

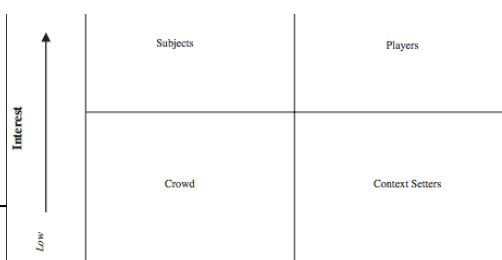
very actively observing and participating in information sharing processes through social media, stakeholders present challenges for business. As users on social media are so vast, organisations should focus on groups who have a stake in the organisation (Grunig 2006) eg employers, investors, consumers, suppliers etc. and those who have power, legitimacy and urgency affecting the performance of an organisation.

**Stakeholders - Internal** - are within the business (employees & owners). **External** - contact with the business but do not work for it (customers, suppliers, government, public etc). Step 1. Identify stakeholders. 2. Decide who is key (using mapping). Bryson 2004 - states that definitions of the stakeholder differs in ways inclusive they are eg. Eden & Ackermann 1998 define them as groups or people who have the power to directly affect the organisation's future, whereas Nutt and Backoff 1992 state them as all parties who are affected by the business.

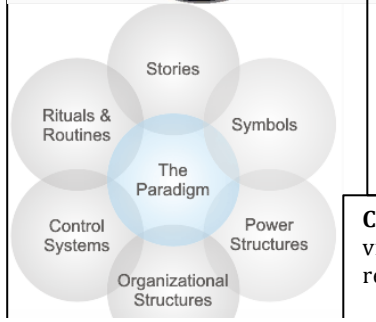
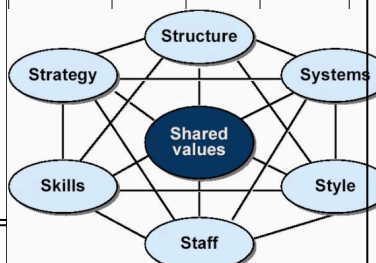
**Stakeholder Mapping and Analysis** - visual representation of how much power and interest each stakeholder holds. Useful for understanding stakeholders. Bryson 2004 argues that stakeholder analysis is now more important than ever due to increasing interconnected nature of the world. Bryson 1995 & Moore 1995 state that attention to stakeholders is important throughout the strategic management process because 'success' depends on satisfying key stakeholders according to their definition of what is valuable. Attention to stakeholders is also needed to enhance political feasibility (Horn et al 2001) especially when it comes to achieving the common good (Campbell & Marshall 2002).

**Stakeholder analysis technique** (Bryson 1995) - quick, useful way of identifying stakeholders interests. It involves several steps undertaken with a group and includes: brainstorming potential stakeholders, listing expectations for each, deciding how well each thinks the organisation is doing, identify what can be done to satisfy each. **Power vs Interest Grid** (Eden & Ackermann 1998) helps to determine which players' interest must be taken into account to address issues at hand. **Participation Planning Index** (Bryson 1995) prompts planners to think about responding to or engaging different stakeholders in different ways over the course of policy or strategy change effort.

**Cultural Web** (Johnson & Scholes 2012) - identifies six interrelated elements that help make up the paradigm of the work environment. Used to look at the organisation's culture as it is now, how we want it to be and the differences between the two. **1. Stories**: past events and people talked about inside and outside the company. **2. Rituals and Routines** - the daily behaviour and actions of people that signal acceptable behaviour. **3. Symbols** - visual representation of the company eg logos, dress code etc. **4. Organisation Structure** - both the structure defined by the organisation and the unwritten lines of power. **5. Control Systems** - how the organisation is controlled including financial and quality systems and rewards, **6. Power structures** - The people who have the greatest amount of influence of decisions.



Strategic Management Function or Activity:	Stakeholders to Approach by Which Means:				
	Inform	Consult	Involve	Collaborate	Empower
Organizational Mission	Promise: We will keep you informed.	Promise: We will provide feedback on how your input influences the decision.	Promise: We will consider and reflect in the decision on how your input influenced the decision.	Promise: We will incorporate your advice and recommendations to the maximum extent possible.	Promise: We will implement what you decide.
Creating Ideas for Strategic Interventions (including Problem Formulation and Search for Solutions)					
Building a Winning Coalition Around Proposal Development Review and Adoption					
Implementing, Monitoring and Evaluating Strategic Interventions					



needed, moving towards the new desired level of behaviour, then solidifying that behaviour as the norm. Serves as a basis of many new change models.

**Unfreezing** - as many people will naturally resist change, awareness must be created how the current situation is holding back the organisation. Communication is important to get the stakeholder informed. **Changing (or transitioning/moving)** - is a process where the organisation must move into a new state of being. A time marked with uncertainty as the more prepared stakeholders are for this, the easier it is. Change is a process that is carefully planned and executed. **Freezing (or refreezing)** - changes are accepted and solidified. Efforts must be made to make sure the efforts of the change are not lost. Incentives, rewards and acknowledgements are used (Pavlov 1890). Many feel that the refreezing is needed due to the continuous need for change.

**The McKinsey 7s Framework** - Peters & Waterman early 1980s - there is 7 internal elements of an organisation (that are interrelated and have to be considered jointly - Talwar 2007). Used for analysing organisations and their effectiveness. **Style** - actions and behaviour of senior executives. Fleisher & Berke (2007) state that the conduct of top management is an extremely valuable management practice that conveys and reinforces strong messages to stakeholders. Adair (2009) and Argyris (2008) emphasize the importance of shared values within organisations. **Systems** - processes and procedures that are necessary in order to conduct the business (Murphy & Willmott 2010). Dlabay (2011) had pointed out the disadvantages of a tall hierarchy: **structure** as communication is lost between layers and this leads to a demotivated workforce. **Skills** (Schuler & Jackson 2007) relate to competencies and capabilities required by the organisation in order to achieve the organisation **Strategy** in an effective way. **Shared values** are achieved through communication, which helps individuals and groups coordinate activities to achieve common goals, and is vital in socialising, decision making, problem solving and the change management process (Berger 2008). Singh 2013 found that the 7s model could be linked to all processes related to and used to solve organisational communication problems. It is helpful in comparing the present state of affairs with the desired state.

**Change agents** - is a person from inside or outside the organisation who helps an organisation transform itself by focusing on such matters as organisational effectiveness, improvement and development. **Competencies** (Bennis 1993): **1. Broad knowledge** (of the industry as well as change, ethics, etc). **2. Operational and Relational Knowledge** - listen, trust, form relationship and flexible to deal with a variety of types of relationships and behaviours. **3. Sensitivity and maturity** - both of others and of your own motivations. **4. Authenticity** - act in accordance with the values you seek to promote within the organisation. Nikolaou et al (2007) states that a significant part of the change effort is the selection of the individuals who will design and execute the change with success. Change agents are facilitators of planned process change (Tichy 1974), enable and empower individual employees and self-managed teams to take responsibility for a number of decisions (Lawler 1986) and act as consultants in the coordination and management of the change effort (Sadler 2001). Personality has an effect on who will be an efficient change agent, Bandura (1977) noted that employees with high levels of change-related self-efficacy are unlikely to be distressed by feelings of inadequacy so will be more persistent in their efforts to manage change. Johnson et al 1999 identified 7 personality variables which affect an individual's ability to cope with change: lack of control, generalized self-efficacy, self-esteem, positive affectivity, openness to experience, tolerance for ambiguity and risk aversion. Nikolaou 2007 findings suggest that resilient persons can be proved to be more ready to accept and apply change. However, results were generally unresponsive for the significant dispositional traits and work-related skills and competencies.

**CHANGE** - Beer and Nohria (2000) argue that 70% of change programs fail because of lack of: strategy, vision, communication and trust, top management commitment, resources, change management skills, and resistance to change.