MaCoTra

ORGANISATIONS THAT TRANSFORM

Singing CHORUS 3:
Collaborative Expression of Stakeholder Needs and Expectations

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Abstract for Each of the MaCoTra Seven-CHORUS-Article CHAIN

This article has its genesis in my doctoral study with the University of South Africa’s (UNISA) School of Business Leadership (SBL) from 2001 to 2003. An electronic version of the thesis is available on the UNISA Institutional Repository. Twelve (12) books have since been self-published – four (4) in 2011, seven (7) in 2012 and one (1) in 2013. Seventeen (17) articles, derived from the study, are available on the University of Zimbabwe Institutional Repository since 2013.

The overarching lens for all works is the Madzivire Collaborative Transformation (MaCoTra) model developed during my UNISA study. The MaCoTra model is based on the metaphor of seven (7) CHORUSES. Each of the model CHORUSES constitutes one (1) book of the MaCoTra Seven-CHORUS-Book CHAIN, self-published in 2012, and an article forming the MaCoTra Seven-CHORUS-Article CHAIN. The structure of each of the 7 articles is meant to ease referencing across the Seven-CHORUS-Article CHAIN. Article 1 covers new insights on CHORUS 1, Article 2 on CHORUS 2, Article 3 on CHORUS 3, Article 4 on CHORUS 4, Article 5 on CHORUS 5, Article 6 on CHORUS 6 and Article 7 on CHORUS 7.

Having made a random selection of thirteen (13) private sector, eleven (11) public sector and eleven (11) civic sector organisations for inclusion in the Seven-CHORUS-Article CHAIN and Seven-CHORUS-Book CHAIN, I documented my experiences in applying each CHORUS in these organisations from 2003 to 2012. I relied heavily on documents that I accessed and/or created during my consulting assignments. After a sector based analysis, I have included major reflections that I consider relevant in understanding the dynamics at play for each CHORUS. In some cases, I have also leaned on ‘words of wisdom’ from thought leaders to spice the reflections.

I believe that the organisations sampled reflected polar types in the way they engaged in CHORUS 3. Of course, there have been discords particularly when some organisational members did not fully cuddle in CHOIR or CHORUS practice.

I trust that the Seven-CHORUS-Article CHAIN will energise those scholars/practitioners who have been questioning how to apply the MaCoTra model. This preface is a MODIFIED MELODY to suit each of the 7 articles, much like a CHORUS!!!

This article features new insights on; and a generic framework for SINGING; MaCoTra CHORUS 3: Collaborative Expression of Stakeholder Needs and Expectations.

1.0 Introduction

The overarching frame for this article is the Madzivire Collaborative Transformation (MaCoTra) model (Exhibit 1). The MaCoTra model is also reflected in my 2011 book publication entitled MaCoTra Singing ORGANISATIONS THAT TRANSFORM: ADDRESSING THE CHALLENGES in the Emerging Economy of Zimbabwe and each book of the Seven-CHORUS-Book CHAIN self-published in 2012.

Outlining the CHORUS-based MaCoTra model differentiating features, I indicate:

The MaCoTra model encapsulates the transformation song composed of seven CHORUSES for the organizational choir.

Each CHORUS may be sung on its own and also in combination with any one or more of the other CHORUSES. This means an organization may transform as a result of work on one or more CHORUSES.

Further, from a systems perspective, each CHORUS is a subsystem of suprasystem - the total MaCoTra model. In this regard, whatever is done to any one of the CHORUS subsystems affects the other subsystems and has an effect on the suprasystem.
What the MaCoTra model advocates is for each organizational member to go beyond singing individual CHORUSES. MaCoTra invites all organizational members to synchronize the CHORUSES resulting in a melodious overarching organizational choir – the transformation itself.

The MaCoTra colour coding stresses that diversity has to be celebrated as part of organizational transformation.

What a way to celebrate it through any combination of the seven MaCoTra song CHORUSES, and dance!

I also prescribe the MaCoTra Model for companies in Zimbabwe.

Sources: Madzivire (2003) & Madzivire (2011:76)

Exhibit 1: The Madzivire Collaborative Transformation (MaCoTra) Model

This article is the THIRD of a Seven-CHORUS-Article CHAIN (Exhibit 2), related to **MaCoTra CHORUS 3: COLLABORATIVE EXPRESSION OF STAKEHOLDER NEEDS AND EXPECTATIONS.**

Exhibit 2: The MaCoTra Seven-CHORUS-Article Chain

The article is a ‘Symphony of the **MaCoTra CHORUS 3 Experiences in the Three Sectors** from 2003 to 2012’ in which I summarise the major experiences I had applying MaCoTra CHORUS 3. In this CHORUS 3 article, I provide further insights on this CHORUS given what I covered in my doctoral thesis and subsequent publications. Organisations, some places/features/products/services and participants have been code-named...
for anonymity. Where experiences have been drawn from the same organisation, its code name has been retained throughout the Seven-CHORUS-Article CHAIN. This is meant for those readers who are interested in appreciating the interfaces in experiences in that organisation across some or all of the seven (7) MaCoTra CHORUSES.

1.1 An Overview of CHORUS 3

Explaining the seven (7) MaCoTra model CHORUSES, this is what I said in my earlier work in connection with CHORUS 3:

It is important to allow staff time to express what they heard from staff in CHORUS 1 and from business stakeholders in CHORUS 2. The confirmation sessions should include added elements of singing and dancing to celebrate understanding of staff needs and expectations as well as business stakeholder needs and expectations.

Staff representatives should hear out the expression of the needs and expectations. Similarly, segment representatives of business stakeholders should be called back to experience the CHORUS developed around their needs and expectations.

In this CHORUS, a commitment to engage staff in the development of staff promises is made. Similar commitments have to be made with the segment representatives of business stakeholders.


1.2 Rhythm of the MaCoTra CHORUS 3 Experiences in Private Sector Organisations

Private sector organisations sampled responded differently to CHORUS 3 requirements. Some claimed awareness of stakeholder needs and expectations but were not prepared to document them as I suggested. Others took a lukewarm approach in the statement of expectations, preferring to leave them in general states, claiming anything else done to what they had presented would distort the stakeholder impressions. A remarkable number, though, understood the link between measurable expectations and key performance indicators (KPIs) and had time to gracefully work on CHORUS 3.

Two organisations went full scale in interrogating explicit needs to unearth the implicit. A typical example was when community leaders said they need employees to observe traditional and cultural practices, employees asked for examples. That is how they discovered a traditional practice like after-harvest celebrations – ’mabira’, in Shona-with the communities were a fundamental need of local leaders in communities. Another interesting example was that there are some meat portions that are reserved for local leaders when a beast is slaughtered. PrivateSector1 observed this and recovered tarnished/lost relationships with the communities.

1.3 Rhythm of the MaCoTra CHORUS 3 Experiences in Public Sector Organisations

Generally, public sector organisations viewed the collaborative expression of stakeholder needs seriously. The expression was done in multi-stakeholder forums in some cases. The play-back of needs and expectations was through clarifying questions. Detailed documentation was done. The documented data was then subjected to scrutiny during strategy planning sessions.
Whereas expectations were in measurable terms in some cases, some organisations did not want to change the wording. They said that doing this might have led to distortions. They were, however, prepared to develop KPIs out of the generalised expectations at the time of creating their detailed plans.

### 1.4 Rhythm of the MaCoTra CHORUS 3 Experiences in Civic Sector Organisations

It obtained that the work in civic sector organisations was dictated from their centres/parents. One might even suggest that stakeholder needs and expectations would have been expressed to these centres/parents.

In such cases, what the organisations then did was to execute donor-funded programmes with sanctions from their centres/parents.

Only two organisations were prepared to experience CHORUS 3 through strategic planning. Of these two, one highlighted expectations in immeasurable terms. The other approached expectations in two stages. The second stage was a marked improvement from immeasurable to measurable expectations. This other organisation also engaged in stakeholder prioritization.

### 2.0 Singing MaCoTra CHORUS 3

From the representation of stakeholder needs and expectations, Template 1 was generally used across the three sectors. Broadly, stakeholders fell in two categories: those internal to the organisation and those external to the organisation. What I have suggested from the evidence is that needs be identified for each stakeholder group, realizing that these needs may be masked under a wish list, or explicit, or, worse still, implicit. For each of the needs, measurable expectations have to be developed.

#### Template 1: MaCoTra CHORUS 3 Generic Template

![Template 1: MaCoTra CHORUS 3 Generic Template](image)

Source: Madzivire (2012:63)
For example, stakeholder A may have several needs like N1. N1, then, should have measurable expectations. Thus, from the stakeholder’s point of view, there should be RESULTS from N1. The first level of results is outputs. The second level is outcomes—each output should have outcomes. The third level of results is impact—each outcome should have a related impact.

Breaking down the above paragraph has led me to propose Exhibit 3 as the MaCoTra CHORUS 3 Generic Framework for values-based collaborative expression of stakeholder needs and expectations.

Let us take N1 as an employee need for continuous professional development (CPD), expressed in a number of organisations. Against this need were two expectations highlighted by one organisation: 100% involvement in charting CPD path and Zero deviation from agreed CPD plan. This organisation should have looked at each of these expectations in turn to determine whether it falls under output, outcome or impact. If the expectation is an output, there is need for further analysis to come up with outcomes and impact. This requires employees to have a common definition/description of each of the terms.

I suggest the following working definitions/descriptions:

- **Output** – an index showing productivity/production/amount produced/yield/harvest/crop.
- **Outcome** – what the output causes.
- **Impact** – how the outcome influences the behaviour of either the internal or external stakeholder or both.

### Exhibit 3: MaCoTra CHORUS 3 Generic Framework

<table>
<thead>
<tr>
<th>Stakeholder Need</th>
<th>Output</th>
<th>Expected Outcome</th>
<th>Impact</th>
<th>Positive Impact</th>
<th>External Stakeholders</th>
<th>Internal Stakeholders</th>
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**Values-Based Collaborative Expression of Stakeholder Needs & Expectations**

Source: Madzivire (2012: 64)
From the working definitions/descriptions, the two expectations for N1 above qualify as outputs. What an organisation has to do is work through Exhibit 3 to eliminate the chances of having negative impact on stakeholders by putting in place pre-emptive mechanisms to steer the organisation along the unbroken paths.

I will use the second output, a KPI, -Zero deviation from agreed CPD plan- as an illustration.

This output may have an expected outcome that the KPI is achieved within budget. Following through this expected outcome-the KPI is within budget-, the positive impact may be that identified employee competency gaps are eliminated resulting in an improvement in the external stakeholder satisfaction index or an improvement in the internal stakeholder (employee) satisfaction index through increase in rewards. The external stakeholders become brand apostles, creating more revenue for the organisation and employees become brand ambassadors out of their satisfaction. A negative impact may be that identified employee competency gaps are eliminated resulting in employees with the newly acquired competencies being attracted by competitors for better rewards. This would negatively affect external stakeholder satisfaction through depleted competencies and turn the original brand apostles into brand terrorists. For the internal stakeholders, there may be increase in stress levels because of reduced staff and the remaining employees having to overwork.

The unexpected outcome may be that the KPI is achieved with a budget overrun. Now, following through the unexpected outcome-the KPI achieved with budget overrun-, the positive impact is similar to what has been covered above. Better still, employees will feel more valued since the organisation will have been prepared to allocate more than the budgeted resources for their development. The indices under external and internal stakeholders do not change. For the negative impact, competitors may still buy off the employees with the newly acquired competencies creating further loss to the company. The indices for the external and internal stakeholders will remain as for the negative impact under the expected outcome.

I have summarised this narration in Exhibit 4 as an example of how the application of the MaCoTra CHORUS 3 Generic framework will appear schematically.

Such a values-based collaborative expression of stakeholder needs and expectations will guide the collaborative development of distinctive promises. This is the subject of my book on CHORUS 4, *MaCoTra ORGANISATIONS THAT TRANSFORM Singing CHORUS 4: Collaborative Development of Distinctive Promises* and its related article-*MaCoTra ORGANISATIONS THAT TRANSFORM Singing CHORUS 4: Collaborative Development of Distinctive Promises*.

Bearing in mind, not only stakeholder wish lists and explicit needs but also specifically, their implicit needs, remember the stakeholder is ultimately interested in **positive impact** on their lives from your business.
Exhibit 4: Application of MaCoTra CHORUS 3 Generic Framework: An Example

RESULTS

Positive Impact
(% Improvement in quality of service delivery)

Negative Impact
(Competency gaps eliminated)

Expected Outcome
(KPI achieved within budget)

Impact
(Competency gaps eliminated)

Internal Stakeholders
(% Increase in rewards & company ambassadors)

External Stakeholders
(% Decrease in ESSI & brand terrorists)

External Stakeholders
(% Increase in ESSI & brand apostles)

Internal Stakeholders
(% Increase in stress due to overwork given reduced number of employees)

Internal Stakeholders
(% Increase in stress due to overwork given reduced number of employees)

External Stakeholders
(% Decrease in ESSI & brand terrorists)

Internal Stakeholders
(% Decrease in ESSI & brand apostles)

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Values-Based Collaborative Expression of Stakeholder Needs & Expectations

Source: Madzivire (2012:65)

Enjoy singing CHORUS 3.

I do, I do!!!
REFERENCES


FOR FURTHER READING
