

PD05 A1 - Stakeholders

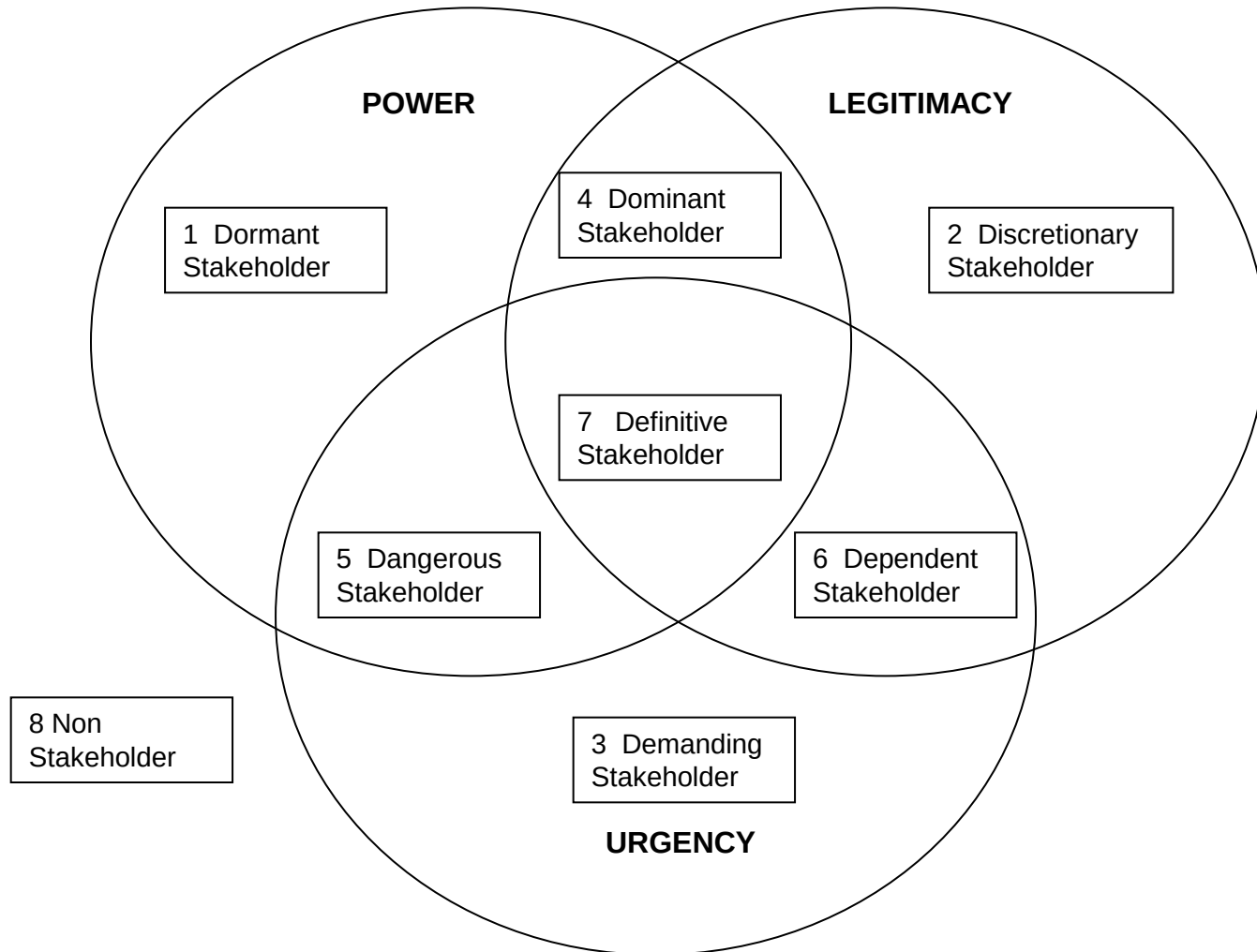
Or how come that tree-hugger can
make us do that?

Topology of Stakeholders

Mitchell, *et al* proposed that classes of stakeholders can be identified by the possession or attributed possession of one or more of three relationship attributes: power, legitimacy and urgency.

By including urgency as an attribute, a dynamic component was added to the process – focussing the minds of managers on the Stakeholders' claims

Topology of Stakeholders



Latent Stakeholders

Possessing only one of the three attributes:

- If the only attribute present is power –
 - Dormant stakeholders;
- If it is only legitimacy –
 - Discretionary stakeholders
- If only urgency-
 - Demanding stakeholders

Expectant Stakeholders

Processing two of the three attributes:

- If the attributes are power and legitimacy –
 - Dominant stakeholders;
- If the attributes are legitimacy and urgency –
 - Dependent stakeholders
- If the attributes are power and urgency –
 - Dangerous stakeholders.

Definitive Stakeholders

All three attributes are perceived to be present in a stakeholder