



## Introduction:

### Wyze2 offers Management Services all over the globe.

In our previous newsletters 'CEO in a suitcase' – which you can find on the 'Your phone, my life' LinkedIn page - we discussed leadership topics like 'Managing under political pressure'.. Since then we have re-activated our former business partnership, under the name Wyze2. In other words, we are (re)starting our communication efforts, via this newsletter and other media like podcasts.

Our new Newsletter will be posted on our LinkedIn pages and our website [www.wyze2.com](http://www.wyze2.com). We will select 'hot' items from the news, use these as examples and call on our experience to explore some of the main underlying topics. In other words, we endeavour to contribute to a better understanding, especially needed when in a leadership role. We hope you'll enjoy reading and please contact us in case you have questions.

## Stakeholder management: part 1, Introduction 'Identifying and managing them'

We can imagine that ING Bank, one of the largest banks in Europe, was far from pleased last week. A famous environmental NGO (Friends of the Earth NL) informed the bank on TV that it is taking them to court stating 'We are suing ING Bank in a ground breaking new climate case ... for its inadequate climate policy. Arguing 'ING (also) finances polluting companies with more money than any other Dutch bank. By doing so, ING has a significant impact on global warming'. The Friends also demand ING to call on all companies they finance to 'come up with a climate plan in line with the Paris Agreement'. And fast.

Was ING aware of the serious impact this stakeholder could have on its organisation and clients. The environmental organisation say they tried hard to make ING listen. They sent the bank reports and reminders for years but claim ING didn't react 'fast enough' and so 'we saw no other option than to send ING a note of liability'. ING has responded, as one can expect from a bank its size, with politeness and willingness to comply and defend themselves in court. Like in a similar case against French BNP bank in a case now pending in a Paris court.



Would ING bank have thought it would come to this ? Not too many years ago, no-one would have expected a court case where a stakeholder uses the law and the public opinion to sue and 'push' a company. It definitively shows how important it is for leaders like you - as the spider in your own web - to identify all your stakeholders, before taking actions that are irreversible. That stakeholder analysis will identify their interests in your organisation and how much power they can hold over you and your organisation, both positive and negative – in financial and reputational terms.

That begs the question of how this identification can be done. Everyone understands that you have to communicate to your stakeholders on a regular basis, in meetings, sending up-dates, newsletters, talk on the phone etc. But, who should be on your addressee list and how do we establish who are most important to your organisation and when ? That will be our topic of discussion next time !