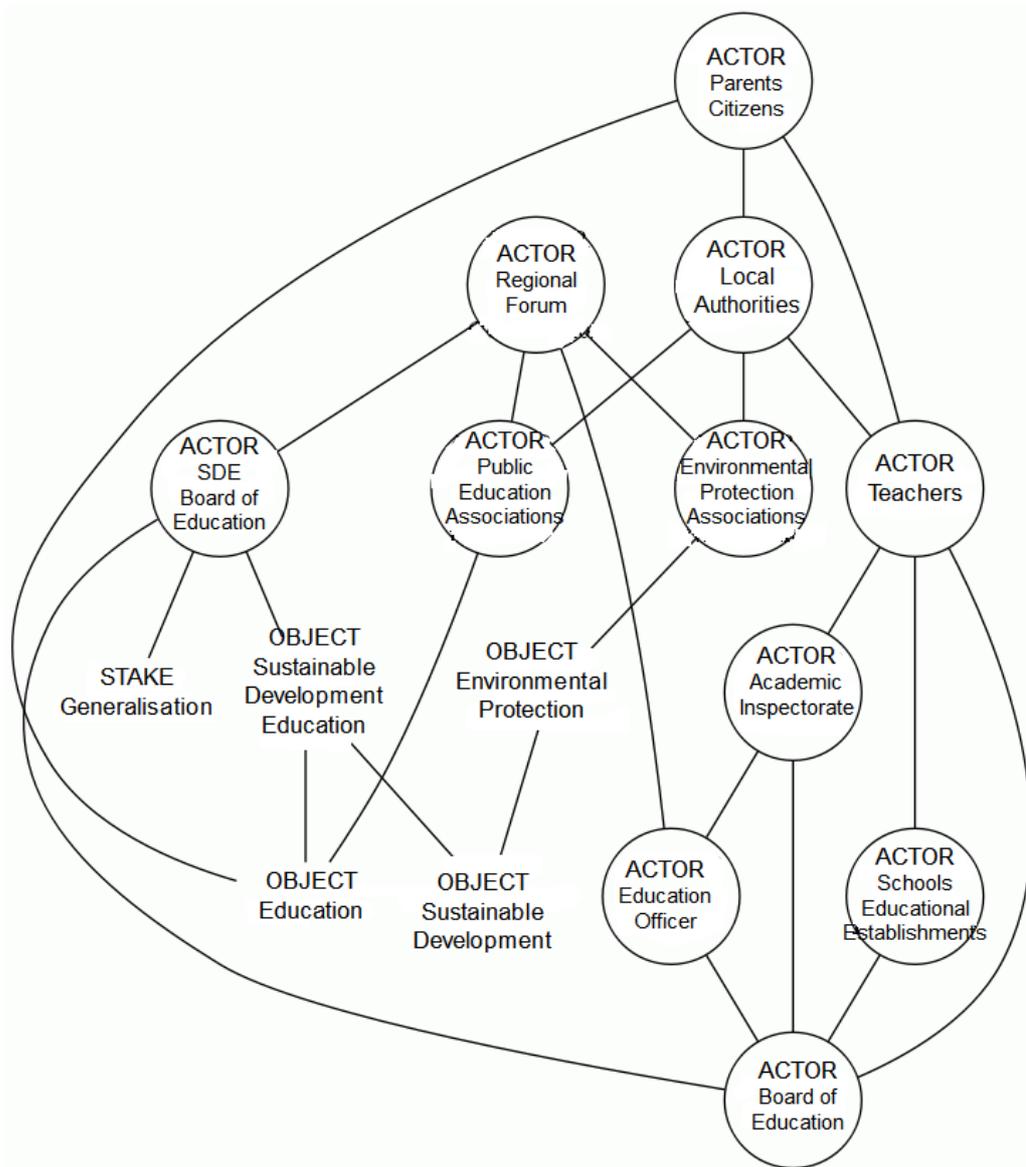


Figure 51: Environmental and/or sustainable development education: identifying connections  
 Developed with Grapwiz of AT&T Labs Research

**Step 3: Identifying the connected subsystems**

Two subsystems are connected to our focal object, which is sustainable development education, as shown in the schema below.

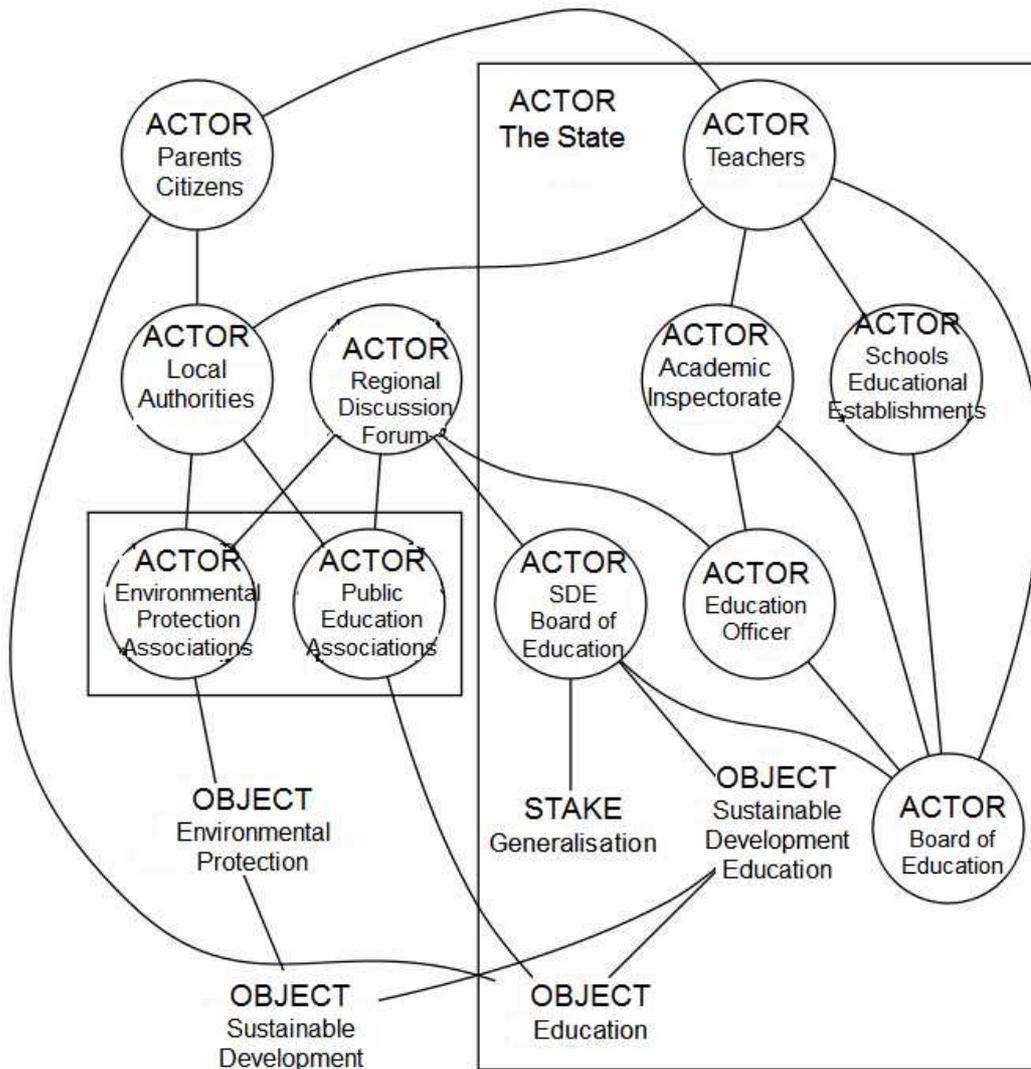


Figure 52: Environmental education and/or sustainable development education: identifying subsystems.

Developed using Grapviz of AT&T Labs Research

Two subsystems are, therefore, connected to our focal object, which is sustainable development education.

**The first is environmental education.** Sustainable development education builds on environmental education. The Ministry of National Education establishes a relationship between the two. Beyond official instructions, the partners, particularly associative and public partners, have largely

*remained unchanged. There is much continuity in their practices. Associative partners have often redirected their discourse towards sustainability, being reluctant to use a portmanteau word which simultaneously refers to the communication policy of multinationals (green washing) and the militant involvement of “decreasers” (Latouche, 1999).*

*The associations are nevertheless obliged, to a certain extent, to yield to the big shots of the educational institution. Without the go-ahead of the school inspectorate or the Board of Education, they cannot intervene in schools. Local authorities have more freedom. They have financial power which associations do not have. Few authorities or public institutions have really adapted to sustainable development education. They develop a policy about environmental education, environmental citizenship and education on aquatic environments, etc., but rarely intervene directly. They often fund associations which are subjected to the double injunction of their funding authority (local authority or public institution) and their sponsor (the teacher, himself subject to school directives). The subsystem connected to environment education can itself be divided into two subsystems which are environmental education associations and local authorities involved in environmental and/or sustainable development education.*

*At this point, in complex situations, it is necessary to simplify the map of the situation. To do so, we must:*

- *Group identical/similar wagers, objects, actors(s).*
- *Define a shared stake as broadly as possible.*
- *Globally define shared rationales.*

*These subsystems each have a specific network but may also belong to a shared network or participate in a multi-actor discussion forum, such as a regional discussion forum. This is a platform which encourages all actors involved in environment and/or sustainable development education to communicate. Regional discussion forums aim to coordinate all actions undertaken, but also to contribute to the development of environmental and/or sustainable development education. This is the purpose of this subsystem.*

***The second subsystem is that of education.*** *This of course mobilises the entire educational institution on all levels: the Board of Education, school inspectorate, headmaster or school director, teaching and educational teams, parents, pupils and partners. School is not the only place for education. Informal educational actors also belong to this subsystem (recreation centre, sports associations...), local and regional authorities, the State, etc. The family is also both a place of, and an actor in, education. The subsystem connected to “education” is thus itself subdivided, like the previous subsystem, into three distinct and interacting entities, or subsystems: school*

education, informal education and the family. This reflection is simplified but adequate to discuss what concerns us, i.e. the generalisation of sustainable development education.

**Step 4: Make the subsystems functional**

To influence the actors, it is necessary to analyse the state of existing relationships between the actors. Each actor adopts a vocabulary of cooperation and confrontation vis-à-vis the object and the focal actor. The connections which unite the actors are often asymmetrical, as shown in the diagram below.

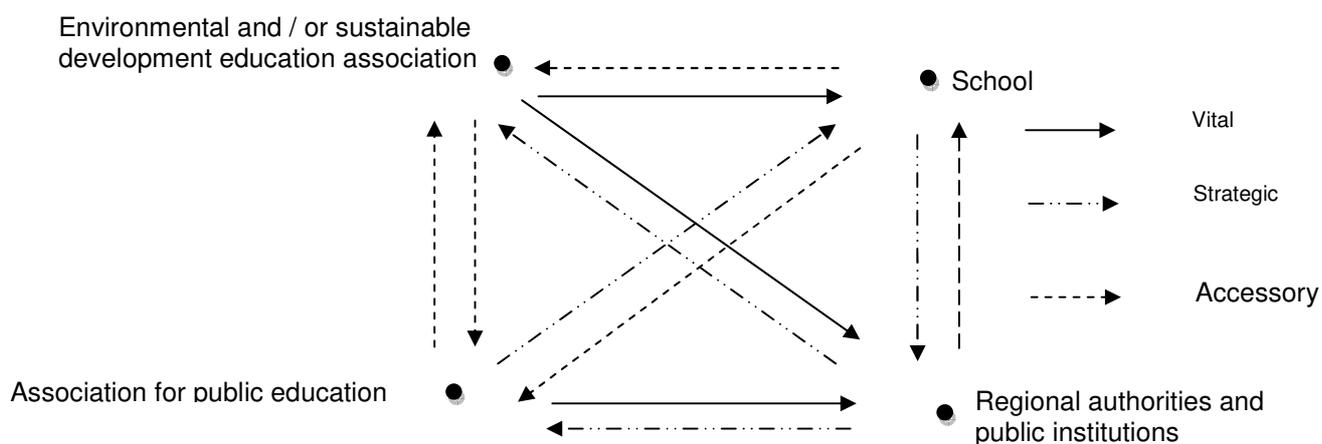


Figure 53: Strength of connections between SDE actors

Here, the School is represented as a single actor, as all components of the educational institution maintain similar connections with the other actors. Associations are dependent on local authorities and on the School. Firstly, they receive funding which is essential for the running of their activities and, secondly, the authorisation and opportunity to intervene in classes. The School and public actors are in strong positions in the focal system. The asymmetry in connections reflect the differences in legitimacy, power and involvement of the actors.

The actors' rationales can not be resumed as opposition rationales or acceptance of the generalisation of sustainable development education. There are also proximity connections which have been forged between actors. Associations share a cognitive, organisational, spatial and temporal proximity. The existence of a regional network or regional location for discussion encourages cognitive, spatial and organisational proximity among actors.

**Step 5: Position the actors on the map**



The dissymmetry of connections between the actors in the focal system reflect the differences in legitimacy, involvement and power between them, as shown in the table below.

<b>Actors</b>	<b>Power</b>	<b>Legitimacy</b>	<b>Involvement of act</b>
<b>School inspectorates</b>	Over organisations and teachers Supreme power	Strong institutional legitimacy	Not stable and vary in intensity
<b>Schools/Educational establishments</b>	Over teachers	Strong institutional legitimacy Legitimacy of use	Not stable and vary in intensity
<b>Teachers</b>	Over pupils and partner associations	Strong institutional legitimacy Legitimacy of use	Not stable and vary in intensity
<b>Local and regional authorities</b>	Over the other actors Strong power	Institutional and may be contested (legal loophole) Democratic legitimacy of use and values Economic legitimacy	varying in intensity Stable in the long term
<b>Education and environmental protection associations</b>	Weak	Historic legitimacy of use and values	Very intense
<b>Community education associations</b>	Weak	Historic legitimacy of use and values	Average and varying intensity

Table 24 Legitimacy, power and involvement of actors of SDE

While the Board of Education has an institutional and usual legitimacy and significant power over associative partners, it is lacking significant financial means, which weakens his position within the system.

## 2.3 From one mode to the other.

### **Step 6: Influence the actors**

From thereon in, the Board of Education can use three antagonistic strategies to generalise sustainable development education.

### **Step 7: Reach the actor to be influenced**

To develop its approach, the Board of Education must position its action on the map of relationships undertaken previously, and choose its targets. In our case, the Board of Education chooses SDE actors, whether they are state-run or otherwise.

This choice leads to the strategies of influence described in step 8.

The Board of Education may, in a more political approach, target authorities and citizens, but in that case it would leave the field of education.

### **Step 8: The plan of influence**

**1- Influence by force: Closure.** This consists of forbidding or controlling the intervention of associative partners in teaching projects, enabling a reduction in the influence of local authorities and public institutions. The Board of Education can, consequently, ensure that sustainable development education replaces environmental education. This strategy enables teachers to qualify as legitimate SDE actors.

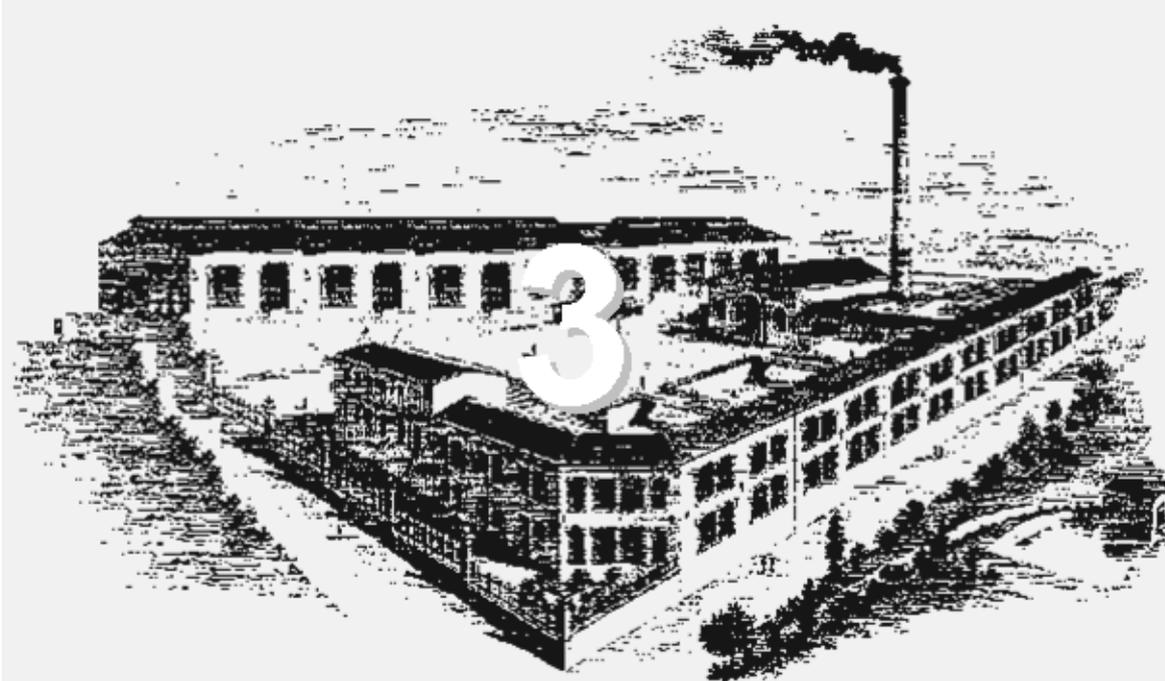
**2- Influence through contracts.** If the educational institution recognises the legitimacy of its partners, we can imagine the implementation of multi-partnership consultation terms and conditions. Sustainable development education would no longer be the only choice, but certainly a possible choice.

**3- Influence through governance.** The third possibility consists of investing in the places for discussion to encourage other actors towards sustainable development education, maintaining partner schemes while simultaneously imposing an orthodoxy within education curricula.

### **Step 9: Ethical assessment**

In a democratic society, strategy 1 is inadequate. A school which cuts itself off from civil society cannot educate about democratic citizenship. This strategy would therefore place the school in dissonance with its civic and social objectives and with the society in which the school exists. Conversely, strategy 2 places the school in a process of governance. Nevertheless, this strategy seems unlikely to be successful, given the current crisis in French schooling and budgeting. In contrast, strategy 3 is a *modus vivendi* which places the Board of Education in an unstable position, as it maintains two differing rationales within the School: sustainable development education within educational disciplines, and environmental education within educational projects. On both an ethical and deontological level, solution 1 seems to be the most adequate.

**Chapter 3: Globalisation: from a learning company to an influential company**



*“A real General will not seem military. He who knows how to fight will control his temper. He who knows how to win will avoid confrontation. He who knows how to manage men will remain humble ...” Lao Tzu*

***Globalisation: from a learning company to an influential company***

*This chapter illustrates how to apply a method for a stake which is “the successful introduction of innovation in an international company by a project manager.”*

### **3.1 OMATIC, one company among many**

*OMATIC creates and assembles subassemblies for major clients. Their market is global and their clients are supplied by factories located around the world near to client factories.*

*Initially, OMATIC supplied two European clients. Their subsequent international expansion and acquisitions led OMATIC in turn to expand internationally.*

*This new presence enables OMATIC to make offers to local competitors of their clients, with evident success, as OMATIC now boasts 15 clients worldwide.*

*Developed over time, OMATIC has kept its organisation of R&D and marketing centralised in its head office.*

*To keep up with geographical development, the company has created five geographical divisions which coordinate and manage local subsidiaries.*

*Their clients, today spread all over the world, were acquired by local subsidiaries and are therefore monitored commercially by the sales force of the country in which the head office is located.*

*The globalisation of the market has led all OMATIC clients to become international. The need to coordinate the offers made by subsidiaries led to the creation of a coordination structure which centralises information.*

*OMATIC is managed by the CEO and supported by a management committee comprising the financial director, regional managers, the marketing director and R&D and HR managers.*

*The OMATIC offer comprises subassemblies which are integrated into a final product. It is designed by the company R&D department. Assembly and manufacture of components which constitute the subassemblies are carried out within the company.*

*The subassemblies use rare metals required for operating safety. As a result, the portion of costs for raw materials represents a large part of the factory price of the product.*

*OMATIC locally supplies various services associated with the sale of its products to clients, such as support with integration, compiling technical records, support in obtaining authorisation, “just in time” logistics, ad hoc support deliveries, etc.*

*When developing the three-year plan, the managing director called in METODOMATIC, an internationally reputed consultancy company. After completing a strategic study, the METODOMATIC presented their conclusions, recommending the creation of three platforms of production (the Americas, Asia, Europe) and a reorganisation of the geographical areas defined, by using the launch of an innovation to undertake the operation.*

*OMATIC clients manufacture products for all sectors of logistics and industry. While the IT products are well known, sale is subject to the authorization of national authorities, which verify the conformity of the product in terms of safety (national safety at work inspection agencies).*

*Clients who obtain the authorisation covering the subassemblies supplied by OMATIC are loyal but “unadventurous” in terms of introducing innovation.*

*Operating in a highly competitive international context, clients demand innovation, particularly for the launch of new products.*

*To obtain the authorisations for new products from national safety at work inspection agencies, the client will use the technical files supplied by OMATIC, which include the technical files of its own suppliers.*

*OMATIC has several suppliers. While these are located all over the world, only two have global cover. The quality and force of their presence is always linked to historical factors, the local leaders are always local companies.*

*To provide the required technical information, suppliers use national technical centres, which contribute to the definition of standards with the national safety at work inspection agencies.*

*In the operations of an OMATIC subsidiary, the managing director has all powers except over pricing and products, as these must be standardised internationally. He runs his organisation and auxiliary services according to the local context.*

*He sets remunerations to obtain the best possible results.*

*He buys raw materials locally, using the information of a coordination unit located in the head office.*

*The SMB status of subsidiaries means that managing directors are close to their staff.*

*Implicated in sales negotiations and communications with the national safety at work inspection agencies, they are the backbone of OMATIC’s local presence.*

*With a turnover of 1 billion Euros and 2300 employees, OMATIC is a large family-run SMB operating within a global market.*

*OMATIC Marketing and R&D departments have worked on a new subassembly design, which has led to patents and offers the perspective of renewing the company’s entire offer.*

*This innovation reduces the costs of client integrations, while also enabling OMATIC to reduce the material and production costs.*

*To reach their objective of reducing production costs, the innovation requires a significant investment, which justifies the existence of continental platforms.*

*It furthermore offers the perspective of reducing maintenance costs for the final user.*

*The CEO and marketing manager have both observed a multitude of constraints, the sales people do not propose the offer and the regional managers raise doubts over the reliability of the system. The latest issue is that a major supplier has raised doubts on the reliability of the system with the biggest customer.*

*The clients question OMATIC about the results of their competitors, but at this stage no client envisages implementing OMATIC's innovation*

### **3.2 From one rationale to another**

*We will now examine the situation in which the project is rolled out.*

***Step 1: Define the stake then, using this definition, further define:***

***Stake: successfully launch the innovation.***

***Actor: the project manager.***

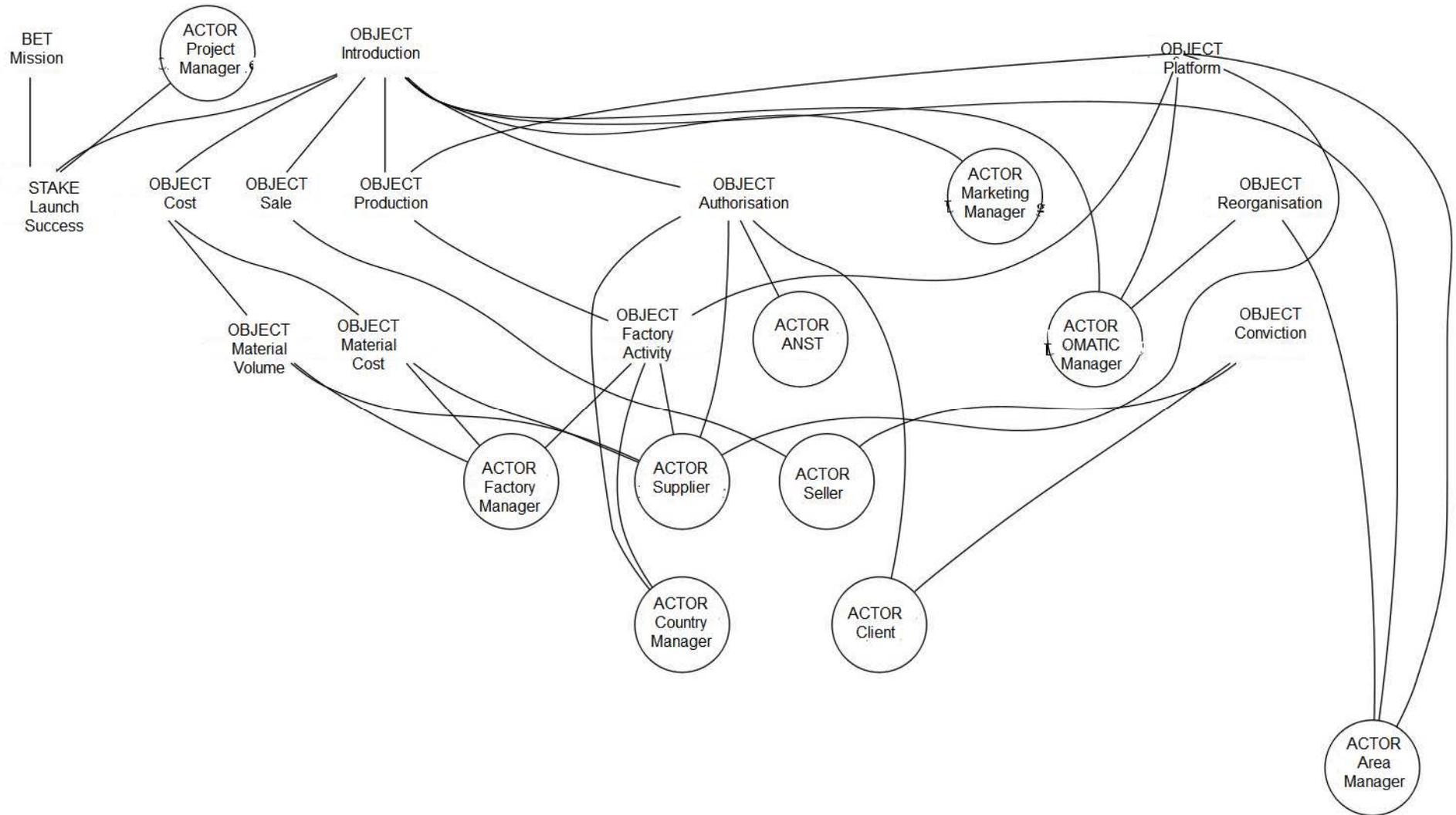
***Bet: His work and position within the company.***

***Object: the introduction of an innovative product.***

***Step 2: Forge connections between the components of the stake (actor, wager, object) and the elements (actor, wager, object) of the situation.***

*In the management paradigm taught today, Omatic faces three issues: optimising its productive investments along with its organisation, and introducing product innovation.*

*How can the actors be influenced so that they do not hinder the project manager in obtaining this stake?*



*Figure 55: OMATIC Identifying connections*  
 Developed with Grapviz of AT&T Labs Research

**Step 3: Identify the connected subsystems.**

By analysing proximities and convergences, we identify three subsystems: one central and two local.

**Central:** for the actors in the head office, i.e. the general manager and marketing, finance and HR managers, the stake is saving money. The rationale is that of company management.

**Production premises:** for the local actors i.e. the national safety at work inspection agencies and country and factory managers and factories... the stake is the existence of a local business activity. The rationale is one of a sociological space.

**Sales premises:** for the local actors i.e. suppliers, country and factory managers... the stake is the existence of their economic activity. The rationale is one of a political space.

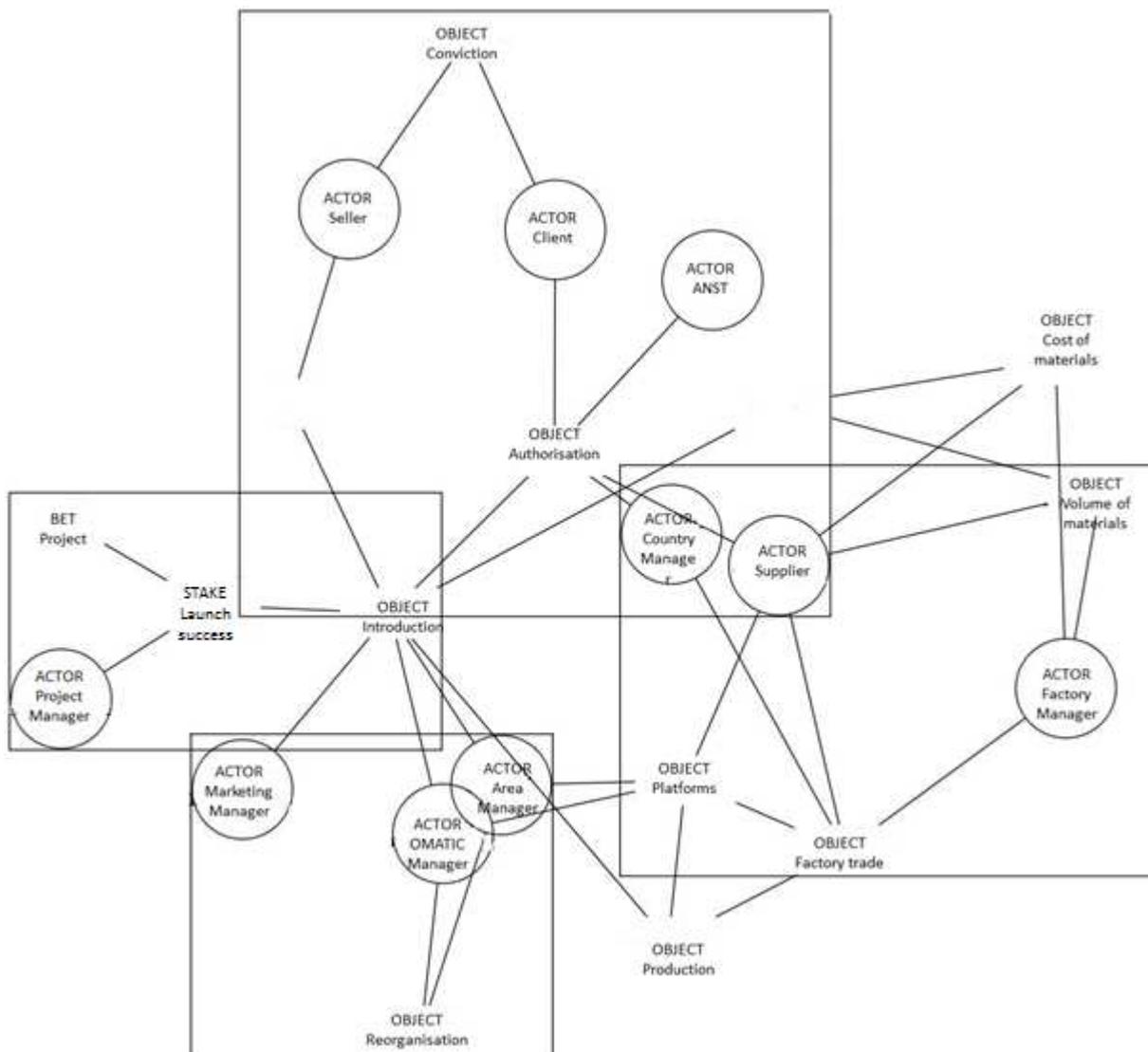


Figure 56: OMATIC Identifying subsystems  
Developed with Grapviz of AT&T Labs Research

#### ***Step 4: Make the subsystems functional***

*At this point, and in this case, the subsystems should be made functional.*

***Convergence:*** *the actors in the production and sales subsystems have a convergence of interests for the introduction of innovation to fail.*

***Merger:*** *consolidation by the central actors of the three objects - which are innovation, the platforms and reorganisation - catalyse the subsystems in the central subsystem.*

#### ***Step 5: Positioning the actors on the map***

*The actors will react according to the connections they have with the other actors in the situation. To influence the actors, we must analyse the state of existing relationships between the actors by their nature (charge, strength, proximity). The rationale of the company management is in conflict with the other rationales of the situation. All local non-OMATIC actors are affected by the situation due to the loss of proximity, the loss of a proportion of their resources or their involvement in a situation which does not concern them. Without changes, we would see local non-OMATIC actors supporting local OMAC actors. As it is, all the actors except those in the head office are in direct or resulting opposition with the project. They will all try to modify the situation by saving time, seeking allies and using the project to demonstrate their claims. The first reactions of a supplier and client suggest the crossing of a threshold: the actors have surpassed the opinion stage. Without changes, the introduction project is destined to fail.*

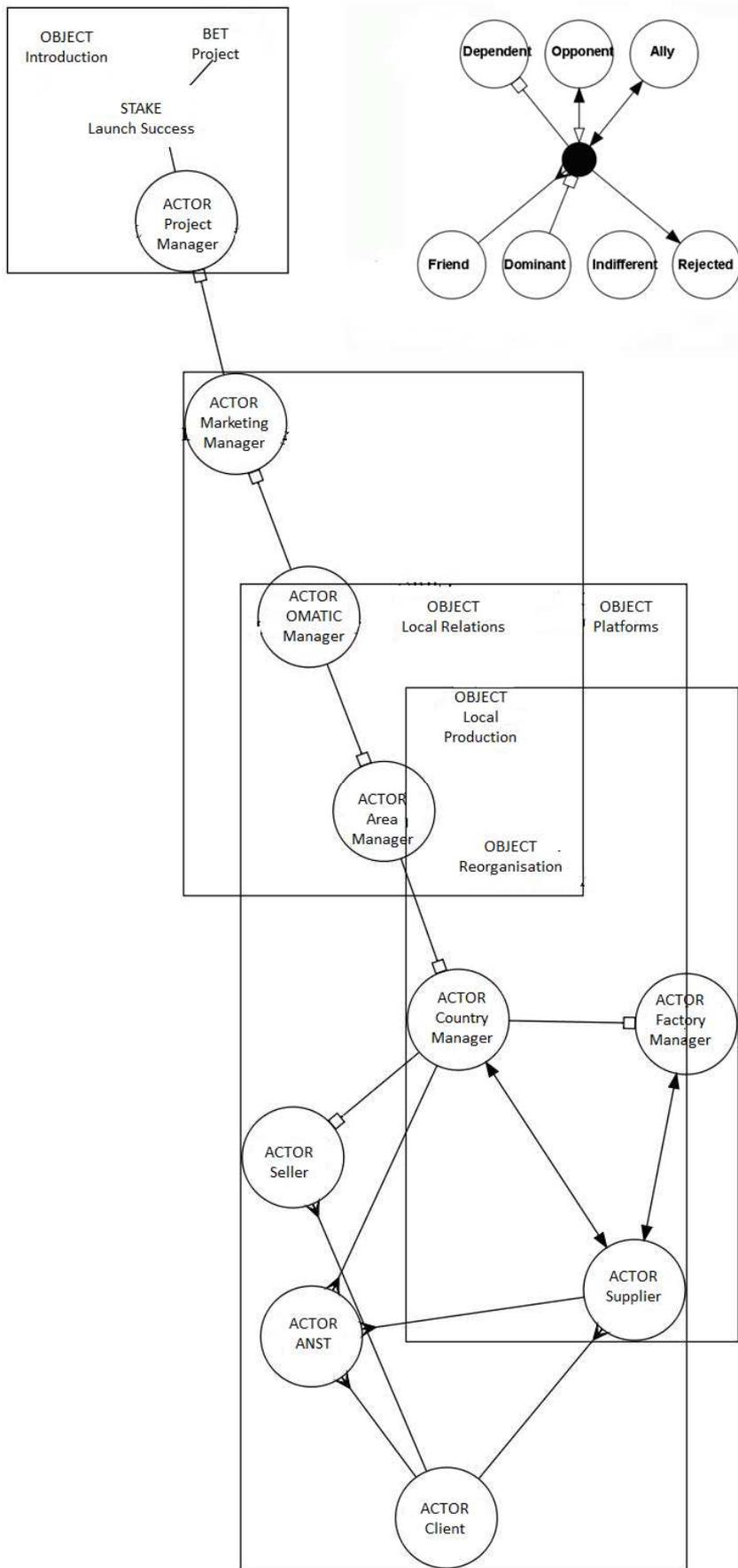


Figure 57: OMATIC: the function of connections  
 Developed with Grapviz of AT&T Labs Research

### 3.3 From one mode to another

#### ***Step 6: Influence the actors***

*The multitude of actors, geographical constraints and his position as project manager do not enable him to identify the connections which exist between each of the local actors in order to influence them. These are therefore the rationales which will constitute his field of action and the managing director is the actor to be influenced.*

#### ***Step 7: Reach the actor to be influenced***

*Such an important project manager has direct communication with the head office manager.*

#### ***Step 8: The plan of influence***

*The aim of our plan is to obtain a division of the project into three distinct stages (introduction of innovation, platforms and reorganisation). The product manager could have adopted a different, less ambitious plan, or he could draw on the consequences.*

*Without being exhaustive or discussing nuances, we will now explore a few of the possibilities available to the project manager.*

*Dissociation of the launch of other products: propose an alternative scenario to the OMATIC management by giving the country the possibility to produce the new product without waiting for the platforms. Justify this proposition by pointing out the short-term gains (material gain).*

*Modification of rationales: if dissociation is not chosen, propose an alternative scenario to the OMATIC management, presenting two framework agreements: one concerning clients, the other suppliers, to create alliances which may potentially modify the convergence of interests.*

*If the general manager is deaf to the project manager's arguments as a result of the widespread belief that "the boss is always right":*

*Use the convergence by focusing the launch strategy on a major client, relying on local representatives, to obtain a rapid result, which will put the OMATIC management under the pressure of a major client, obliged to produce the product without waiting for the platforms.*

*Alternatively, identify the local representatives which may be used advantageously, choose a client according to local support, use local networks to develop a partnership, use the local result to obtain an agreement for a global partnership.*

*The remaining issue is that of identifying the strategy of the general management and the impression of being faced with a fait accompli.*

*The reader who has general management responsibilities will not fail to be reminded of certain frustrations in their professional life...*

## Conclusion

This book, inspired by a singular reflection and concluding with an attempt to construct an interdisciplinary theory, has two vocations:

- Firstly, to educate decision-makers who are immersed in a globalised world, brimming with too much information... a playground of actions and practices, where influence is a tool and a weapon, and it is everywhere;
- and secondly, to question the scientific community on the necessity to theorise influence in order to both protect and implement it.

For both perspectives, the authors promote adherence, challenges, a far-reaching interdisciplinarity - but above all, a generalised method for understanding this omnipresent phenomenon: Influence.

It is this aim which has led the authors to attempt simplification and to outline a methodology, voluntarily open to challenge and reflection.

It is also this aim which motivated them to make free online didactic tools available, to enable the reader, teacher, manager, expert, senior official, etc. to not only adopt, but also to share the method.

All of these sites thus made available, along with this publication, constitute sources of reference which the reader is free to adopt.

## Webography

All references, links and websites are accessible on the following website:

<http://systeme.influence.pro>.

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## **Simplified Methodological Index**

### **Step 1: Formulate the stake, then, using this formulation:**

- Name the actor holding the stake
- Describe his wager, what he risks losing to obtain the stake.
- Formulate the object of the stake (for which the stakeowner is involved in the situation).

### **Step 2: Trace the web of connections between the components of the stake (actor, wager, object) and the elements (actor, wager, object) of the situation.**

- List the actors, objects and wagers which interact with the stakeowner, his wager and the object of their involvement. When actors are connected to an object and risk seeing their resources affected by their involvement, they become stakeowners in the situation. All the actors, wagers and objects constitute smaller situations (subsystems) within the overall situation.

### **Step 3: Identify the connected subsystems.**

- Define the stakes and rationales. The interactions between the various elements and the stakeowner must be identified and defined. All elements of the situation (actor, object, wager) which could potentially affect the owner's stake must be taken into consideration.
- In some cases, the actors, once identified, will be involved in several situations (subsystems). Consequently, it is necessary to identify the arbitration rationale actors employ between their stakes.

### **Step 4: Make subsystems functional**

At this stage, in complex situations, the map of the situation should be simplified. To do this:

- Group identical/similar wager, object, actor(s).
- Define a shared stake as broadly as possible.
- Globally define shared rationales.

The actors' situations may be positioned in several contexts, a game in which the stake generally consists of taking ownership of the wager, a terrain wherein the stake is setting the rules of the game and a space wherein the stake is the rationale of the terrain. In any event, the actors are involved in at least one game, terrain or space. Once the situation has been simplified, it is necessary to understand how the actors react presently, and how they will react in the future.

### **Step 5: Position the actors on the map**

- Determine the actors' current roles along with the threshold(s) where they will traditionally change role and/or rationale.
- The actor's predictable behaviours according to the various possible scenarios. The actors react according to the connections they have or hope to have with the other actors of the situation.

In order to influence the actors, we must therefore analyse the state of existing relationships between the actors.

### **Step 6: Influence the actors**

For each actor and connection which unites them the following elements:

- Charge (cooperation / confrontation),
- Strength (vital / strategic / accessory)
- Proximity (cognition, organisation, time, place).
- The actors' powers (fields, methods, impact).
- The actors' legitimacy to implement their power.
- The actors' involvement in the situation (sense, opinion, implementation, structuring, action).

In order to be capable of influencing the other actors in the situation, the stakeowner must first establish contact with the individuals they wish to influence.

### **Step 7: Reach the actor to be influenced**

To develop his approach, the stakeowner must position himself on the map of relationships previously traced. To do this, he should:

- Analyse the current location
- Define the targeted location
- Define the best way to forge contact.

### **Step 8: The plan of influence**

Once he has entered into contact with the actor, the stakeowner identifies the processes he intends to use in order to influence them, i.e.:

- List his available resources (power, legitimacy, control over the situation, relay actors).

- Define his vision of the situation (ethics and risk).
- List the potential activities.

In this reflection the stakeowner integrates:

- A reflection concerning the nature of the desired effect (duration, control, intensity).
- An ethical reflection about the actions envisaged.

All possible actions are assessed from the double perspective of the predictable effect and the manipulator's ethical stance, which constitutes the field of potential. It is the responsibility of the stakeowner to define his plan of manipulation and to assume the consequences within a global strategy resulting from his vision of his role in the situation.

## Glossary

**Act, ability to (or efficiency):** can be assessed by considering how the action is formalised, how the aim is achieved, and how the decision is regulated and centralised.

**Actor:** the actor is an individual or a group which, within a given organisation, and faced with a situation of uncertainty (perceived or foreseen) has (or will have) a position to defend, a role to play, and implements (or will implement) energy or a connection in order to do so.

**Affiliation** is a connection of inclusion.

**Authority:** the power to act upon others.

**Connection:** actual or potential interaction between actors, objects and wagers which can or cannot be defined within a system.

**Connection, charge of:** the charge of the connection pertains to the perception and positive or negative impact of the connection between factors.

### **Connection, nature of:**

For all connections, the liaison is an unqualified connection.

### **Connections between two actors:**

**Action** is a reciprocal or non-reciprocal connection, equivalent or not, if A ... then B...

**Affiliation** is a connection of perception, B affiliated with A, if A ... then B will perceive it.

**Control** is a connection of dependence, A controls B, if A ... then B too.

For the **other connections** (wagers, objects, actors)**Action** is a connection of causality.

**Connection, strength of:** strength of the connection is the connection's ability to resist modifications in the behaviour of one of the two element(s).

**Vital** connection: disappearance, destruction, death/creation, construction, birth.

**Strategic** connection: lasting, structural, stable modification.

**Accessory** connection: one-off, insignificant and imperceptible modification.

**Control** is a connection of dependence.

**Factor:** object, wager and actor: through their relationships, they structure a system whose “output” is a stake.

**Game:** A period of time during which participants confront each other within a set context, following the rules pertaining to a specific object, and in order to take ownership of a wager.

**Game, the course of:**

When the terrain, rules, “wager” and players are the same, we use the term “game”, the duration of which is the time it takes to take ownership of the wager.

The terrain is the place of confrontation for taking ownership of the wager.

The rules authorise the actor to play and define the terms and conditions of confrontation, which the arbitrator must then enforce.

Spaces set the context of terrain and rules

**Interactions:** reciprocal actions which modify the behaviour or nature of elements, organizations, objects or phenomena through their presence or influence.

**Involvement:** ongoing action, according to the same rationale, principles and characteristics.

**Involvement, extent of:** the extent of involvement is not assessed in absolute terms but rather in a ratio of the resources used (wager) and the actor’s resources as a whole.

**Involvement, stage of:** stage of involvement pertains to characteristics of the way in which the involvement is expressed:

**Opinion** (bar-room politics...).

**Mobilisation** (blogging, trade union membership...).

**Structuring and representation** (these are the formalisation of collective action: programme, claims...).

**Organised action** (e.g. candidacy, strike action...).

**Legitimacy:** a distinctive characteristic of a factor (Actor/Object/Wager) or of a connection.

Assessing legitimacy consists of defining the elements/actors' connections in recognition of

legitimacy, and analysing the reasons for such recognition.

We can therefore trace:

The **field**: the group of actors having recognised legitimacy.

The **subjects**: the elements recognised as being legitimate. (actor / object / wager / connection...)

The **purpose**: this is the purpose (object / connection / wager) shared by all actors who have recognised its legitimacy

**Network**: a group of actors, interacting within a context and linked by connections, whether these are personal, professional or of any other nature.

**Object**: the object is a situation, fact or activity which could potentially interact with an individual, community, group or organization, either directly or indirectly.

**Phase**: a phase comprises a successive state of components subjected to stimuli which all react in the same way when similarly stimulated.

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

The **field** is the area in which power is exercised (Space/Terrain/Rules/Game).

The **subjects** are the elements upon which power is exercised (Actor / Object / Wager / Connection...).

The **means**: power is expressed through actions or information.

The **impact** is the consequence of exercising power on the “subjects”.

We can identify three potential consequences of exercising power:

Creation, modification and elimination or eradication.

**Proximity**: the distance between the actors. Sociology recognises four types of proximity: sharing a vision of the situation (**cognitive**), affiliation with a community (**organisational**), geographical distance (**spatial**), and sharing a common era (**temporal**).

**Relational journey**: made up of the succession of relationships forged by the actor between his initial and targeted relational positions.

**Relational vector**: the means chosen by the actor to create, generate or incite a relationship.

**Roles of the actor, potential**

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.

**Relationship:** a set of connections between two actors, of which at least one is regularly activated.

**Rules:** practices shared by the players, whether these are regulations, laws, codes or customs.

**Space:** a set of terrains and games, the objects and rules of which are part of a homogenous rationale.

**Stake:** the actor's (individual or collective) stake is the perception shaped by factors.

**Stakeholder:** an individual, community, group or organization associated in some way (negative / neutral / positive) to an object.

**Stakeholders:** all actors associated with the object of the game.

**Stance:** this is the line of conduct, all the options of the manipulator-actor which will frame their actions towards the target.

**Terrain:** real or virtual place in which the game takes place.

**Threshold effect:** the threshold effect is the appearance or modification of the behaviour of one element as from a certain level of activation of the connection by another element.

**Wager:** the wager is a part or characteristic of the resources of the actor involved in a subsystem.

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Frézal B et JC., C Leininger-Frézal C  
Mathia T.G., Mory B.

# Influence & Systems

**Provisional Introduction  
to the Theory of Influence and Manipulation**

Three observations inspired the decision to write this book:

“Stake”, “actor”, “stakeholder” and “situation”... are all popular words in modern-day literature. Nevertheless, doing a Google book search does not reveal any French-language methodological manual which globalizes the approach to cover such diverse fields as social and environmental responsibility, quality, BtoB marketing, sustainable development and so on. The same could be said for the terms “influence”, “impact”, “manipulation”... Those authors who do explore the subject have not anchored their approaches within a methodological continuum.

*«In the kingdom of blindness a single eye man is badly seen.! »*

*Pierre Dac*

