Are You Managing or Engaging Your Stakeholders?

Relationships are undervalued as a strategic investment.
Leading by Convening, 2014

A Management/Engagement Continuum

**Stakeholder Management**

**Power:**
Change is leader driven. People are motivated by the leader.

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

**Formal:**
Leaders communicate through official channels and fixed protocols.

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

**Reactive:**
Leaders define the problems and the solutions.

**Formal Leaders:**
Leadership is predetermined by position or title.

**Stakeholder Engagement**

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

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

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

**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.

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

**All Stakeholders:**
Many stakeholders can lead aspects of change.

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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.

### Why do people engage?
1 2 3 4 5 6 7 8 9 10

### 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.

### How do people engage?
1 2 3 4 5 6 7 8 9 10

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

### Formal:
Leaders communicate through official channels and fixed protocols.

### How do people communicate?
1 2 3 4 5 6 7 8 9 10

### 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.

### What influences change?
1 2 3 4 5 6 7 8 9 10

### 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.

### How do people meet challenges?
1 2 3 4 5 6 7 8 9 10

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

### Formal Leaders:
Leadership is predetermined by position or title.

### Who can lead change?
1 2 3 4 5 6 7 8 9 10

### All Stakeholders:
Many stakeholders can lead aspects of change.