Technology Policy Organizations
Session 8

Structure and Process
Joel Cutcher-Gershenfeld
Task Forces & the 3 Lenses

**Strategic**
- Task Definition
- Resources
- Reward System

**Political**
- Stakeholders
- Allies
- Dual Loyalties

**Cultural**
- Norms
- Trust
- Reputation/
  Legacy of Prior
  Task Forces

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Stages in Life of a Task Force

- Defining Mission/Charter
- Choosing Membership
- Mapping Stakeholders
- Getting Started the Right Way! (1st Mtg)
- Info Gathering & Analysis
- Forming/Reporting Results & Recommendations
- Endings – Beginnings for the Next Time
The Sponsor: Issues to Consider

- Availability
- Power
- Support
- Relationship
- Interests
- Resources
Membership: Who Should be on the Team?

• Knowledge & Skills: *Who has the info we need?*
  – Process, Product, Program Knowledge
  – Analytic-Technical Skills
  – Social-Behavioral Skills

• Political: *Who are the critical stakeholders?*
  – Power
  – Interests
  – Resources

• Cultural: *Who knows how to get things done here!*

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Managing Sponsors

**Negotiate upfront:**
- Charter and Problem Definition
- Accountability--to whom for what
- Resources
- Expectations for Final Product and Timetable
- Symbolic Support--first meeting; announcement to external stakeholders;
- Periodic Check-ins-Communication Plan
Do a Stakeholder Analysis

• Who are the Key Stakeholders?
• What do we need from each of them?
  – Resources? Legitimacy? Support? Participation?
• What effects will results have on each stakeholder?
• Who are the likely Allies? Adversaries?
Work Flow – 1st Meeting

- Demonstrate Sponsor Commitment/Support
- Establish Shared Purpose
- Set Norms on Conflict and Dissent
- Set Norms for External Communication
- Structure Work
- Establish Procedures for Internal Communications
Work Phase – Mid Stages

- Coordinate Work in the Group
- Cultivate/Build External Networks
- Support Members: Internal & External Roles
- Keep Sponsor Informed
- Mediate--maintain trust and impartiality
Final Meeting: Reporting to Sponsor

- Develop Consensus & Recommendations
- Build Coalition Support for Recommendations
- Prepare Everyone for Meeting--ensure each is ready to support the others…
- Brief Key Stakeholders/Sponsors
- Manage Agenda--Make it your meeting!
Endings….Beginnings

• Celebrate!
• Congratulate!
• Review Lessons
• Document & Communicate Lessons Learned
• Disband on Good Terms: Always assume you will work with team members again.