

# Building Coalitions and Partnerships through Stakeholder Engagement

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# Agenda

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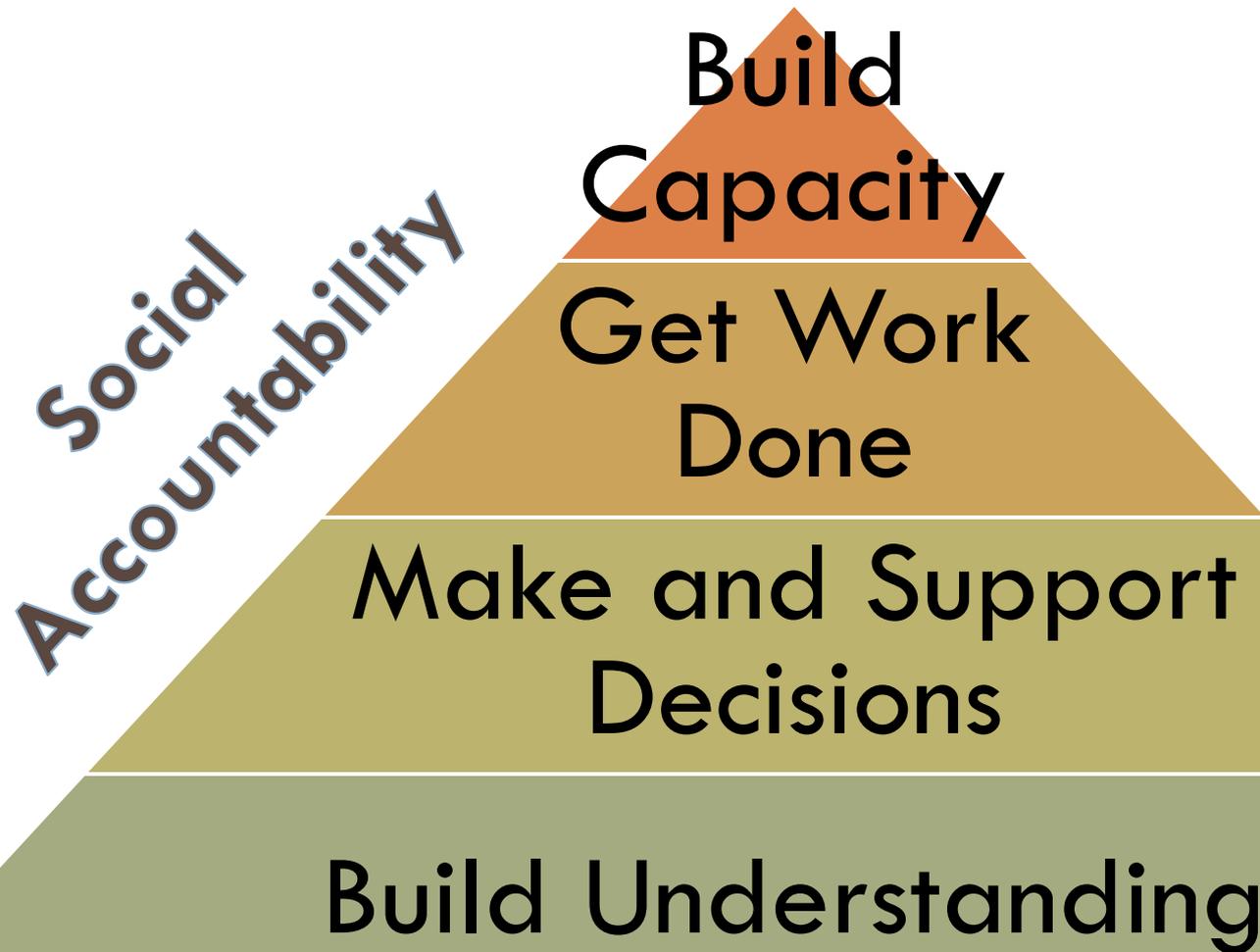
- Who are stakeholders and what is stakeholder engagement?
- Why is stakeholder engagement important?
- What principles should guide stakeholder engagement?
- What are the steps in stakeholder engagement?
  - ▣ Planning, Mapping, Inviting, and Engaging

# Stakeholders & Stakeholder Engagement

- Stakeholder: any person, group, or organization that can positively or negatively affect (or be affected by) the objectives or actions of an organization.
- How you define stakeholders is critical!
  - ▣ Affects *who* and *what* counts
  - ▣ Has normative and ethical implications
- Stakeholder engagement: an organization's efforts to understand and involve stakeholders and their concerns in its activities and decision-making processes

# Why Engage Stakeholders?

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# Principles for Stakeholder Engagement

- Inclusiveness
- Responsiveness
- Relevance
- Completeness
- Information
  - ▣ Is the stakeholder engagement process:
    - Genuine?
    - Fair and fully informed?
    - Meaningful?

# Spectrum of Stakeholder Engagement



**Increasing Level of Stakeholder Engagement  
(Shared Decision Making Authority)**

**Inform:**

**Knowledge  
about  
Decisions**

**Consult:**

**Being Heard  
before  
Decisions**

**Involve:**

**Having  
Influence over  
Decisions**

**Collaborate:**

**Forming/  
Agreeing to  
Decisions**

# Basic Steps of Stakeholder Engagement

1. **PLAN:** Think strategically about engagement and assess the landscape
2. **MAP:** Identify the key, primary, and secondary stakeholders
3. **INVITE:** Reach out to and recruit stakeholders
4. **ENGAGE:** Carry out activities with stakeholders

# Step 1: PLAN

## Understanding the System Context

- All stakeholder engagement unfolds in a dynamic *system context*
  - ▣ Numerous, layered, and interrelated attributes of broader environment:
    - Resource or service conditions
    - Policy and legal frameworks
    - Socio-economic and cultural characteristics of community
    - Network characteristics
    - Political dynamics and power relations
    - History of conflict

# Step 1: PLAN

## Think Strategically

### □ Internal Assessment

- What are your priorities and goals for engagement?
- What do you hope to accomplish?
- Where on the spectrum of do you want/need to operate?

### □ External Assessment

- Who are the different stakeholder groups?
- What are their needs, interests, values, views, and concerns?
- What are their resource and time constraints?
- What about their cultural, social, educational, economic, and political backgrounds will matter to or affect this effort?
- What information do they need and how will they access it?

# Step 2: MAP

## Identify & Engage Stakeholders

- Primary stakeholders
- Secondary stakeholders
- Key stakeholders
  
- Identifying Stakeholders
  - ▣ Need to include adequate representation of all interests to ensure consideration of all perspectives

# Stakeholder Mapping

- Ask the following questions to identify stakeholders:
  - Who are the key individuals?
  - Whose cooperation will **definitely** be necessary at this stage?
  - Whose **may be** necessary at this stage?
  - Who can block the accomplishment of our goals?
  - Who can support the accomplishment of our goals?
  - Who might block? Why?
  - Who might support? Why?

# Stakeholder Mapping

- For each stakeholder assess:
  - Power/authority/influence?
  - What's at stake?
  - Fears?
  - What's in it for them?
  - What is their blocking capacity?
  - How to neutralize?
  - How to engage?
  - Use direct/indirect approach?
  - Hot buttons?
  - What are their relationships? Who are their allies?
- Ask: What am I missing? What am I assuming?

# Stakeholder Mapping

## Importance & Influence/Expertise Grid

		Influence/Expertise	
		Low	High
Importance	High	Contributor (Customers/ Partners/Defenders)	Key Actor (Champions/ Promoters)
	Low	Least Important Actor (Apathetic)	Credible Contributor (Impartial/Could be champions)

# Step 3: INVITE

Reach out to Stakeholders

## □ **Inviting Participants**

- Sequencing Matters. Think about who to invite first.
- Get senior leadership and resources.
- Demonstrate your passion and enthusiasm.
- Identify and talk about the values involved and why they matter.

## □ **Some Tips**

- Personal invitations
- Substitutions
- Emphasis of invitations

# Political Rules for Leaders

- Learn who the veto holders are; find out their interests and concerns.
- Keep the gatekeepers informed and involved.
- Find out whether any key stakeholders are rivals; use that knowledge when deciding who to involve and how.
- Never surprise the key stakeholders.
- Avoid any appearance that the lead organization is in this to grab power or resources.
- Connect the engagement initiative to the agendas of key senior leaders; make it clear how the initiative can help them.
- Keep timing in mind.
- *Remember: people gain influence when they share influence and credit.*

# Step 3: INVITE

“Set the Table”

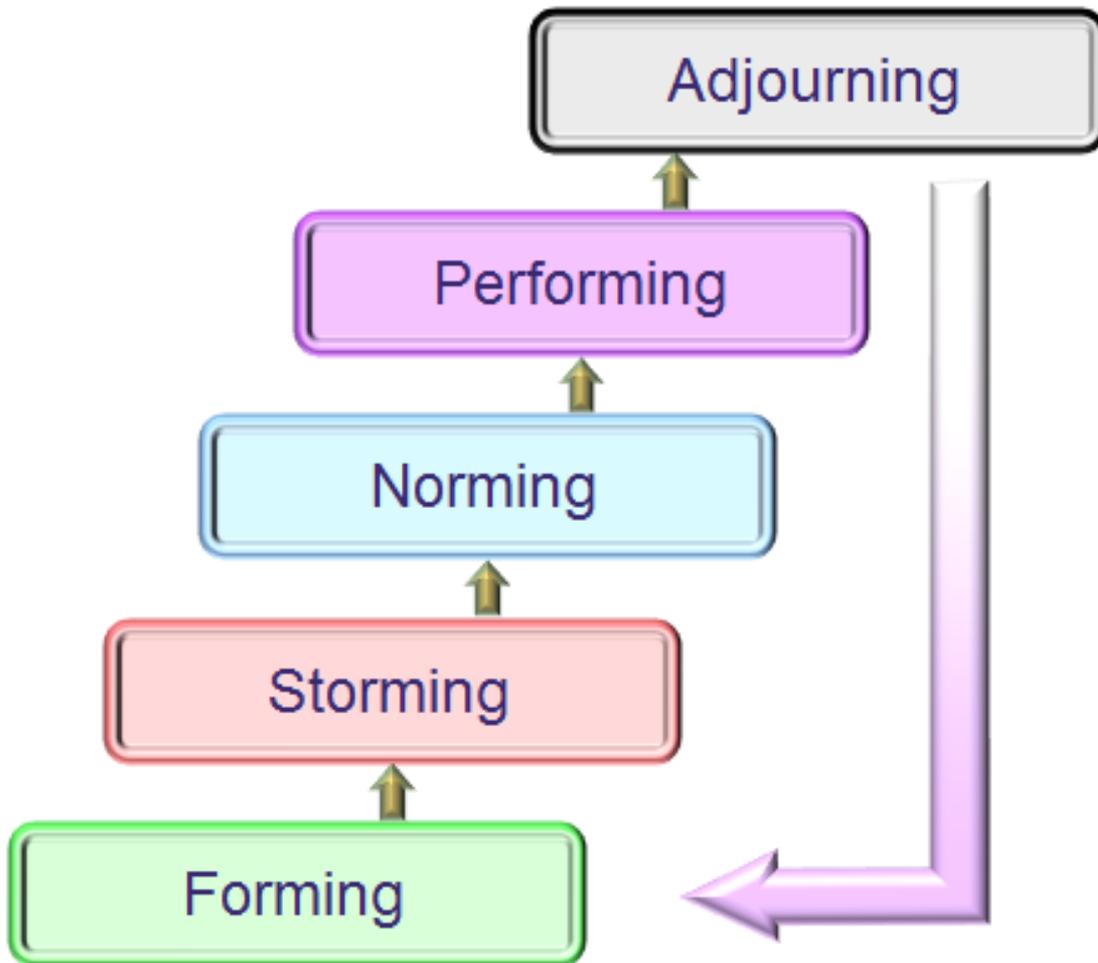
- Identify and provide the needed resources
- Address information needs
- Help participants prepare
- Create a climate for collaboration
- Establish communication channels with leaders and constituencies
- Provide staff and logistical support
- Develop and draft ground rules
- Develop a work plan and a process map
- Plan and hold an organizational meeting

# Step 4: ENGAGE

Moving from “Me” to “We”

- Theories of Team Development
  - ▣ Stakeholder engagement processes (as well as partnerships and coalitions) have to meet the needs of:
    1. The individuals at the table
    2. The team as a whole
    3. The home organizations represented by individuals
  - ▣ Four questions individuals ask before joining:
    1. Do I have something to contribute?
    2. Is this important to me and my organization?
    3. What are the chances for success? How likely is it that we will make progress?
    4. How will this project support or threaten my (an my organization's) core needs and interests?

# Stages of Group Formation (Tuckman)



- Using the Tool:
  - At which stage is your team?
  - How do you effectively move the team to the “performing” stage?

# Stages of Group Formation (Tuckman)

Stage	Activity
Forming	Direct the team and establish objectives clearly; might negotiate a team charter.
Storming	Establish process and structure; work to smooth conflict and build good relationships; provide support; remain positive and firm in the face of challenges.
Norming	Step back and help the team take responsibility for progress towards the goal; arrange a social or a team-building event.
Performing	Delegate; have a “light a touch”; start focusing on other goals and areas of work.
Adjourning	Celebrate achievements.

Thank you!



Questions  
or  
Comments?