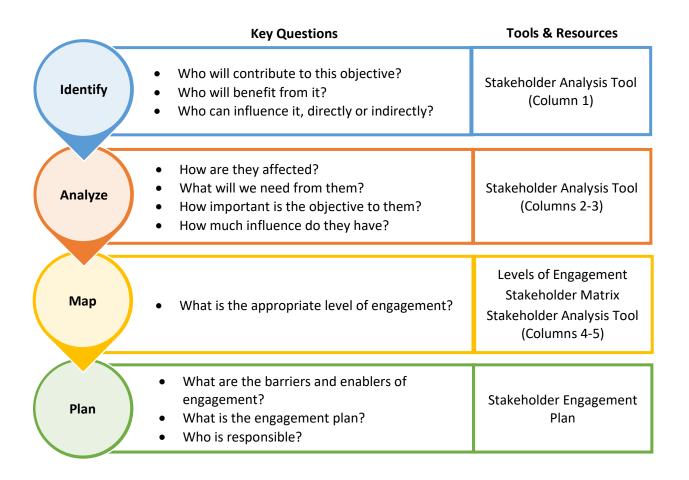# Stakeholder Engagement Process

Leaders can create readiness by:

- ✓ Consulting all stakeholders in the decision-making process
- ✓ Giving clear direction on the change
- ✓ Acknowledging and validating any concerns

Involving stakeholders in the selection and evaluation of an intervention:

- ✓ Helps create awareness
- ✓ Generates buy-in
- ✓ Identifies and acknowledges any resistance
- ✓ Aids in the assessment of need, fit, feasibility, capacity, and readiness

	Key Questions	**Tools & Resources**
Identify	• Who will contribute to this objective? • Who will benefit from it? • Who can influence it, directly or indirectly?	Stakeholder Analysis Tool (Column 1)
Analyze	• How are they affected? • What will we need from them? • How important is the objective to them? • How much influence do they have?	Stakeholder Analysis Tool (Columns 2-3)
Map	• What is the appropriate level of engagement?	Levels of Engagement Stakeholder Matrix Stakeholder Analysis Tool (Columns 4-5)
Plan	• What are the barriers and enablers of engagement? • What is the engagement plan? • Who is responsible?	Stakeholder Engagement Plan

Stakeholder Analysis Tool – Template

Step 1 – Identify	Step 2 - Analyze		Step 3 – Map	
Name of Stakeholder	Stake in Objective(s)	Input Needed	Importance of Objective(s)	Influence over Objective(s)
Stakeholder	*How does it affect them/their interests?*	*What do we need from them for the objective(s) to be realized?*	*How important is the objective(s) to them? [Low/High]*	*How much influence do they have? [Inform/Consult/ Involve/Collaborate]*

Centre for Effective Services (2019). Introductory Guide to Implementation. Retrieved from: https://www.effectiveservices.org/resources/introductory-guide-to-implementation

Step 3 – Levels of Engagement[1]

Effort ↑

Numbers ↓

Co-Creation
Two-way engagement to empower specific stakeholder groups affected by the work and often not included in decision-making to make decisions and take action

Collaborate
Two-way engagement with joint learning, decision-making and actions; partner in the process

Involve
Two-way engagement with limits to their responsibility; they are part of the process.

Consult
More limited part of the process – involved, but role is limited – stakeholders are asked questions and they respond

Inform
Using pull communication (information is made available and onus is on stakeholder to find it) or push communication (information is actively broadcasted to stakeholders)

[1]International Association for Public Participation (2018). Spectrum of Public Participation. Retrieved from: https://www.iap2.org/page/pillars

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Step 3 – Stakeholder Matrix

Importance of the objective to the stakeholder			
	High	Inform or Consult	Collaborate or Involve
	Low	Inform	Consult or Involve
		Low	**High**

Influence of the stakeholder over the objective

Stakeholder Engagement Plan – Template

Step 4 – Plan					
Stakeholder Name	**Level of Engagement**	**Potential Barriers to Engagement**	**Potential Enablers of Engagement**	**Engagement Plan**	**Responsibility for Engagement**
Stakeholder	☐ Inform ☐ Consult ☐ Involve ☐ Collaborate	Prompts: • *What could they lose?* • *Lack of connections to them?* • *External influences?* • *Have they previously expressed resistance?* • *Are they likely to be resistant?* • *Is significant effort needed from them?*	Prompts: • *How could they benefit?* • *Existing connections to them?* • *External influences?* • *Have they previously expressed interest?* • *Are they likely to be interested?* • *Is minimal effort needed from them?*	With the barriers and enablers in mind, identify engagement activities with associated timings and resources. Activity examples: • *Meetings* • *Phone calls* • *Press events* • *Letters* • *Newsletters* • *Websites* • *Advertising*	*Name of individual(s)*

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