



Powerful Tools for Stakeholder Engagement

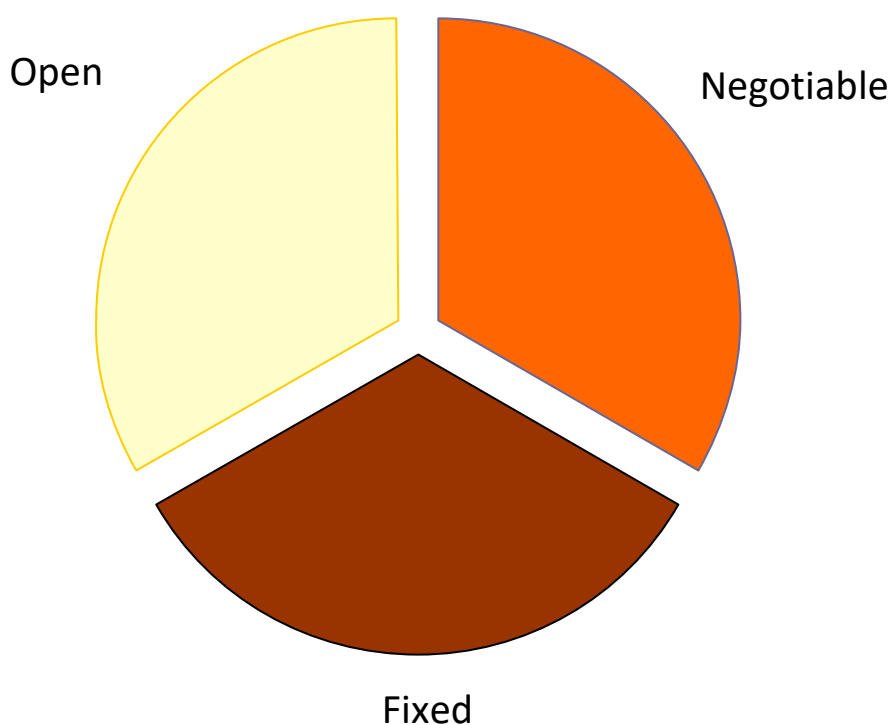
Workshop at the IAF Paris Conference, October 2017



What's open to influence? ¹

Fixed <i>We have a decision, technical aspect, view or responsibility that cannot be changed.</i>	Negotiable <i>We may have a preference or some criteria, but we are open to influence.</i>	Open <i>We have no opinion on this.</i>
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Another way is to represent what is open to influence as a pie chart – this provides a more visual way of showing what others can influence, and how big a 'slice of the pie' they really have:



Helping client teams to reach agreement among themselves about what is in each category at the start of a process can be very valuable.

The answers will change as the process gets underway – things which were 'negotiable' will become 'fixed' as decisions are made. Things which were 'fixed' may suddenly shift back to 'open' if new information is discovered or stakeholder reaction is extreme.

¹ Source: M77 Designing and Managing Stakeholder Engagement Manual, InterAct Networks / Environment Agency.



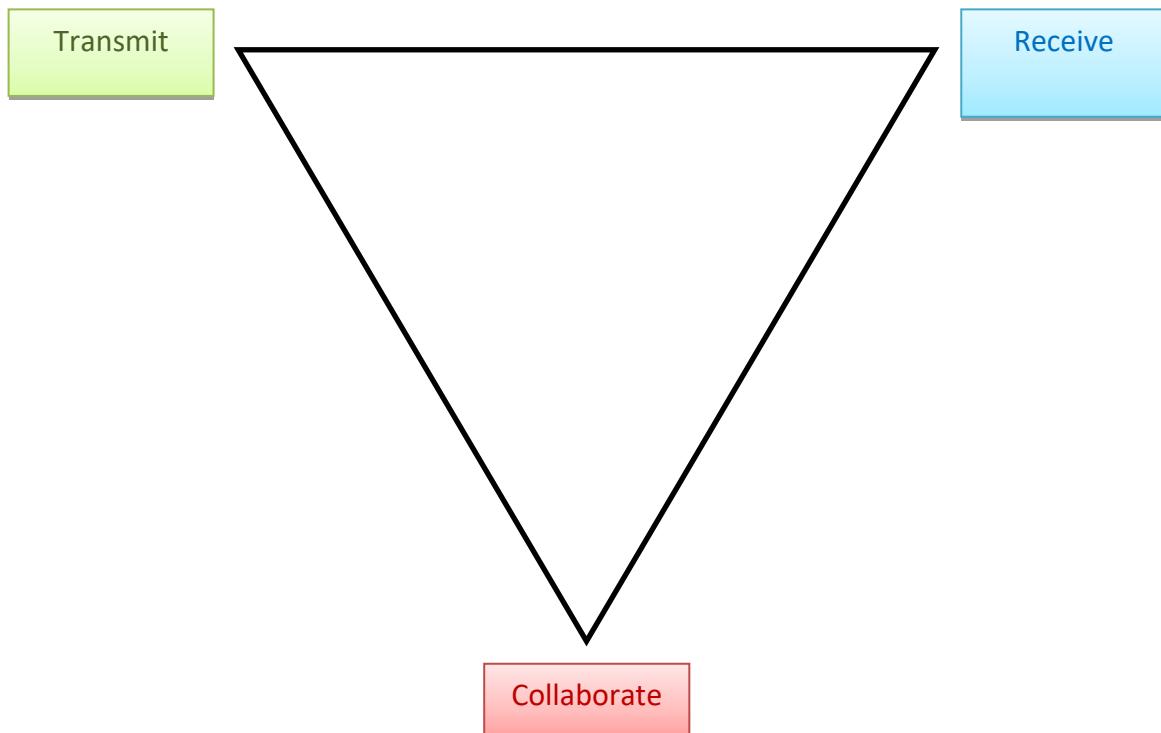
Engagement Aims

There are three core purposes of engagement:

You want to tell someone something - 'transmit'

You want to ask someone something - 'receive'

You want to collaborate with someone to create something new - 'collaborate'



Over the course of a project, there may be engagement aims at all three corners of this triangle. Different methods are best suited to different engagement aims. Different stakeholders may need to be engaged with different degrees of intensity and with different aims.

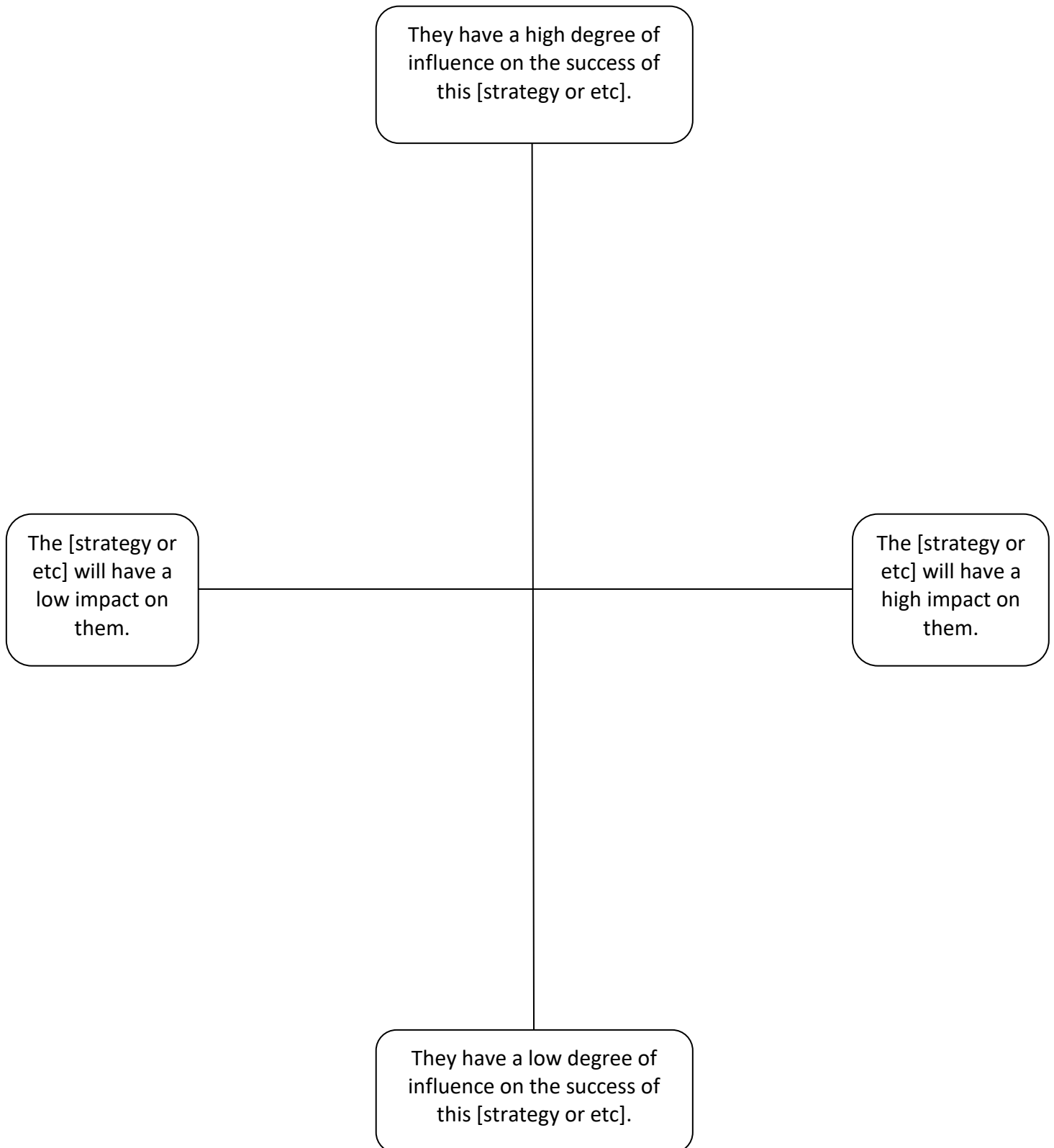
Sometimes known as the [Public Engagement Triangle](#), this way of understanding "engagement aims" was developed originally by Lindsey Colbourne as part of her work with the [Sciencewise-ERC](#), for the Science for All Follow Up Group.



Who are the people who will be affected by, or who have an interest in, the [strategy / topic / issue / decision / project / organisation / policy]?

Step 1: Identify all the people and organisations.

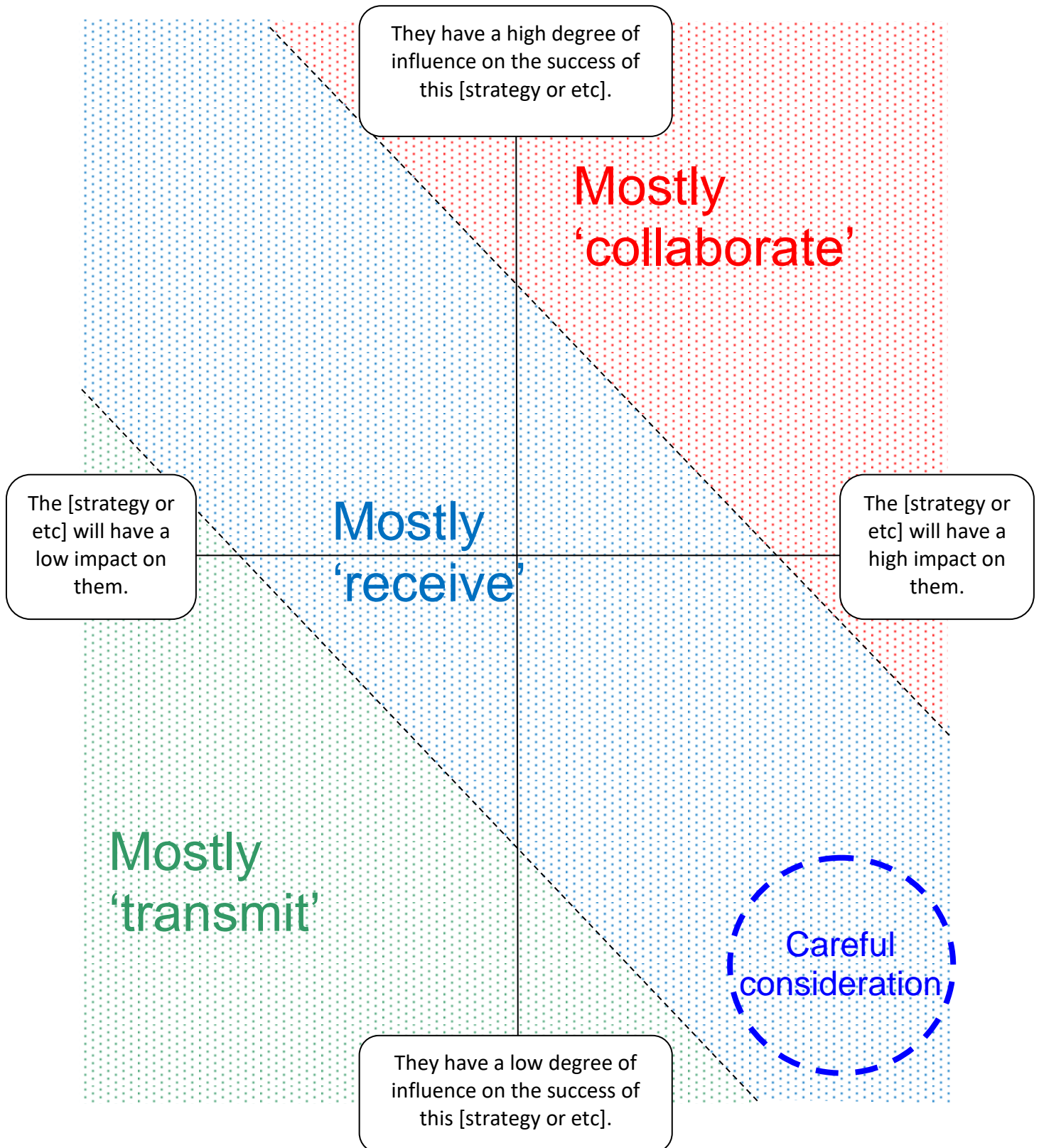
Step 2: Map them on this matrix, according to their degree of influence and the degree of impact on them.





Who are the people who will be affected by, or who have an interest in, the [topic / issue / decision]?

Step 3: Overlay the zones, to see which stakeholders need mostly 'transmit', 'receive' or 'collaborate' intensity of engagement.





Engagement Plan

Once you know what's open to influence, who the priority stakeholders are and the level of intensity with which you need to engage them, you can begin to plan the work more systematically.

Here's a template which helps.

Stakeholder	Transmit, receive, or collaborate?	Engagement aim(s) [related to 'what's open to influence']	When do we need to have engaged with them by, about this?	Methods to use