

Are You Managing or Engaging Your Stakeholders?

Relationships are undervalued as a strategic investment.

Leading by Convening, 2014

A Management/Engagement Continuum

Stakeholder Management

Stakeholder Engagement



This infographic was developed by state and local agency staff and stakeholders working together as a follow up to the keynote session at CASE/NASDSE 2016 Conference. It is a grounding document for a set of activities around stakeholder management/engagement promoted by NCSI.

Are You Managing or Engaging Your Stakeholders? - A Self-Assessment

Power:

Change is leader driven. People are motivated by the leader.

1 2 3 4 5 6 7 8 9 10

Why do people engage?

Synergy:

Decision makers, practitioners, and consumers understand that collective influence changes outcomes.

Directed:

Leaders chart the path, make decisions, and empower others to take action.

1 2 3 4 5 6 7 8 9 10

How do people engage?

Interactive:

Leaders and stakeholders join together, build consensus, chart the path, and take action.

Formal:

Leaders communicate through official channels and fixed protocols.

1 2 3 4 5 6 7 8 9 10

How do people communicate?

Inclusive:

Leaders and stakeholders work together, share expectations, and give feedback on progress and challenges.

Authority:

Senior leaders drive decisions. Experts and specialists carry out the work. There is a technical approach to change.

1 2 3 4 5 6 7 8 9 10

What influences change?

Shared Responsibility:

Individuals with authority or expertise join with the groups that have influence and/or practice knowledge. There is both a technical and adaptive approach to change.

Reactive:

Leaders define the problems and the solutions.

1 2 3 4 5 6 7 8 9 10

How do people meet challenges?

Responsive:

Leaders engage with stakeholders to define challenges and understand potential approaches.

Formal Leaders:

Leadership is predetermined by position or title.

1 2 3 4 5 6 7 8 9 10

Who can lead change?

All Stakeholders:

Many stakeholders can lead aspects of change.