

# Considering Stakeholders

Developing organisations by  
developing people

Dealing openly with the key factors which influence human behaviour can deliver high performance, reduced time-lines and increased profit. This tool can help you consider some of those factors.

The table included in this aide memoir re-caps the key factors with some example questions the user can build upon\*. The outcome is an increased appreciation of prevailing culture and change issues. This offers an opportunity to identify and consider the actions likely to promote a more positive and sustainable change experience for all.

---

\*Duxinaroe training enables a thorough understanding of the Human Factors involved in change, providing leaders a deep insight into those hidden barriers which can result in negative outcomes.

Helping you  
help yourself

Primary To;  
Drives

# Acquire, Bond Defend & Learn



This simple and beneficial  
Duxinaroe tool provides 14 key  
factors to improve your  
understanding of people's  
behaviours and attitudes at work...

Including your own.



1. **We have to be right.** We are programmed to make our own view of the world 'Right' / 'Good'. If we are 'right' positive chemicals are released in the brain. Therefore, we make ourselves right because it feels good. Conversely it is uncomfortable to be wrong. Being wrong releases negative chemicals. We don't function well when we feel wrong, it increases stress and we make mistakes.

*So What? When considering ourselves and others be aware of the following indicators;  
Being defensive, assertive. Being less inclined to; listen, reason or consider.  
Talking over others & justifying opinion over hard and fast facts.*

2. **We look out, not in.** We find it very easy to see others 'being right', but it's much harder to think of ourselves acting in this way.

*Indicators: Forming or expressing negative opinions of others.  
Justifying our own beliefs and assumptions.*

3. **We blame.** To ensure we are 'Right' or 'Good'; we make other people or things 'Wrong' or 'Bad'.

*Indicators: The use of the word 'Should' rather than 'Could' implying guilt.  
They Should = I'm right, 'They' are wrong.*

The 'Human  
Factors' behind  
Successful &  
Sustainable  
Development &  
Change.





4. **We look ahead.** We need to know that what we are working towards is 'Good' (WIIFM\*). If we don't see the future as being 'good' for us, it is perceived as 'wrong or bad' in our own mind. We naturally try to avoid any 'bad' future and any change which takes us toward it. Therefore we try to keep things as they are and if we can't avoid it, we find ways to cope rather than engage.

*Indicators: people stating 'reasons why it won't work' or 'why it was better before'.*

5. **We get comfortable.** Consistency often leads to comfort (even when conditions are not the best we could experience). Congruence often leads to confidence. We *like* being comfortable and confident, so we automatically put effort into protecting the conditions that cause us to feel this way; to the extent that we are sometimes blind to threats and we fail to respond and adapt when, required or an opportunity arises.

*Indicators: people justifying the way things currently are and demonstrating resistance to change.*

\***WIIFM** – What's in it for me?

The 'Human  
Factors' behind  
Successful &  
Sustainable  
Development &  
Change.



6. **We Fear.** The adult brain mainly responds to a new experience as if it's a threat and until it is qualified. Similarly, any change we don't 'Choose' for ourselves is perceived as a threat and elicits a fear based response (releases negative chemicals in our brain). We may also experience the same emotional response when we anticipate failure or rejection.

*Indicators: peoples willingness to participate or challenge may be demonstrated in either a passive or aggressive manner when they feel fearful or threatened.*

7. **We believe what we accept.** If we accept what we are told or experience, it becomes our truth, until we consciously modify or change it. E.g. Machine 'A' will never run above 600 products per hour (because somewhere in the past we were told and accepted that). Until it is demonstrated otherwise, this belief becomes a limiting factor for us! The principle also applies to ourselves i.e. self-limiting beliefs.

*Indicators: people being defensive, justifying their position or opinion and stating reasons why it won't work.*

8. **We are driven by our purpose, aims and objectives.** The way we think and behave is designed to achieve our own purpose, aims and objectives. Anything that conflicts with them is likely to be resisted. Remember the importance of defining 'purpose' as discussed in detail during training.

*Consider the prospect of Hidden agenda's.*

*Q. Does the 'ultimate intent and purpose' address 'root-cause'.*

The 'Human  
Factors' behind  
Successful &  
Sustainable  
Development &  
Change.



9. **There is safety in numbers!** So we look for other people who share our view of the world. We stick together to justify our view as being 'Right'. These alliances (cliques) can happen within both the formal and informal structures of an organisation. This can be positive or negative in terms of achieving our aims.

*-ve ...Be aware of the rumour mill.*

*+ve ...Create a common purpose people can feel good about together.*

10. **We have expectations.** Our expectations can be less formal and more emotional than purpose, aims and objectives. However, they are important to us and people react strongly when they are not met or they are challenged. All expectations are realistic and reasonable to the people that hold them, regardless of the opinions of others or facts surrounding the situation.

*Clarify, understand and manage expectations accordingly.*

11. **We form assumptions** which fill any gaps in our knowledge and memory in order to support our view of the world. Assumptions can lead to mistakes. Therefore they should be tested to separate fact from opinion.

*The assumptions we form about ourselves can be just as limiting as those we form about other people or other things.*

The 'Human  
Factors' behind  
Successful &  
Sustainable  
Development &  
Change.



- 12. We are naturally emotional.** We largely operate subconsciously. Our decisions are made by many more emotional circuits in the brain than by logical circuits. People tend to defend an emotional decision much more than they will defend a logical decision.

*Acknowledge emotions to facilitate better alignment and effective communication in order to minimise conflict.*

- 13. To control or be controlled?** The level of control imposed or sought in any situation is dependant upon several factors. E.g. Knowledge and skill level, risk & confidence etc. Finding the balance of control that satisfies the needs of the parties involved is important to reduce friction and encourage responsibility and accountability. There is a negative impact on motivation & engagement when an inappropriate level of control is perceived.

*Consider the perceived level and type of control vs. expectations.*

- 14. We are not naturally logical.** Therefore we are required to put much more effort into creating the conditions in which people can respond as logically as possible.

*Address points 1-13.*

The ‘Human  
Factors’ behind  
Successful &  
Sustainable  
Development &  
Change.



Key Factors	Considering me	Considering them	Conclusions?	Potential Actions?
We have to be right. We look out, not in. We blame.	Am I making myself right?	Are they making themselves right? Am I making them wrong?		
We look ahead. We get comfortable.	Have I considered their perspective & experience; have I framed the future accordingly?	Are they defending past / present (comfort) or looking to the future?		
We fear.	What am I concerned about and what are the risks (likelihood and severity)?	What are they concerned about and how do they see the risks (likelihood and severity)?		
We believe what we accept.	What do I believe and how willing am I to challenge and change my beliefs?	What is their level of acceptance and the limit of their beliefs?		
We are driven by our purpose, aims and objectives.	What is my ultimate intent and purpose?	What is their ultimate intent and purpose? Is there an alignment of purpose between us all?		
There is safety in numbers.	What group thinking am I working with. Who are my stakeholders?	What other perceptions and opinions exist? Who holds them? How strong do they feel about them?		
We have expectations.	What are my short and long term expectations?	What are their short and long term expectations?		
We form assumptions.	What assumptions am I making?	What assumptions are they making?		
We are naturally emotional.	How do I feel about this?	How do they feel about this?		
To control or be controlled.	What level of control am I looking to impose / receive?	What level of control are they looking for or perceiving?		
We are not naturally logical.	What is my logical argument?	What is their logical argument?		



**Duxinaroe**

Behind every number, there are people

Helping you  
help yourself

Duxinaroe is a registered Trademark®™  
All proprietary models and tools are subject to copyright ©

Juxon House,  
100 St Paul's Churchyard,  
London, EC4M 8BU

T: 020 3713 3420  
E: [info@duxinaroe.com](mailto:info@duxinaroe.com)  
W: [www.duxinaroe.com](http://www.duxinaroe.com)