

Technology Policy Organizations

Session 8

Structure and Process

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Task Forces & the 3 Lenses

Strategic

Task Definition
Resources
Reward System

Political

Stakeholders
Allies
Dual Loyalties

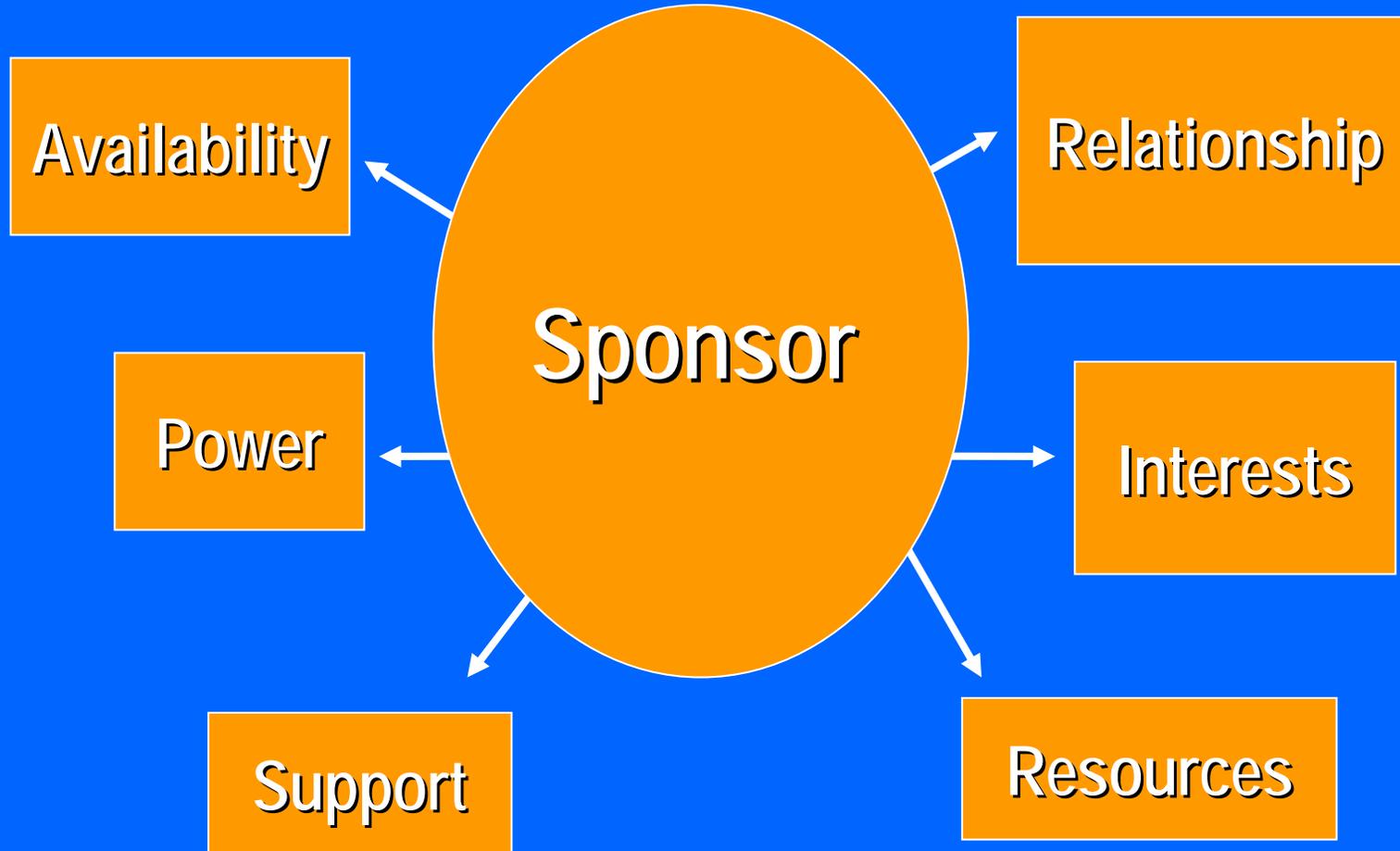
Cultural

Norms
Trust
Reputation/
Legacy of Prior
Task Forces

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



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!*

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.