


Ethically Aligned Stakeholder Elicitation (EASE)

WHY TALK ABOUT AI ETHICS?	PURPOSE & DESIRED OUTCOMES	WHO IS A STAKEHOLDER	SOURCES
<p>Development of creative AI technologies comes with significant implications for artistic practices and for the society at large.</p> <p>As system developers and designers, you share some responsibility for these outcomes, whether they are positive or negative, intended or unintended and direct or indirect.</p> <p>Identification and analysis of stakeholders of the AI services is the first necessary step towards implementing responsible and trustworthy AI.</p>	<p>As a result of this workshop, you will understand better who might be influenced by your AI project and identify ways to make it more responsible, inclusive and socially sustainable.</p> <p>To get the full benefit of the process, make sure everybody is on board and participates actively. Speak up, think aloud and discuss.</p> <p>Total duration of the workshop is approximately 90 mins.</p> <p>Follow green arrows to navigate the board. </p>	<p>"Any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman 1984, 25).</p> <p>For the purposes of the workshop, stakeholdes include anyone who has an impact on the product, and anyone impacted by the product or its development process or use, either directly or indirectly.</p>	<p>Eden C. and Ackermann F. (1998). Making Strategy: The Journey of Strategic Management. Sage Publications, London.</p> <p>Freeman, R.E. (1984/2010). Strategic Management: A Stakeholder Approach. Cambridge: Cambridge University Press.</p> <p>Kaila, A., Jääskeläinen, P. and Holzapfel A. (2023). Ethically Aligned Stakeholder Elicitation (EASE): Case Study in Music-AI. <i>Proceedings of the International Conference on New Interfaces for Musical Expression</i>.</p> <p>Mendelow, A. (1991) Stakeholder mapping. In: <i>Proceedings of the 2nd international conference on information systems</i>, Cambridge, MA.</p> <p>Newcombe, R. (2003) From client to project stakeholders: a stakeholder mapping approach, <i>Construction Management and Economics</i>, 21:8, 841-848.</p> <p>Olander, S. and Landin, A. (2005). Evaluation of stakeholder influence in the implementation of construction projects, <i>International Journal of Project Management</i>, 23:4, 321-328.</p> <p>Open Data Institute: Data Ethics Canvas (2021). Available at https://theodi.org/article/the-data-ethics-canvas-2021/</p> <p>Copyright Kaila, Jääskeläinen, Holzapfel 2023. akkaila@kth.se</p>
INSTRUCTIONS			
<p>We will focus on the case study of your choice.</p> <p>Exercise structure</p> <ol style="list-style-type: none">1. Discuss what the chosen case study project will be and specify it further (if needed).2. Identify together stakeholders relevant for the case study. Brainstorm as widely as possible, especially on people and groups outside the internal development team.3. Evaluate the relative power and interest that these stakeholders have in the project and its outcomes. This will be done on a power/interest matrix that will be explained later.4. Take a closer look at the distribution of power and interest among different groups of stakeholders. Formulate concrete action points on how to avoid conflicts and negative impacts on more vulnerable stakeholders, and how to provide opportunities for engagement and empowerment.			

STAKEHOLDERS

INSTRUCTIONS

We will start by exploring and widening the circle of stakeholders of the project.

1. Look at the questions around the circle one at a time. Based on the them, identify **people** or **groups** (stakeholders) affected by your project.

Internal stakeholders = You and your team

External stakeholders = People impacted that you might not meet or interact with frequently or at all. The further you get on the circle, the more remote are they to you immediate development.

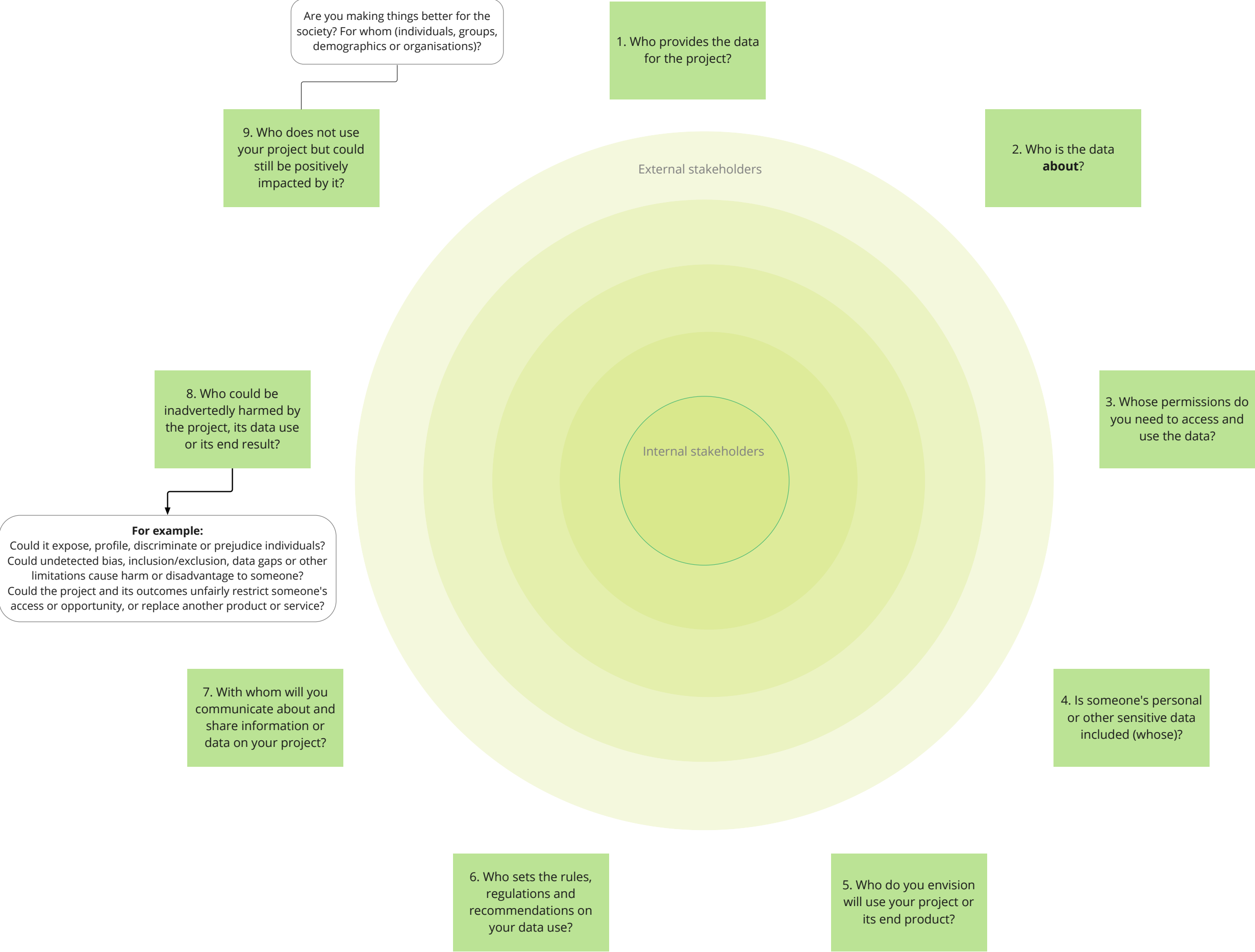
2. Take a sticky note (below) and write one stakeholder (group) on it. Be specific.

3. Drag the note on the circle. Exact location of the stakeholders on the circle is not relevant.

Think aloud, share your thoughts and discuss with the group while writing your sticky notes. Try to avoid listing the same stakeholder or group twice.

4. Repeat the process with each of the questions. Questions 8 and 9 invite you to widen your perspectives further, and to think of possible scenarios that go beyond the "normal" usage case and longer time in the future.

Duration of the exercise: 20–30 minutes.



POWER-MAPPING

INSTRUCTIONS

Next, we will collect the stakeholders from the previous exercise and evaluate them on two scales: power (x-axis) and interest (y-axis).

1. Delete or merge people of groups mentioned more than once.
2. Stakeholders will be picked one-by-one and moved to the point of the matrix (below) that you as a team think best represents their position relative to other stakeholders.

Please speak up and discuss if you disagree on where to place individual stakeholders!

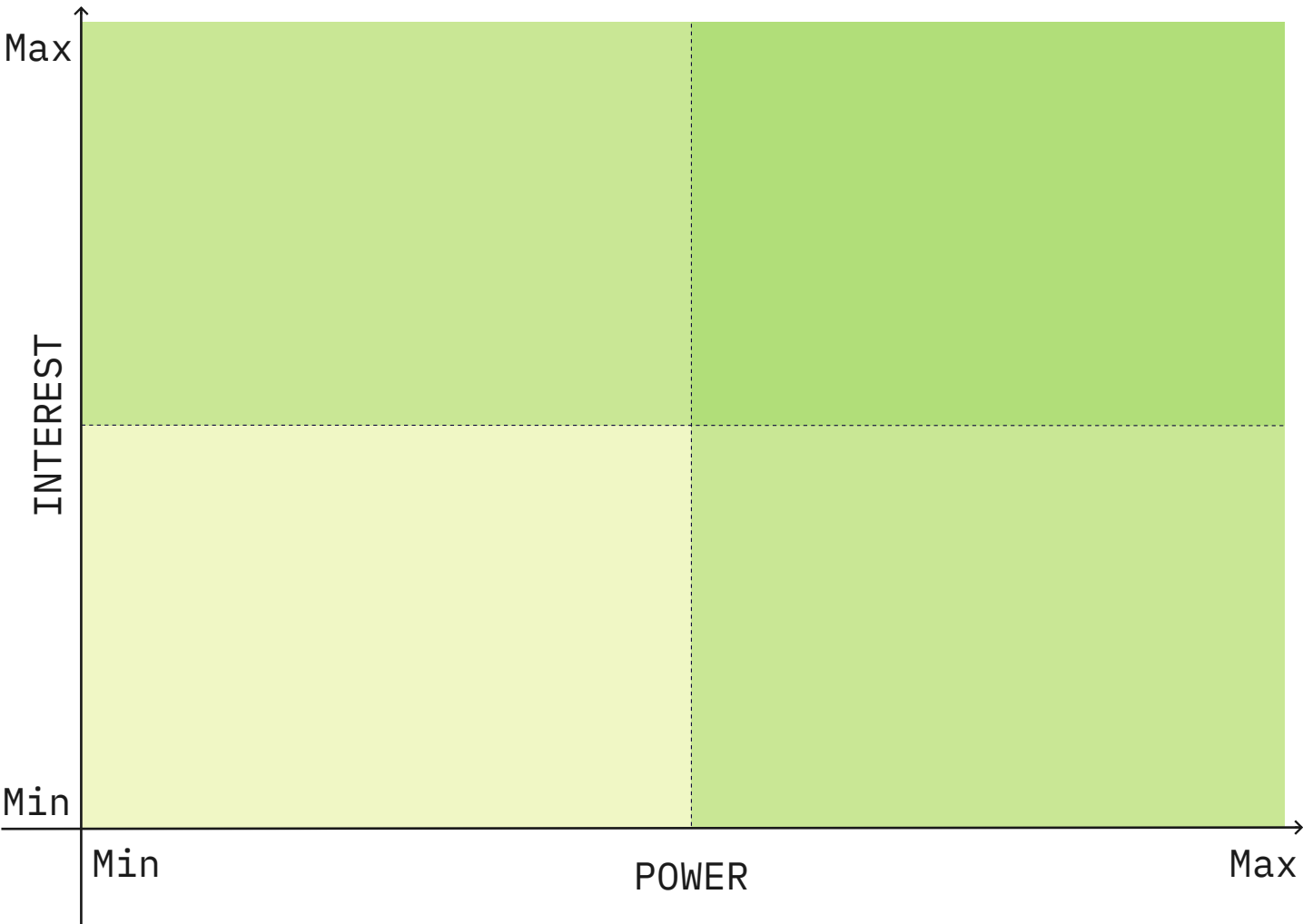
Duration of the exercise: 15-20 minutes

DEFINITIONS

Power = Power is the mechanism through which stakeholders influence the direction and decisions for a project. This power can be used to retain the status quo or to enforce fundamental change. (Newcombe 2003)

Interest = Measure of how interested each stakeholder group is to impress its expectations on the project decisions. (Olander & Landin 2005)

Stakeholders (copy-paste here from the circle)



DISCUSSION

Stakeholders with high interest / high power:

- Are your expectations towards the project aligned with theirs?
- Do you observe potential for power imbalances?
- Could you harness the power of these stakeholders for positive overall impact?

Stakeholders with high interest / low power:

- How are limitations and risks of the project communicated to the people impacted?
- How can stakeholders engage with you for feedback, concerns, requests, appeals?
- What steps can you take to minimise negative impact on more vulnerable stakeholders?

How could you inform, consult, involve or empower your stakeholders through your project?

You can take notes and formulate concrete action points in the field below.

WRITE HERE YOUR NOTES AND ACTION POINTS

What will be your next steps?