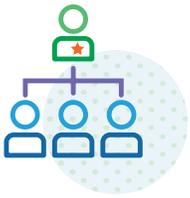# Are You Managing or Engaging Your Stakeholders?

A Management/Engagement Continuum

This document provides a continuum of leadership behaviors that describe stakeholder management and stakeholder engagement in order to help teams move to more intentional engagement of multiple views and perspectives.

Stakeholder Management

Organization controls which stakeholders are included and how they participate in the work.

Stakeholder Engagement

Multiple stakeholders are involved in shaping the work through shared leadership and consensus building.

Power:
Change is leader driven. People are motivated by the leader.
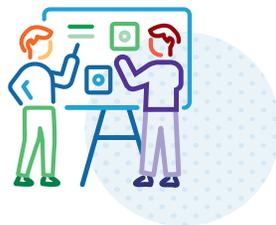
Why do people engage?

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

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

How to 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.
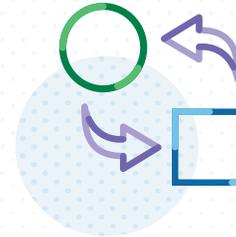
How do people communicate?

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.

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.

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.

Who can lead changes?

All Stakeholders:
Many stakeholders can lead aspects of change.

This document was developed through a partnership with CASE, NASDSE and a number of state and local agency staff and stakeholders working together as a follow-up to the keynote session at the 2016 CASE/NASDSE Conference.