



How to deal with external stakeholders?

Some of the iron rules of modern stakeholder management





Content

- ❖ **Sample & data**
- ❖ External stakeholder overview
- ❖ External stakeholder theory & analysis
- ❖ Cooperation with external partners



Overall sample

Type of interviewee	Interviews	Percentage
Police forces	382	86%
Top/strategic level	44	11%
Senior level	85	21%
Supervisory level	67	17%
Operational level	146	37%
External parties	59	14%
Total	441	100%



Providing a descriptive and illustrative picture of the context of external stakeholders

- ❖ 441 well structured and balanced interviews with police officers and experts of policing in 10 EU countries gives a reasonable and descriptive overview of the overall police environment in these ten countries.
- ❖ As the population of the 10 EU countries is over 75% of the total population, with countries from different cultural backgrounds, our overall conclusions are likely to be illustrative for policing in the whole EU.
- ❖ Approximately 50 interviews per country is perhaps not enough for a representative set for each country. 50 interviews per country is not a lot, especially for the larger EU countries with over 200,000 police officers. We should thus be very careful with country comparisons.
- ❖ The study gives great background and context information to study organizational change in the different police forces.



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External stakeholders – overview of

Type of external stakeholders	Frequency	Total
Local government	75	5%
National government	250	17%
Other government	165	11%
Other police organisations	214	15%
Citizens	199	14%
Partner organisations	316	22%
Judicial bodies	166	11%
Other external partners	76	5%



Characteristics of external stakeholders

External stakeholder	Authority	Influence	Understand policing	Predictable expectations	Well managed Expectations	Performance
<i>Local government</i>	5.1	5.6	4.8	3.8	5.5	5.5
<i>National government</i>	4.7	5.0	4.7	3.7	5.3	5.3
<i>Other government</i>	4.5	5.2	4.9	3.8	5.3	5.4
<i>Other police organisations</i>	3.0	4.1	5.9	3.3	5.3	5.0
<i>Citizens</i>	2.9	5.2	3.8	4.1	5.3	5.1
<i>Partner organisations</i>	2.6	4.2	4.5	3.5	5.0	5.3
<i>Judicial bodies</i>	5.4	5.1	5.2	3.9	5.3	5.1



Conclusions external stakeholders

- ❖ *In general the European police forces perform rather satisfactory on the expectations of their most important external stakeholder; the government (i.e. often the formal authority). However the performance of the police versus the expectations of the citizens is significantly lower. Although the expectations of citizens are pretty clear, the police find it difficult to fulfil these expectations. The performance of the police regarding the expectations of partner organizations is also quite low. By and large, the interviewees express the opinion that the police do not manage the expectations of these partner organisations very well.*
- ❖ *Given the considerable influence of the citizens on the police, this suggests that police forces should improve the management of expectations of citizens and the management of partner organizations. The latter is important as there seems to be a trend towards more cooperation and collaboration and the police focuses more on core activities.*



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Relevance of stakeholder management

- ❖ Police organizations report stakeholder management become important as they have to deal increasingly more with external parties
- ❖ These stakeholders sometimes assist the police even with “core” tasks of the police.



Goal

- ❖ Do police organizations interact structurally with external stakeholders and does this lead to better performance on the expectations of stakeholders?
- ❖ Add additional value to the COMPOSITE project.



Literature

- ❖ Resource dependency theory (Pfeffer & Salancik, 1978)
 - Organizations are dependent on one another

- ❖ Stakeholder theory (Frooman, 1999; Savage et al., 1991)
 - Certain stakeholder types need certain management methods

- ❖ Contingency theory (Milgrom and Roberts, 1995)
 - 'Fits' across organizational features enhance performance



Stakeholder types (Frooman, 1999; Savage et al., 1991)

		Dependence of police on stakeholder	
		Low	High
Dependence of stakeholder on police	Low	Low interdependence	Stakeholder power
	High	Police power	High interdependence



Stakeholder types (Frooman, 1999; Savage et al., 1991)

		Dependence of police on stakeholder	
		Low	High
Dependence of stakeholder on police	Low	Marginal stakeholder <i>e.g. Schools</i>	Non-supportive stakeholder <i>e.g. Media</i>
	High	Supportive stakeholder <i>e.g. Private organizations</i>	“Mixed blessing” stakeholder <i>e.g. Judicial bodies</i>



Management methods (Savage et al., 1991)

		Dependence of police on stakeholder	
		Low	High
Dependence of stakeholder on police	Low	Marginal stakeholder Monitor	Non-supportive stakeholder Defend
	High	Supportive stakeholder Involve	Mixed blessing stakeholder Collaborate



At first sight...

		<i>Management Methods</i>				
		Monitor	Defense	Involve	Collaborate	Total
<i>Stakeholder type</i>	Marginal	5.25 (20)	4.29 (7)	4.67 (3)	5.57 (7)	5.08 (37)
	Non-supportive	4.38 (8)	5.33 (12)	3.50 (2)	5.00 (1)	4.83 (23)
	Supportive	4.00 (16)	5.27 (33)	5.22 (23)	5.64 (42)	5.22 (114)
	Mixed Blessing	4.89 (19)	5.19 (161)	5.28 (18)	5.80 (215)	5.49 (413)
	Total	4.71 (63)	5.18 (213)	5.13 (46)	5.76 (265)	5.39 (587)



And on second sight...

Performance on stakeholder's expectations	Coefficients
Fit	.346*** (.090)
Active management expectations	.453*** (.070)
Difficulty to meet expectations	-.119** (.040)
R ²	0.3542
* p < .05, ** p < 0.01, *** p < 0.001, and ~ p < 0.1	



Conclusions

- ❖ Performance on stakeholders expectations
 - ❖ Fit positively associated
 - ❖ Active management positively associated
 - ❖ Difficulty to manage negatively associated



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- ❖ **Cooperation with external partners**
(work in progress)



Relevance of studying network cooperation

- ❖ Increasing focus on solving complex problems in a multi-agency setting
- ❖ *A chain is only as strong as its weakest link.*

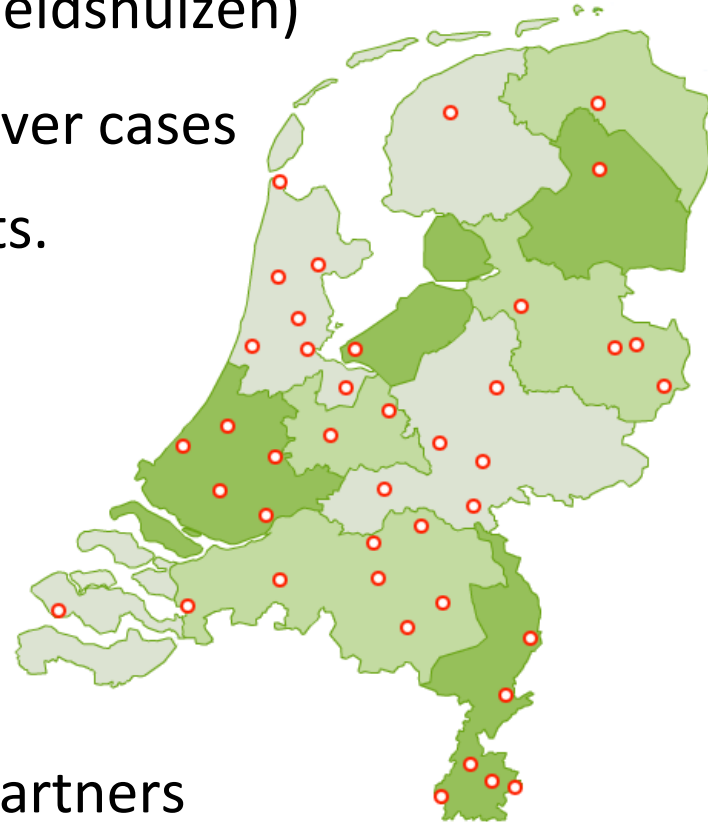
Mixed blessing stakeholder

Collaborate



The case of Safety Houses (Veiligheidshuizen)

- ❖ Around 40 networks which cover cases involving multi-problem clients.
 - ❖ Repeat offenders
 - ❖ Offending minors
 - ❖ Domestic violence
 - ❖ After-care for ex-convicts
 - ❖ Local problems
- ❖ Variety of judicial and social partners
- ❖ Personalized approach for all clients





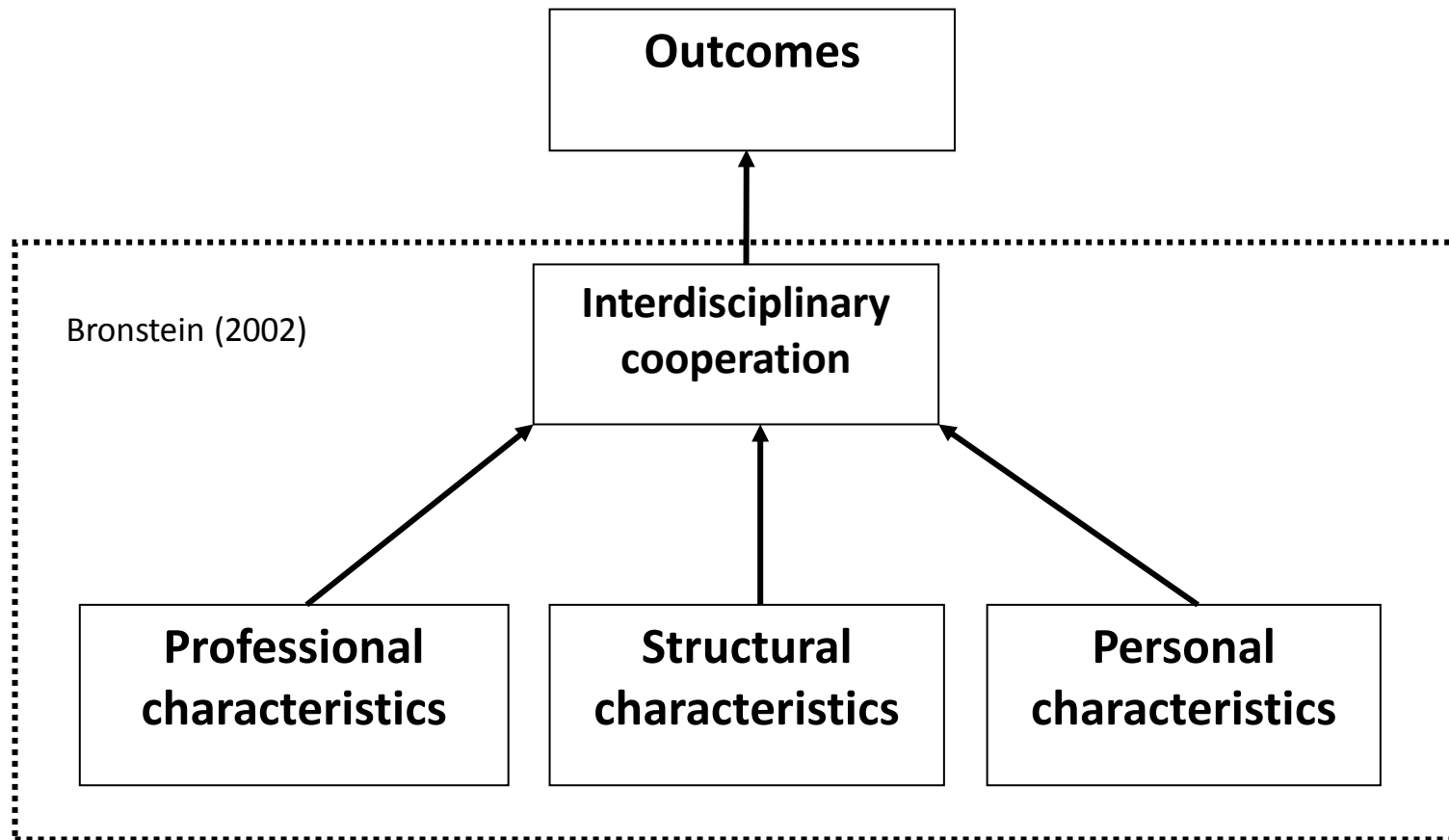
Goal

- ❖ On the operational level; what kind of people should work together in a network like a Safety House?



Literature

- ❖ Team work
- ❖ Structural faultlines
- ❖ Interdisciplinary cooperation





Measurement variables

- Personal characteristics:
 - Agreeableness
 - Extraversion
 - Thomas-Kilmann Conflict Mode Instrument
- Professional characteristics:
 - Experience
 - Leadership
 - Autonomy
- Structural characteristics:
 - Mandate
 - Caseload



Measurement variables

- Interdisciplinary cooperation (Bronstein's IIC):
 - Interdependence
 - Newly Created Professional Activities
 - Flexibility
 - Collective Ownership of Goals
 - Reflection on Process
- Outcomes
 - Affective commitment / Job satisfaction
 - Perceived satisfaction on amount and quality of work



Any suggestions or questions?



Thank you for your attention!

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- ❖ Savage, G.T., Nix, T. W., Whitehead, C. J., and Blair, J. D. (1991). Strategy for assessing and managing organizational stakeholders. *Academy of Management Executive*, 5(2), 61-75.