

## Preventive Services ToolKit

# Module 4: Stakeholder Analysis

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-- Lessons from the fields of organizational development, public administration and political science adapted to clinical and public health settings



# Stakeholder

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- Any person or group who might care enough to support or oppose . . .
- Direct
- Indirect
- ***Initially invisible***



# Mindsets in Organizational Settings

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- Technical/Scientific
- Administrative
- Policy/Political
- Deeply Held Belief/Org. Culture
- \*\* **PERSONAL** \*\*

# Power

- **The ability to get others to do what you want them to do**
- -- Job title
- -- the “we be’s”



# Leverage

- The use of someone more powerful than you to move your agenda forward
- Louisiana Clean Drinking Water Program
- Monroe County Clean Indoor Air Ordinance



# Games People Play

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- Patterns of behavior - -
- Sincere
- Well intentioned
- Damage the agency



# Games People Play– Technical/Scientific

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- Low priority activities
- Academic habits
- “Productivity”



# Games People Play –Administrative

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- ❑ Doing what looks good on paper
- ❑ Cut (or pad) budget
- ❑ Obsession with rules
- ❑ **Reorganization**





# Games People Play –Policy/Political

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- ❑ Glib assertions easier than hard facts
- ❑ Simple myths easier than complex reality
- ❑ Public servant (or staff) portrayed as lazy or undedicated
- ❑ Health Care Delivery Games
  - Skimming
  - Dumping
  - Inappropriate Utilization



# Games People Play – Organizational Culture

- ❑ “Going with the flow”  
“getting along”
- ❑ Reluctance to suggest promising new ideas
- ❑ Silence in the face of incompetent or inappropriate behavior



# The Magic of Stakeholder Analysis

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- New Ideas
- Leverage
- Outcomes not otherwise achievable**
- Support for yet other initiatives



# True or False?

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- There are two sides to every issue
- There's not enough money
- Dollars are our most important resource
- What is good for me or for my agency is good for the community
- Advocacy is always good for continuing employment and advancement