Assessing Stakeholder Salience through the view of Lean Enterprise Transformation

Gwendolyn Sisto, S.M. Department of Aeronautics and Astronautics

Research Advisor: Debbie Nightingale

Problem and Motivation
What makes some Enterprises more Successful at Lean Enterprise transformations?

“Second Principle of Lean Enterprise Thinking: Identify relevant stakeholders and determine their value propositions”

Successful Enterprises address intangible aspects of enterprise transformation: values, knowledge, assumptions shared by relevant stakeholders

Research Question
Do the most salient stakeholders affect all 8 Enterprise Architecture (EA) views?

Hypothesis I: A stakeholder with high saliency will affect all 8 EA views – either through power, legitimacy, or urgency.

Hypothesis II: Saliency is context dependent, hence stakeholder affect on EA views will change correspondingly.

Method
Case Study on Risto Sports using LAI’s EA framework. Assess Normalized Stakeholder Saliency and map to EA views overtime.

Results and Analysis
The most salient Stakeholders, in fact, permeate all 8 views, and saliency is context dependent with enterprise transformation states. In architecting the future enterprise state, Risto will need to continue to evaluate stakeholder performance and relevance to EA.

Implications and Future Work
The most salient stakeholders are inextricably linked to the Enterprise's Architecture. Saliency changes with architecture state. Stakeholder saliency is a result of EA. Hence, a Lean Thinking Enterprise’s stakeholders are a result of its predefined EA.

With respect to holistically understanding the enterprise, LAI ESAT stakeholder methods produce results in line with stakeholder theory methods such as NSSI. Next steps are to conduct a case on an aerospace enterprise with a slower enterprise clock speed.

http://lean.mit.edu

© 2010 Massachusetts Institute of Technology  Sisto 03.08.10