

Samuel Allen PhD¹,

- Unfulfilled aspiration of a 'more dynamic' (and more behavioral) stakeholder theory (Mitchell et al, AOM, 1997)
- Underutilized value of stakeholder theory for research adopting it
- Unanswered targeted critiques of stakeholder theory in strident literature
- Untapped potential for synthesis between related literature streams and proposed solution

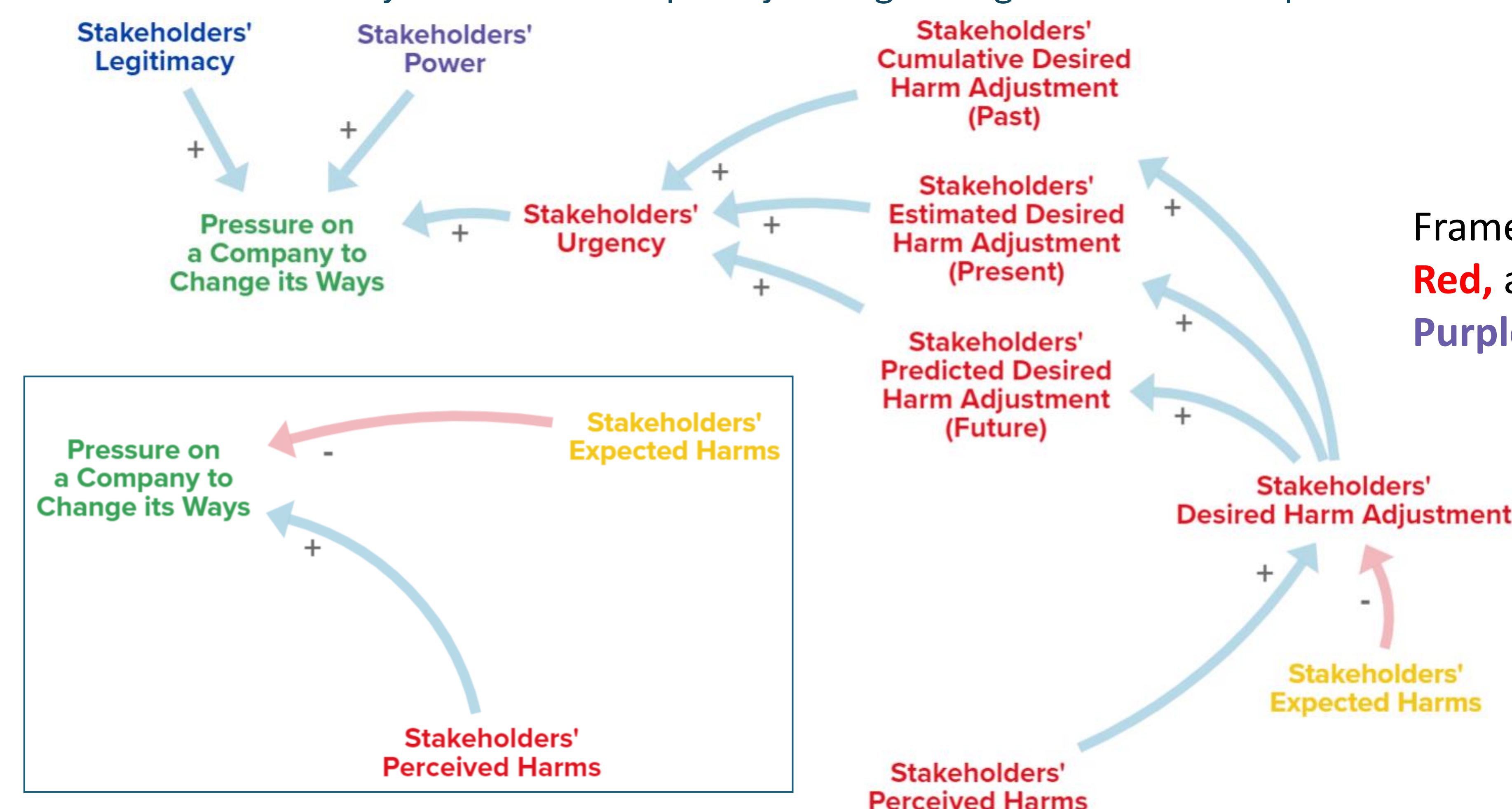
- **Data:** Descriptive text data in articles across literature streams describing related issues
- **Process:** Conceptualize with literature (conceptual model of topic, related organizational theories), simulate using the reasons described in theory, visualize model part with specific contribution to Stakeholder Theory.
- **Research Question:** How would the loop be closed in theory?
- **Result:** A precise theory of *Stakeholder Dynamics* which addresses critiques and advances systems thinking and theoretical synthesis for scholarly use and practical design of real-world multi-stakeholder initiatives

Theory Development

A change in ...	Is caused by change, all else being equal, in...		Stakeholder Theory	Emancipatory *-Colonial Research	SSCM-CE	Supply Chain Dynamics
Pressure on a Company to Change its Ways (Issue Salience)	Stakeholders' Legitimacy		Legitimacy	Social imaginaries give communities deep knowledge of their place. Place gives legitimacy to people, who have a say when they understand it.	Stakeholder integration involves considering more stakeholders, to obtain knowledge.	The past, present and future perspectives on a discrepancy are all given weights indicating how much attention to allocate them in a decision. The weight shows the power that perspective should have, given the system's complex response. A non-zero weight indicates a legitimate perspective.
	Stakeholders' Power		Power	There is simultaneously a totalizing power of those causing harm to harm, and a radical, wise, coordinated decision-making power of the harmed to hold them responsible and bring balance	Differences in stakeholder power are acknowledged, but not dwelt on, except perhaps through institutional theory constructs.	
	Stakeholders' Urgency	Stakeholders' Predicted Desired Harm Adjustment (Future)	Criticality	Actions to reduce cumulative harm, end ongoing harm	Actions to regulate and protect from harms in the future	Derivative control, a forecast, ideally of an internal tracking variable
		Stakeholders' Estimated Desired Harm Adjustment (Present)		Actions to reduce ongoing harm	Actions in operations cause harm; showing respect	Proportional control viewing the present discrepancy from goal
		Stakeholders' Cumulative Desired Harm Adjustment (Past)	Time sensitivity	Actions to bring responsibility/balance	Actions which reduce harm as a remedy	Integral control, could use a real term entity like production staff level

Theoretical Framework

Value of “Stakeholder Dynamics” in adequately endogenizing stakeholder response



*This study was funded by NSF
Circular Economy and Data Analytics
Engineering Research for
Sustainability (CEDAR) #NRT-HDR-
2021871 (WPI).*

*Does not represent the views of NSF,
WPI, just the author's.*

Framework:

Red, alarm. Yellow, aspirations; Blue, authority;
Purple, privilege; Green, positive change.

Corresponding author:

Samuel Allen, PhD

samuela@rand.org

¹ RAND Corporation

