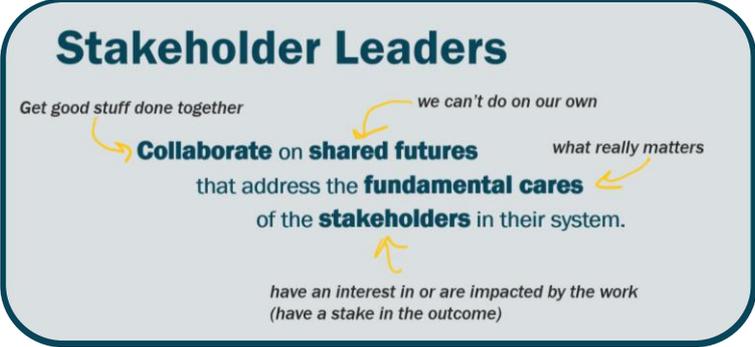


# Stakeholder Leadership

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

- Rudyard Kipling (1895)



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

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

**SHIFT 1: CONDITION**  
 From "Person-to-Person" to "Condition-to-Condition"

**SHIFT 2: ONE UNIT**  
 From Individual Performance to a Unit of Performance

**SHIFT 3: CARES**  
 From Positions & Opinions to Fundamental Cares

**SHIFT 4: ACCOUNTABILITY**  
 From Reactive to Proactive

Your place in the system matters



**Tops: "OVERLOADED"**  
 Accountability & Complexity



**Middles: "CRUNCHED"**  
 Tearing & Alienated



**Frontline: "DISREGARDED"**  
 Invisibility & Powerlessness



**Customer: "NEGLECTED"**  
 Ignored & Righteously Screwed

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

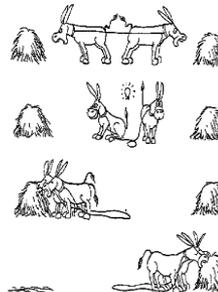
**Service:** Being about something bigger than oneself

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

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

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

**It's what you really care about underneath it all**



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

**Conflict** happens when we fight over our positions and opinions

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

**FMC Accountability is about Proactively Creating a Condition for Success**

**REACTIVE ACCOUNTABILITY**

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

**PROACTIVE ACCOUNTABILITY**

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

# SHIFT 1: CONDITION

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

## Middle

Default Condition 

## "CRUNCHED"

Tearing & Alienated

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

Being **pulled apart** from each other

**Simple requests create more tearing**

People get **their agendas** done through middles

**People want things** from Middles that **they don't have**

Almost everyone **holds middles responsible**

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

Strategies:

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

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

Nice gestures **irrelevant**

Not getting the **attention** they feel they deserve

**Shunted** from person to person

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

Strategies:

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

## "NEGLECTED"

Ignored & Righteously Screwed

## Customer

Default Condition 

## "OVERLOADED"

Accountability & Complexity

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

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

**Receiving end** of everything

**Decisions impact their lives** in major and minor ways

Everything keeps changing with **little notice**

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

## "DISREGARDED"

Invisibility & Powerlessness



### THE OPPORTUNITY



Be a **TOP** who creates responsibility throughout the system.



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



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



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



## Top

Default Condition 

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

Strategies:

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

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

Strategies:

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

## Frontline

Default Condition 