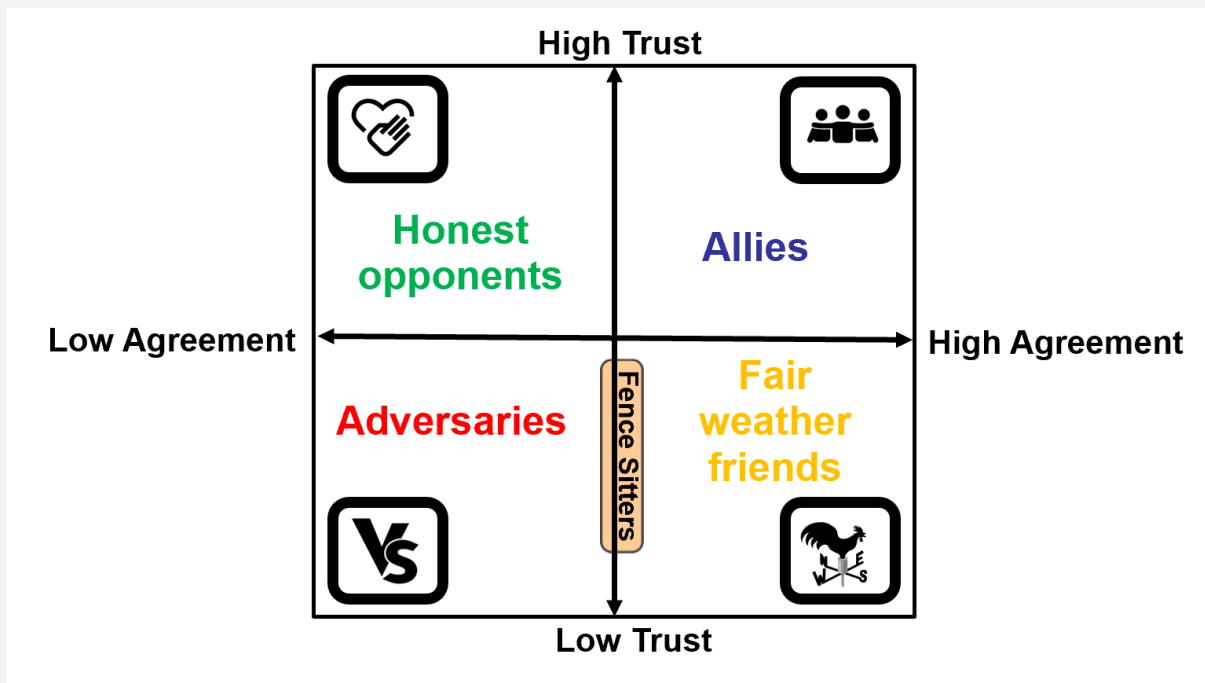


## Trust and Agreement Matrix- Peter Block.

Source: Peter Block – *The Empowered Manager* (1987)

Peter Block's model for stakeholder analysis identifies those who have influence in a system. It provides a framework to help understand the needs that they have and how to respond to those needs. Stakeholder analysis categorises people according to the amount of agreement they have for change and the amount of trust they have in the organisation to make it happen.

### The Trust and Agreement Framework



### Working with Allies

Allies are those people who share our vision and who want to succeed in a way that we believe in.

1. Affirm agreement on the project or vision
2. Reaffirm the quality of the relationship
3. Acknowledge the doubts and vulnerability we have
4. Ask for advice and support

## **LGA Leaders Programme**

### **Working with Honest opponents**

Opponents are people whom we trust a great deal but who disagree with our purpose, direction, or goals.

1. Reaffirm the quality of the relationship and its basis in trust
2. State our position
3. State in a neutral way what we think their position is
4. Engage in some form of problem-solving

### **Working with Adversaries**

Adversaries are those with whom negotiation has not worked. It is a position of last resort.

1. Share our vision for our project
2. Say in a neutral way our best understanding of their position
3. Identify our own contribution to the problem
4. Share our plans to proceed without placing a demand on them

### **Working with Fair Weather Friends**

Fair weather friends are those with whom we agree on how to proceed, but with whom we have a low to moderate amount of trust.

1. Reaffirm the agreement
2. Acknowledge the caution that exists
3. Be clear about what we want from them in terms of working together
4. Ask them to do the same
5. Try to reach an agreement about how we will work together

### **Working with Fence-Sitters**

The fence sitter is someone who will not take a stand either for or against us.

1. State our position on the project
2. Ask where they stand
3. Apply gentle pressure
4. Encourage them to think about the issue and let us know what it would take for them to give us support