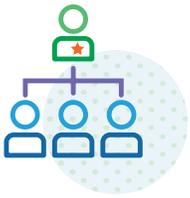


# Are You Managing or Engaging Your Stakeholders?

## 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:

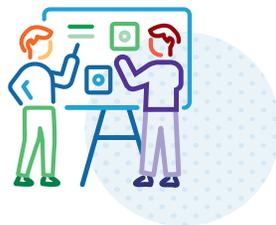
Decision makers, practitioners, and consumers understand that collective influence changes outcomes.

#### 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?** →



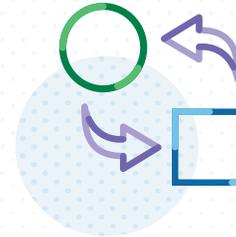
**Inclusive:**

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.

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