UNDERSTANDING THE BEHAVIOURAL REACTIONS TO SHARED SERVICES

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You could use the two maps as a tool to discuss how you will handle differing behaviours as you encounter them. What strategies could you develop to move these behaviours into a supportive space for your project?

In the SSA *Trust & Shared Vision Toolbox*, Tool 2.07 focuses on the strength of commitment within each partner to making the shared service activity happen.

Based on academic research, the tool suggests four broad categories:

- **The Champions**
- **The Supporters**
- **The Critics**
- **The Blockers**

Your partnership workgroup can use these categories to identify who is in them and what needs to be done to move them all to Champion status.

Behaviour Mapping vs Stakeholder Mapping

We have taken a next step. Building on the stakeholder mapping, we began to look at the actual behaviours we were encountering in our work. This took us into a more nuanced, and more effective for us, version of Tool 2.07.

Members of the team encountered repeated behavioural styles, within and outside our organisation that enabled them to attempt to understand people in more detail. It is important to point out that many stakeholders moved between roles depending on their acceptance and understanding of the change at any given point in time. The trick was to manage our stakeholders in such a way that they moved towards the more "healthy" roles.

Some examples of the more nuanced categories are:

- **The Dogmatists** - tend to be people in charge, this can be hard to manage but need your own strategies to overcome

- **The Saboteurs** - tend to be people under threat, or close to the operation, who either openly or act underhandedly against the work.

You can see the other categories we mapped on the following pages. It also felt important to understand the various connections between the characters as sometimes we encountered alliances working together to influence change in projects we were working on. Some were helpful, but others could have led to a sub-optimal service if indulged.

The result of our analysis of the groups and how they are likely to view the world is set out on the following pages.

By understanding their behaviours we feel better able to employ strategies to counter the impacts their activity will have.

Standing at the cross-roads

Commercialisation in government is new and as such is going to be hard, before it becomes part of what Orbis can fully implement.

Many good colleagues are being called upon to make really tough decisions. They are at a career crossroads with changing roles and authority.

To understand them better we profiled our categories against the "crossroads test". How did we feel our 'characters' would react at the crossroads of difficult decision making?

In projects, stakeholder mapping is a standard practice. However it is useful to look at stakeholder behaviours as well, to ensure you have the right plans in place for communication and engagement activity.
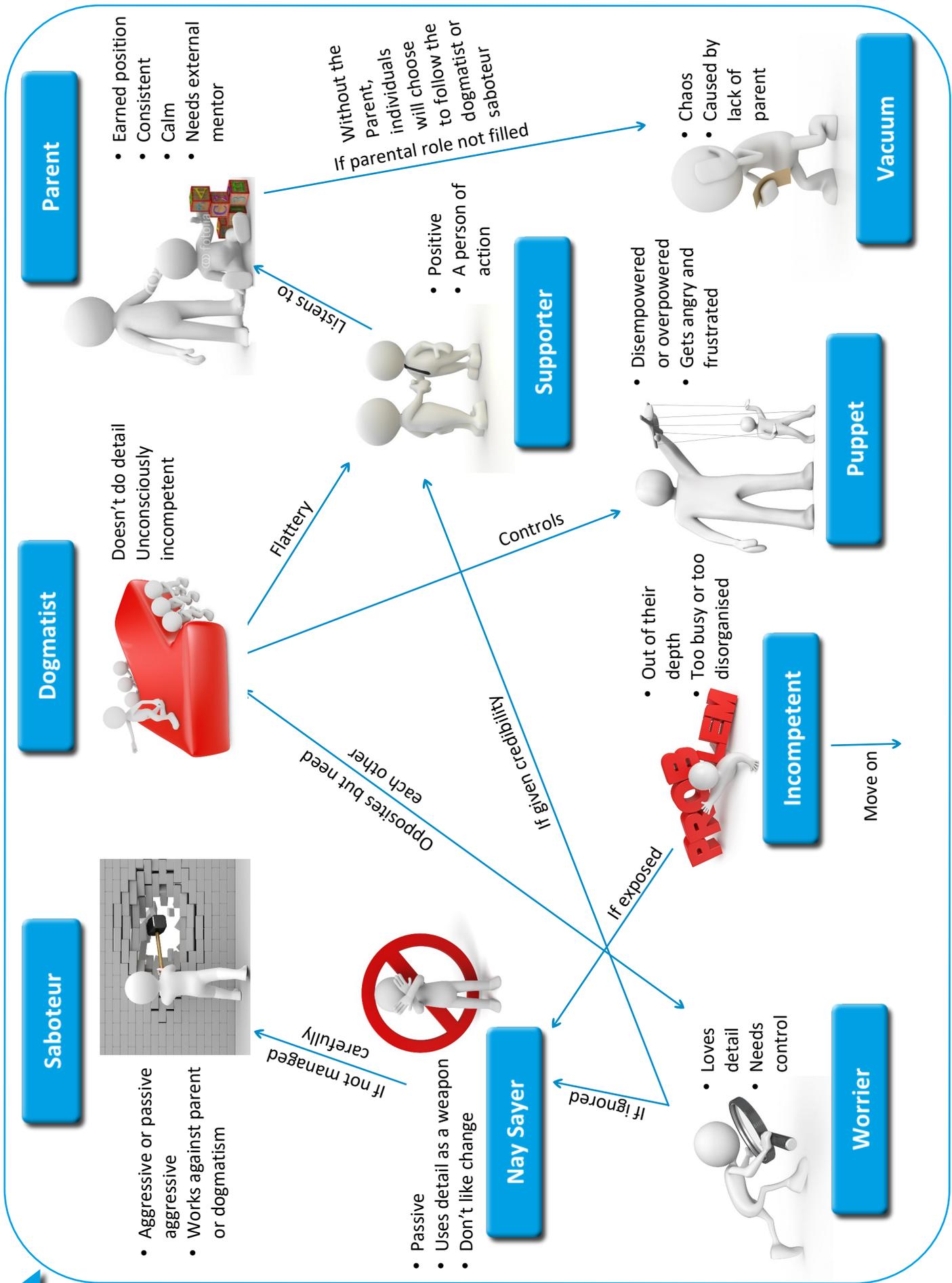
You could use the following two maps as a tool to discuss how you will handle differing behaviours as you encounter them. What strategies could you develop to move these behaviours into a supportive space for your project?

This exercise is experienced based, rather than evidence based - but when it comes to people, power and politics, sometimes it helps to trust your intuition.

Stakeholder behaviour interactions encountered in shared service working

Parent
- Earned position
- Consistent
- Calm
- Needs external mentor

Vacuum
- Chaos
- Caused by lack of parent

Without the parent, individuals will choose to follow the dogmatist or saboteur

If parental role not filled

Supporter
- Positive
- A person of action

Listens to

Dogmatist
- Doesn't do detail
- Unconsciously incompetent

Flattery

Controls

Puppet
- Disempowered or overpowered
- Gets angry and frustrated

Incompetent
- Out of their depth
- Too busy or too disorganised

Move on

Opposites but need each other

If given credibility

If exposed

Saboteur
- Aggressive or passive aggressive
- Works against parent or dogmatism

If not managed carefully

Nay Sayer
- Passive
- Uses detail as a weapon
- Don't like change

If ignored

Worrier
- Loves detail
- Needs control

P O W E R & I N F L U E N C E

On the journey, the stakeholders come to crossroads with new possible routes. How can you help them, to the benefit of your project?

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To understand them better we profiled our categories against the "crossroads test".

How did we feel our 'characters' would react at the crossroads of difficult decision making?

Dogmatist
Confidently walks down one path expecting others to follow, if there is a cliff at the end, they all fall off

Nay Sayer
Will tell everyone that there is a cliff at the end of each path and will sit down by the signpost and refuse to move

Incompetent
Will walk into the signpost and blame someone else

Saboteur
Will encourage everyone to walk down the path most likely to have a cliff at the end of it, but will sit down next to the naysayer saying "I told them so"

Worrier
Will employ surveyors to map each path before they choose one

Puppet
Will try and walk down two paths at once, walk into the signpost and start shouting at it

Supporter
Will walk down whichever path the parent chooses and adapt to whatever obstacles lie ahead
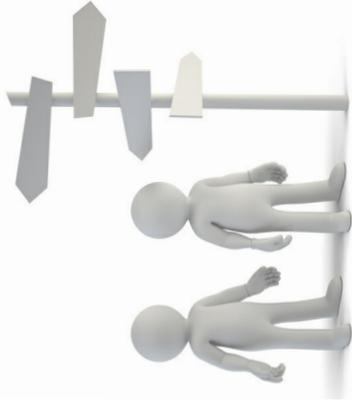
Parent
Will listen to the worrier's surveyors and choose the path which seems to lead to the best place with the fewest obstacles.
The Programme Manager should seek to assume this position

Vacuum
Without a Parent to follow, chooses either the dogmatist or saboteur to follow - the team splits and the journey ends