

Engaging Diverse Stakeholders

The Alliance for Nonprofit Management



www.allianceonline.org

Presented by
Interaction Institute for Social Change

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About the Alliance CCI

Theory of Change:

Building the *Knowledge, Will, Skill* of capacity builders to nonprofits in order to transform the field, the nonprofit sector and society

Components:

- Research
- Publishing/Dissemination
- Training/Peer Exchange
- Standards
- Evaluation

About the Alliance CCI

Culturally competent capacity building is...

... a community-centered process that begins with an understanding of historical realities and an appreciation of the community's assets in its own cultural context. The process works to enhance the quality of life, create equal access to resources, and promote community partnerships resulting in strategic and progressive social change.

Engaging Diverse Stakeholders

Workshop Leaders

Andrea Nagel



Cynthia Silva Parker



Interaction Institute
for Social Change



Workshop Overview

Guidelines for Participation

Please...

- Participate
- Submit “raise your hand” by clicking the button on the bottom left of your screen or type in your question and click “send.” Feel free to send questions as they occur to you.
- Keep your phone on mute. Use *7 to un-mute when you are called on and *6 to re-mute your line.
- Resist the urge to multi-task



Workshop Overview

Workshop Objectives

During this webinar, you will:

- develop an appreciation of the power of stakeholder engagement for culturally competent practice
- explore principles, strategies and tools for engaging diverse stakeholders

Workshop Overview

Agenda

- Principles
- Strategies
- Tools

... for engaging diverse stakeholders

Workshop Overview

Who's on this call?

Most are:

- Consultant
- Trainer

A few are:

- Grantmaker
- Teacher
- Researcher
- Internal HR or organizational change consultant
- Board member
- Collaborative
- Advocacy organization
- Coordinator of nonprofits

Workshop Overview

Locating Ourselves



Workshop Overview

Stakeholder Engagement and Cultural Competency

- Ensuring meaningful involvement of those most affected is a cornerstone of culturally competent practice
...because....
- Meaningful, sustainable change requires the involvement and investment of the people most affected, their allies, and other partners

Workshop Overview

Agenda

- *Principles*
- **Strategies**
- **Tools**

... for engaging diverse stakeholders

Principles

About People

- a. Honor the human dignity and worth of every person
- b. Make space for the wholeness of people's being - cultural, intellectual, emotional, physical, spiritual and more...
- c. Acknowledge interconnectedness
- d. Everyone can contribute something of value
- e. Those most affected by an issue, on the margins of society, often have the keenest insights into how the systems work and where they fail

About Process

- f. Power comes from inclusion not exclusion
- g. People have a right to be involved in decisions that affect their lives
- h. As capacity builders, we must recognize, interrupt and challenge racism, classism and other forms of oppression

Workshop Overview

Agenda

- Principles
- *Strategies*
- Tools

... for engaging diverse stakeholders

Strategies

To engage diverse stakeholders...

A. Strive for maximum appropriate involvement rather than minimum necessary involvement

Strategies

To engage diverse stakeholders...

- A. Strive for maximum appropriate involvement rather than minimum necessary involvement
- B. Meet people where they are and build bridges to where we are trying to go

Workshop Overview

Agenda

- Principles
- Strategies
- *Tools*

... for engaging diverse stakeholders

Tools

A. Stakeholder Analysis

- Defining Stakeholders
- Stakeholder Analysis Grid
- Rings of Stakeholder Involvement

B. Balancing Dimensions of Success

- Results
- Process
- Relationship

Tools: Stakeholder Analysis

Stakeholders are people who...

- a. Are final decision makers
- b. Must ratify/can veto the decision
- c. Must be consulted before deciding
- d. Have crucial expertise
- e. Will be affected by the outcome
- f. Must implement the decision
- g. Need to be informed of the decision

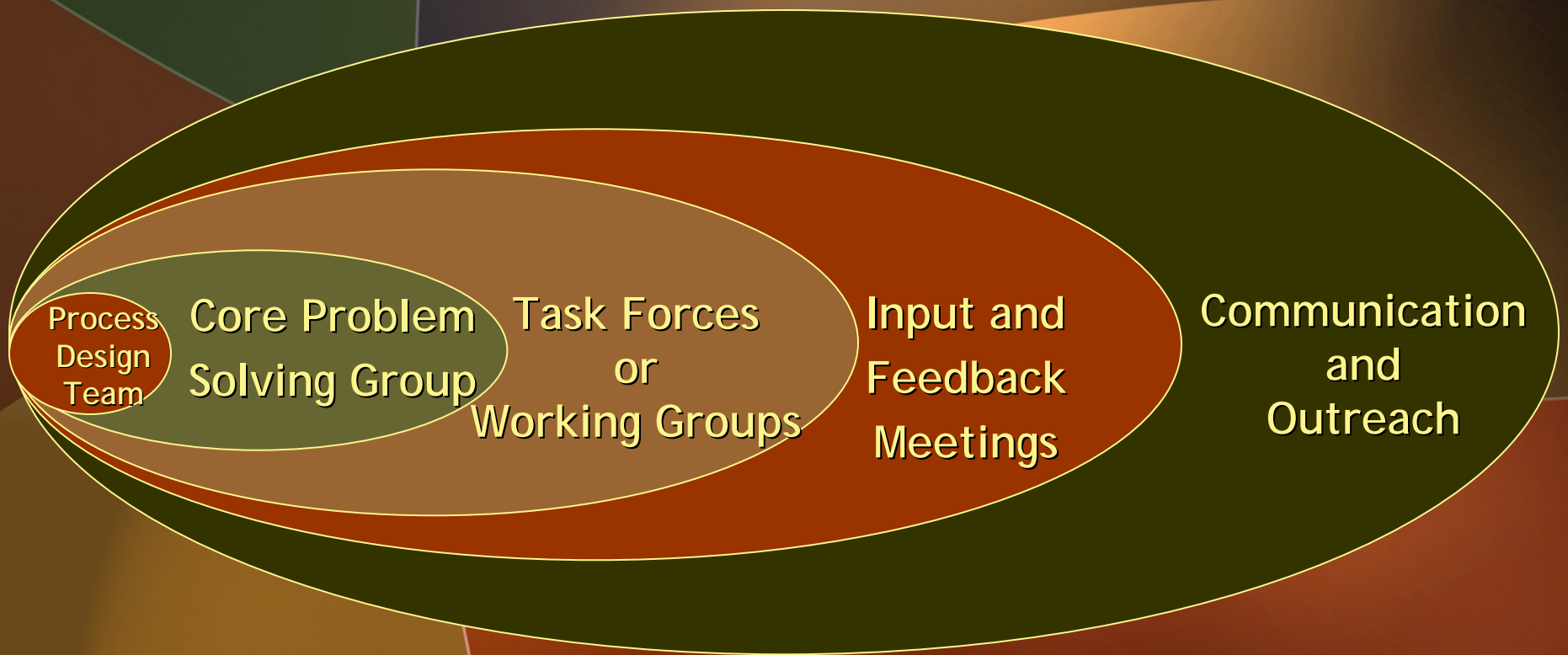
Tools: Stakeholder Analysis

Stakeholder Analysis Matrix

A. Key Stakeholders	B. Importance to the Effort	C. Current Level of Support	D. Issues, Wins, Mindset	E. Stakeholder Involvement Strategies
<p>Individuals and groups:</p> <p>Decision makers Ratify/veto Consult Expertise Affected Implementers Informed</p>	<p>3 = Critical 2 = Very 1 = Somewhat</p>	<p>- Opposed 0 Neutral + Favorable ? Unknown</p>	<p>Interests Concerns Hopes Mindset</p>	<ul style="list-style-type: none"> • How to validate your hypotheses about interests and wins? • Who could help to influence this stakeholder? • How might you proceed if they remain opposed? • In which "rings of involvement" might this stakeholder be involved?

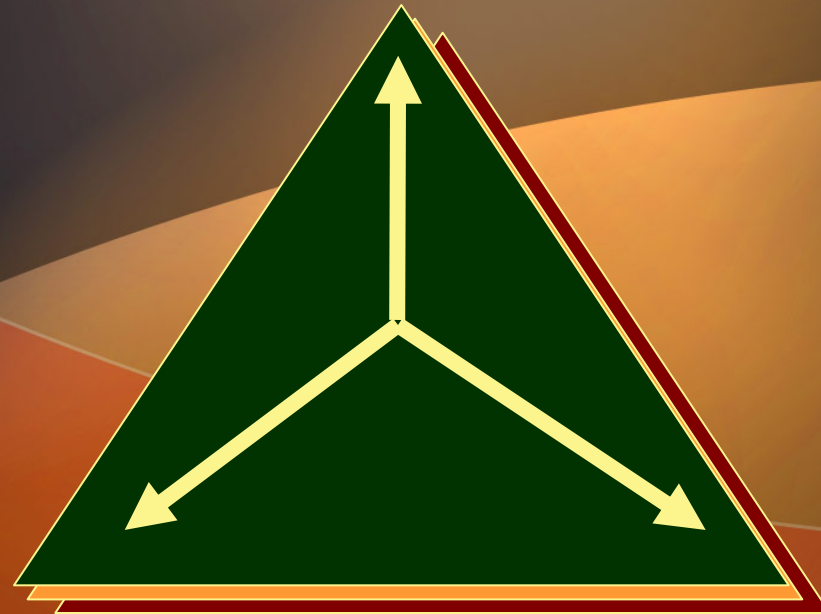
Tools: Stakeholder Analysis

Defining Rings of Stakeholder Involvement



Tools: Balancing Dimensions of Success

Results



Process

Relationship



Tools: Balancing Dimensions of Success

Results

- Completion of the task
- Achievement of the goal



Process

- How the work gets done
- How the work is designed and managed
- How the work is monitored and evaluated

Relationship

- How people experience one another
- How people relate to the organization
- How people feel about their involvement and contribution

Tools: Balancing Dimensions of Success

Focus on Relationship



A. Commit to a people-centered process!

- Create opportunities for people to get to know one another and the cultures from which they come
- Understand that people often experience and interpret process problems in relationship terms

B. Find ways to identify the stakeholders that are less likely to find you on their own!

- Six Degrees of Separation
- Social Network Mapping
- One-on-One's
- Identify "Connectors" and "Trusted Advocates"

Tools: Balancing Dimensions of Success

Focus on Relationship



C. Speak the stakeholders' language(s)!

- Craft messages that link to stakeholders' interests
- Translate/interpret written and spoken messages
- Eliminate or illuminate jargon and "alphabet soup"

D. Be creative!

- Think outside the flyer
- Integrate music, arts, food and other aspects of culture

Tools: Balancing Dimensions of Success

Focus on Process



A. Go slow to go fast!

- Take the time to involve people early in the process, so you don't have to "clean up the mess" or rebuild trust later

B. Design for the most dispossessed/distant from power!

- Eliminate barriers to the space and the conversation
- Make the logistics and schedule easy
- Provide child care that works for the kids
- Don't over-rely on written materials
- Help people see their stake in the issue

Tools: Balancing Dimensions of Success

Focus on Process



C. Design for understanding and agreement!

- Create space for people to be heard before and share perceptions before building agreements
- Emphasize the reality of multiple perspectives and partial access to the truth

D. Design for safety and meaningful engagement!

- Get beyond “counting heads” to “critical mass”
- When asking for people’s opinions, create space and time to think and make up one’s mind before engaging in the group
- Balance small and large group interactions

Tools: Balancing Dimensions of Success

Focus on Process



E. Build agreement about action plans and how success will be measured; maximize involvement!

- Create a clear action plan
- Monitor implementation and ensure processes for making midcourse corrections as needed

F. Communicate early, consistently and often—and again!

- Err on the side of over-communicating
- Share information freely
- Create ways for people to “catch up and catch on” throughout the process

Tools: Balancing Dimensions of Success

Focus on Results



A. Involve stakeholders in defining success!

B. Encourage stakeholders to define success in many ways!

- Note that sometimes deepening a relationship or creating a process is a "result."
- Help participants to distinguish between inputs, outputs, outcomes, and impact

Tools: Balancing Dimensions of Success

Focus on Results



- C. Be sure there's a good match between the results you're seeking and the expectations of your clients, partners, participants, etc.!*
- D. Establish quality standards and indicators ahead of time, in partnership with relevant stakeholders. Be sure to implement agreed-upon assessment and evaluation processes to ensure quality and timeliness!*

The Collaborative Premise

“If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community.”

David Chrislip,
The Collaborative Leadership Fieldbook



Webinar Evaluation

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*What worked about today's
webinar?*

△

*What could have made this
webinar even better?*

Please type your initial thoughts and click "send."
You will receive an email with a link to a complete
workshop evaluation.

Thanks in advance for your feedback in both forms!



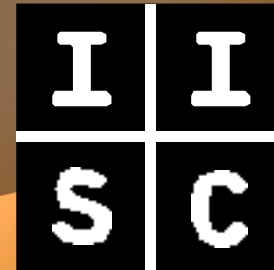
Contact Information



Visit the *Alliance* website:
<http://allianceonline.org/cci.ipage>

Contact:
Brigette Rouson, Program Director
culturalcompetency@allianceonline.org

(202) 955-8410



Visit IISC website:
www.InteractionInstitute.org

Contact:
Andrea Nagel
anagel@interactioninstitute.org
617-234-2760

Cynthia Silva Parker
cparker@interactioninstitute.org
617-234-2765