

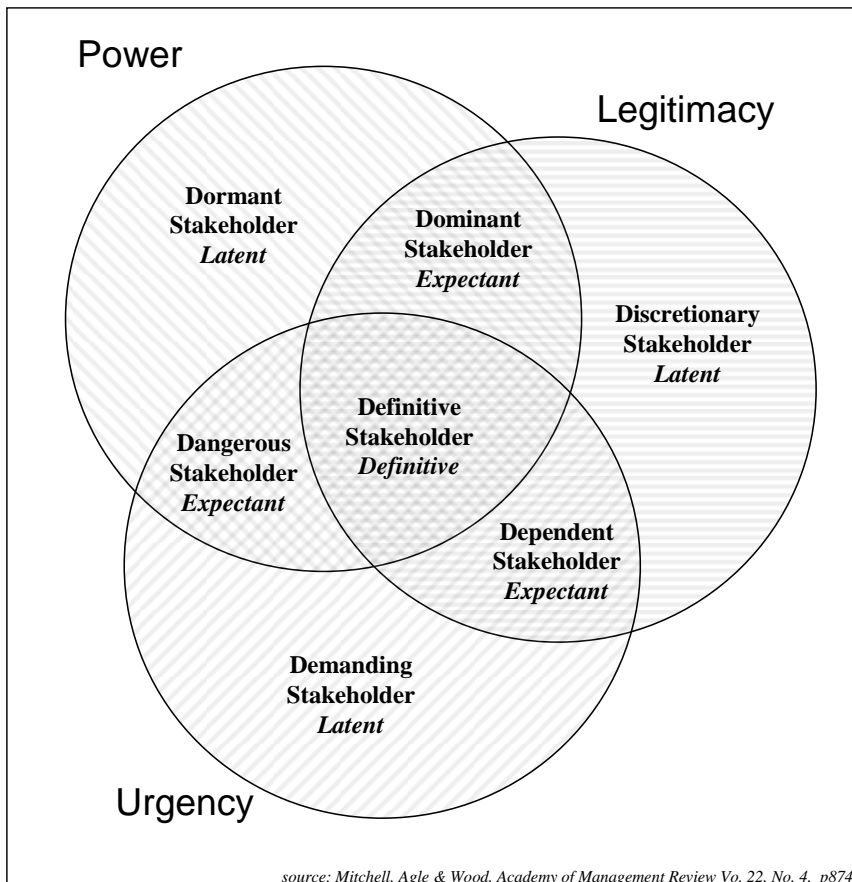
Stakeholder Model

For the purposes of the Solution Architecture Review Method (SARM), we adopt the following definition of a stakeholder:

Any group or individual who can affect or is affected by the project or solution.

Adapted from R. Edward Freeman, "Strategic Management", 1982

The following stakeholder model is used in SARM:



Stakeholders are classified according to their possession of Power, Legitimacy and Urgency, and the more of these attributes they have, the greater their salience. The attributes are defined as follows:

Power - *the ability of the stakeholder to get the project or solution to do something that it would otherwise not have done*

Legitimacy - *whether the stakeholder's actions are considered to be desirable, proper and appropriate in the context of the project or solution*

Urgency - *whether the stakeholder's claims call for immediate attention*

Stakeholder Classes by Saliency

Latent Stakeholders

Dormant stakeholders possess power to impose their will on a project or solution, but by not having a legitimate relationship or an urgent claim, their power remains unused (though they may have potential to acquire legitimacy or urgency).

Discretionary stakeholders are typically beneficiaries of a solution that have made no claims for involvement (lacking power and urgency). There is often no pressure on managers to engage in an active relationship with them.

Demanding stakeholders, those with urgent claims but having neither power nor legitimacy, are the "mosquitoes buzzing in the ears" of managers: irksome but not dangerous, bothersome but not warranting more than passing management attention, if any at all.

Expectant Stakeholders

Dominant stakeholders will typically have some formal mechanism in place that acknowledges the importance of their relationship with the project or solution. They form the "dominant coalition" in the enterprise and have substantial influence.

Dependent stakeholders depend upon others for the power necessary to carry out their will. Power, in their case, is governed through the advocacy or guardianship of other stakeholders, or through the guidance of internal management values.

Dangerous stakeholders can be coercive, even violent, due to their lack of legitimacy, and so are literally "dangerous" to the project or solution.

Definitive Stakeholders

Definitive stakeholders are, by exhibiting both power and legitimacy, already a member of the dominant coalition. With the addition of urgency, managers have a clear and immediate mandate to attend to, and give priority to, these stakeholders' claims. Any of the expectant stakeholders can become definitive by acquiring the missing attribute, and thus moving to the heart of the project or solution.

Acknowledgement – this model and the descriptions of the stakeholder classes are the work of Ronald K. Mitchell, Bradley R. Agel and Donna J. Wood, which was originally presented in Volume 22, Issue No. 4 of the *Academy of Management Review* in 1997 in a paper entitled "Toward a theory of stakeholder identification and saliency: defining the principle of who and what really counts".