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WORKSHOP SERIES



Stakeholder Engagement

Dr. Margaret Burnett

Program Director, Corporate Environmental Program,
Faculty of Social Sciences, University of Hong Kong

Overview



- Hello
- Topic: Engaging with our stakeholders
- World Café: What do I want to ask my stakeholders
- Case sharing: Businesses do this too!
- Project teams
- Wrap up / Q&A

Stakeholders?

Who are they?:

- Individuals or groups of individuals with a “stake” or interest in the purpose and operations of the project / business / decision
- Individuals or groups of individuals who can impact or be impacted by the project / business operations / decision

R. Edward Freeman

<https://www.youtube.com/watch?v=17hnaKFjDU8>

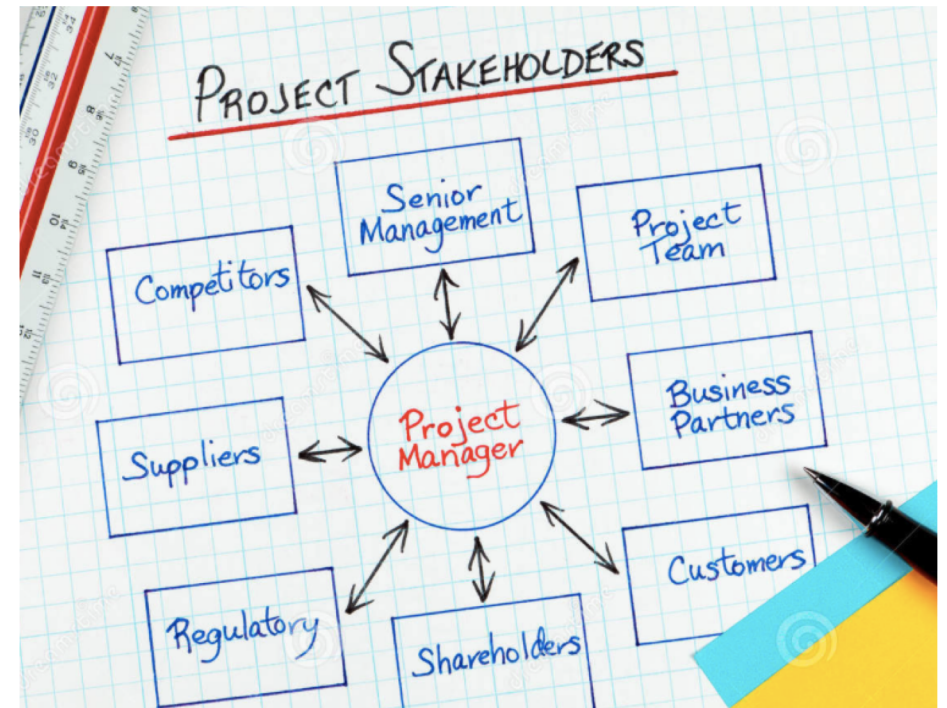




Why? Because projects have impacts

- To understand a problem and work toward solutions we need others to work with us, we need others because of their expertise, because they have an interest and because the risk /decision / impact affects them.....

- New Mine
- Project expansion
- New or retrofit a development
- New highway
- Employee benefits
- New product launch
- Changing a process or system



Principles: Respect for Stakeholder Interests



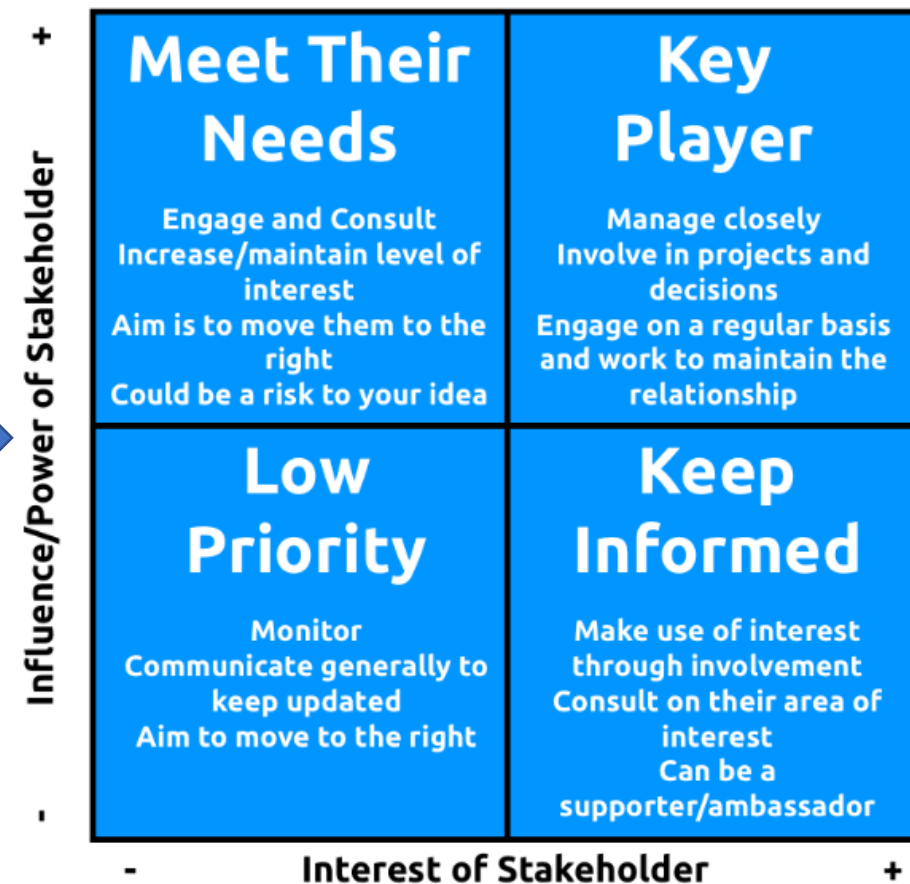
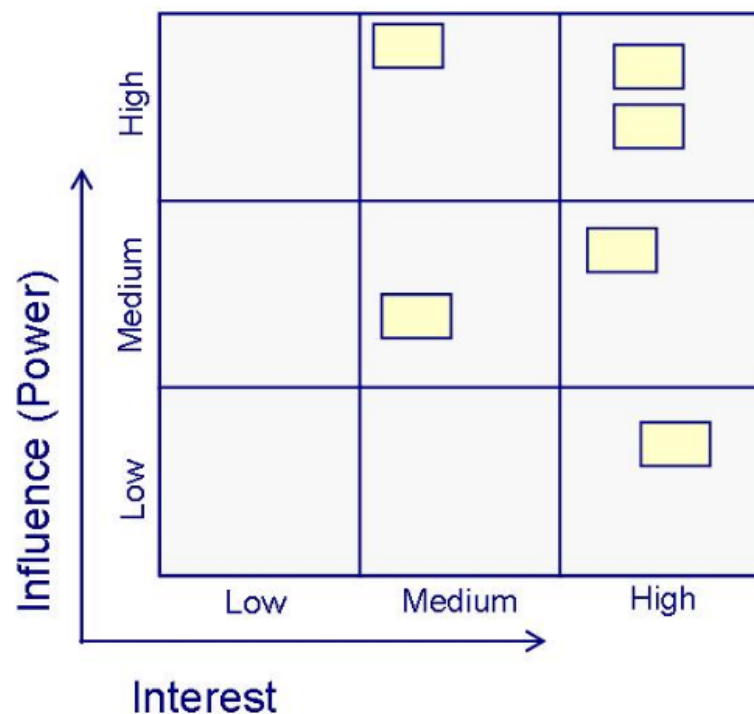
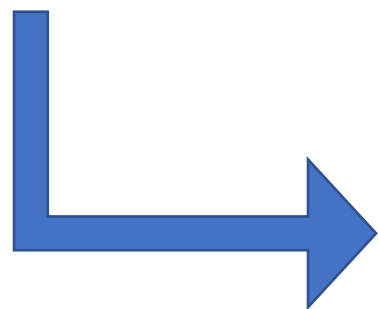
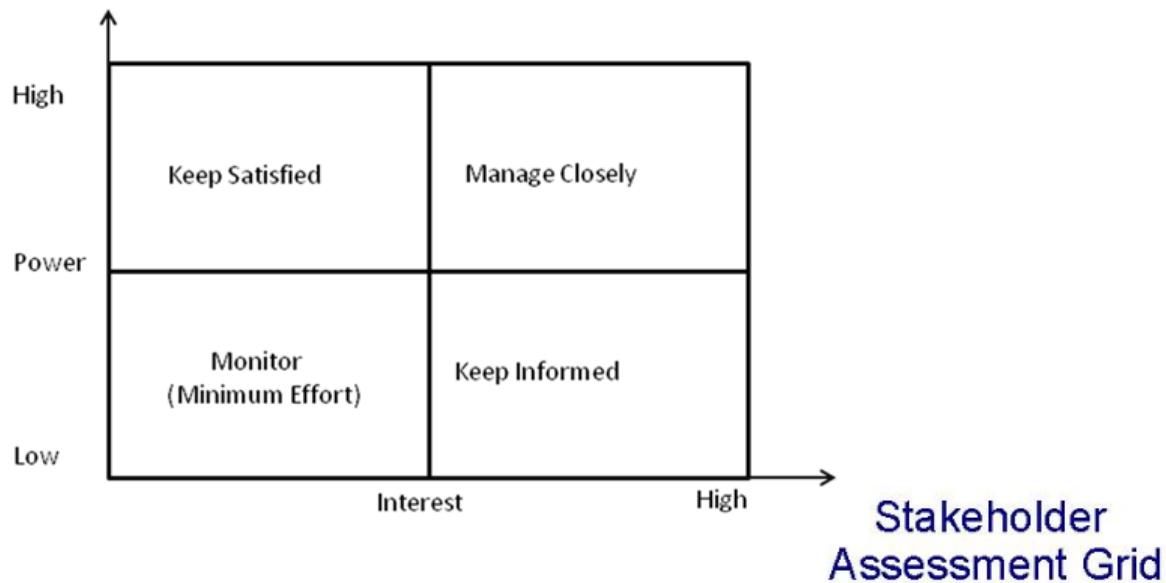
An organization should respect, consider and respond to the interests of its stakeholders

- Identify its stakeholders
- Respond to the **needs** of stakeholders
- Recognize the **legal rights** and **legitimate interests** of stakeholders
- Recognize that different stakeholders have different **capacities** to engage
- Recognize the broader interests of stakeholders in the context of sustainable development
- **Consider the views of stakeholders that may be affected by a decision even if they have no formal role in the governance of the organization.**

- Understanding who your stakeholders are, how they might be interested in or concerned about a project or action, is important to the success of the project.
- How your stakeholders could help or hinder is critical.



STAKEHOLDER	AIDS	BRAKES	DEGREE OF INFLUENCE	DEGREE OF INTEREST	OBJECTIVE	ACTIONS
Name and surnames or nickname ;)	How can he/she help us	How can he/she stop us	Evaluation from 1 to 5	Evaluation from 1 to 5	How we want to keep him in the project	Actions to be taken to achieve the objective



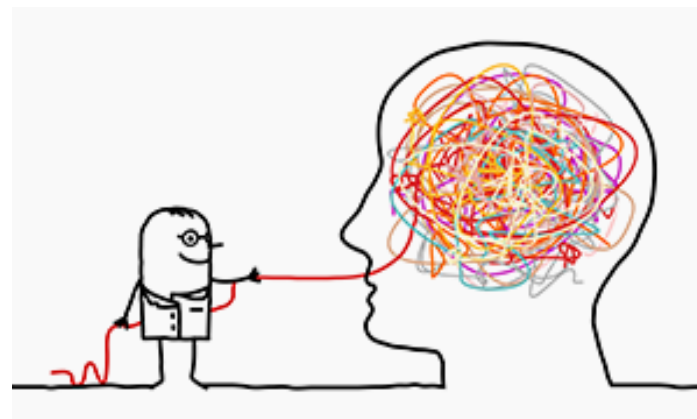
World cafe

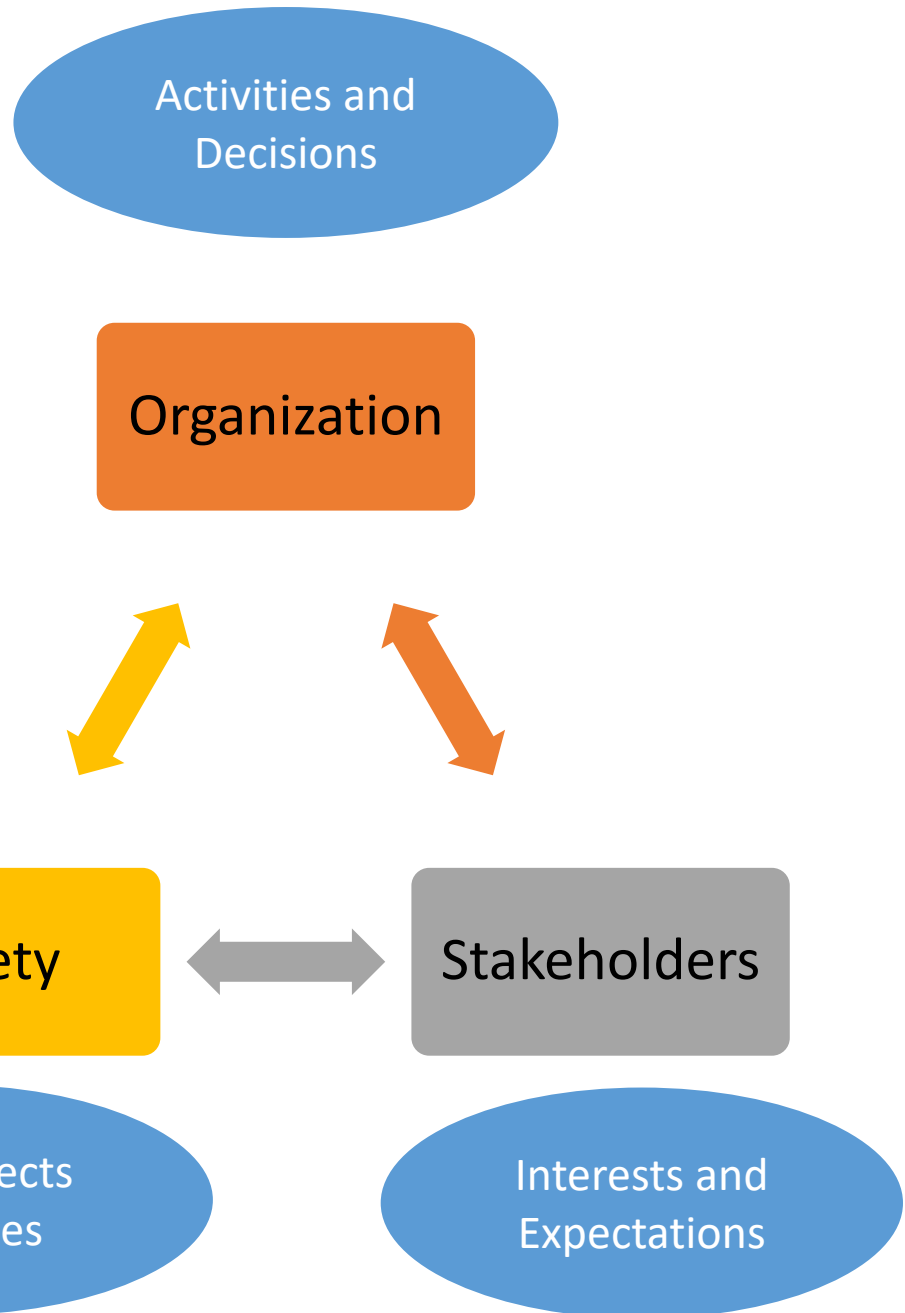
In your numbered groups

Think about the information they might have that you need to know?

What questions would you like to ask them?

Write those questions on the flip charts





Recognizing social responsibility

Recognize three relationships:

Between the organization and society, understanding society's expectations of responsible behaviour

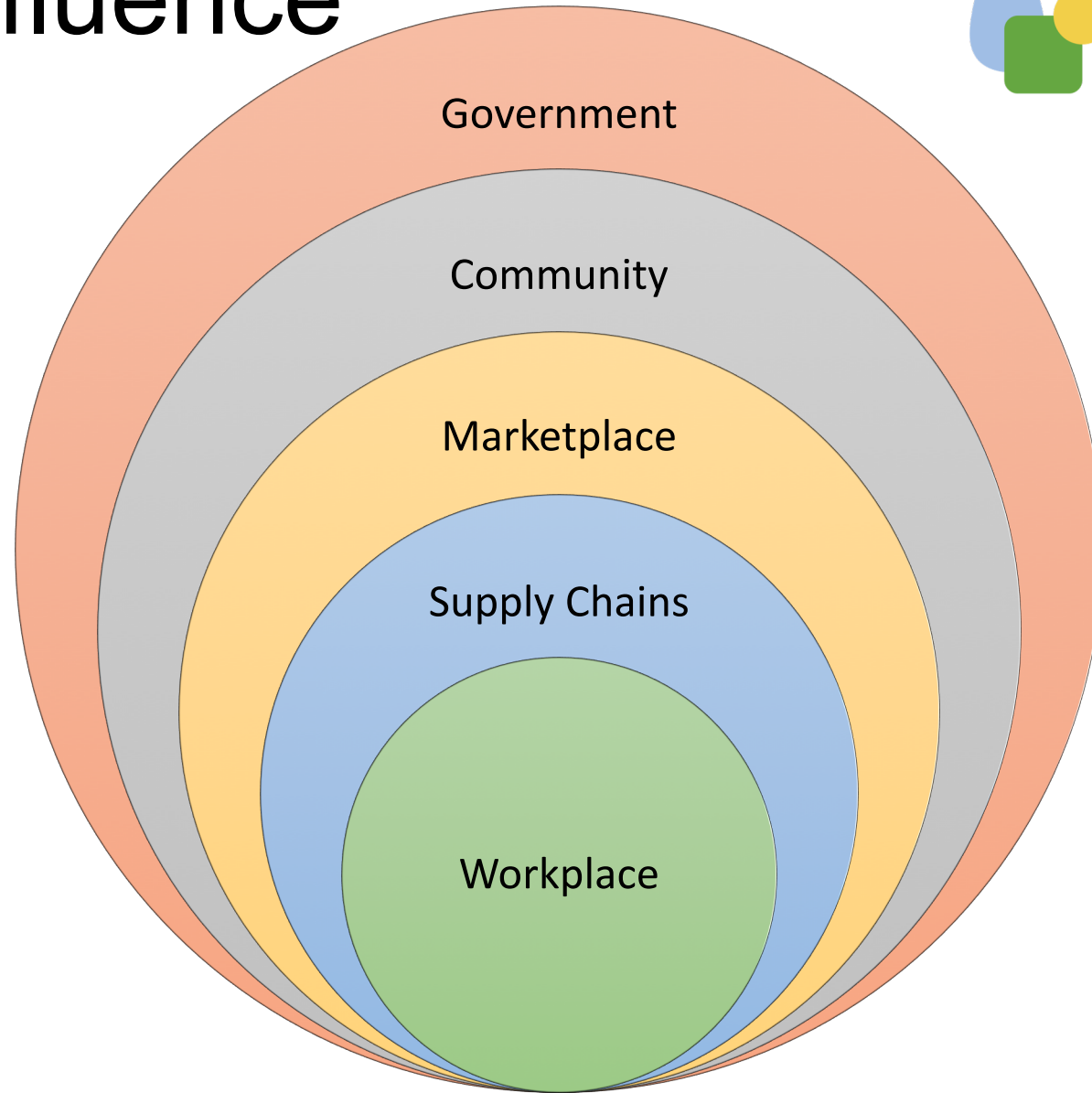
Between the organization and its stakeholders, understanding the actual and potential impacts on individuals and organizations

Between stakeholders and society that affect the organization and further interests of society

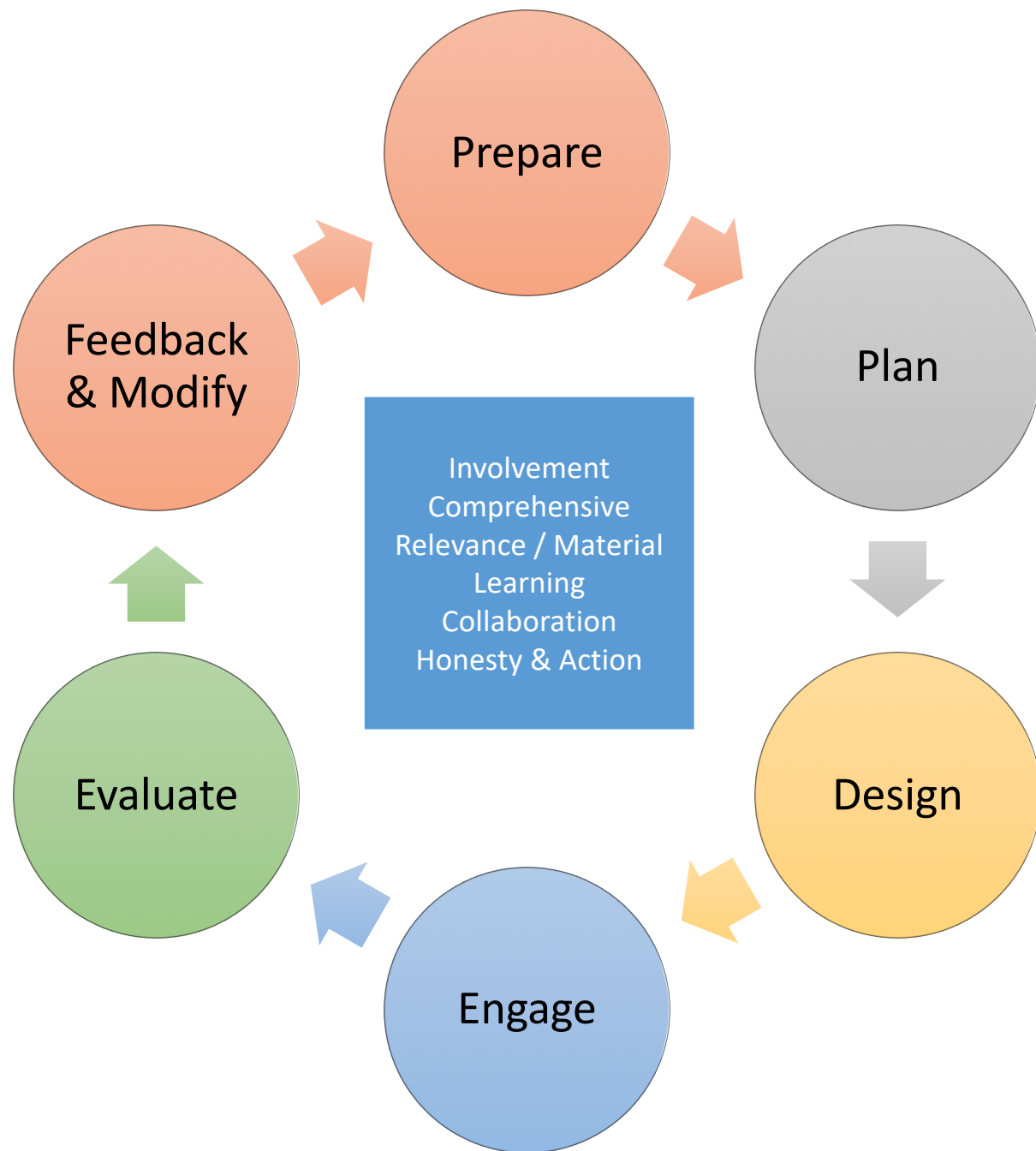
Spheres of influence

[and value chains]

Sphere of control
Sphere of influence
Sphere of interest



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Getting Started:

- Identify the Issue(s)
- Purpose of the Engagement
- Prioritise the issues
- Context of the Engagement

But, above all

- What are the desired outcomes, i.e. what is being sought from the process?

The benefits recognized by corporations

Engagement or Collaboration must be strategic and mutually beneficial



Project teams 1

Decide on one stakeholder to discuss in your group

Take a look at the questions for your top key stakeholder that you need to talk to for your project

Pull out key questions (in-group discussion) by quickly bringing out themes from the questions, using the questions as prompts, or using the exact question(s) listed.

Tips on formulating questions



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- **Know clearly your focus**
 - What do I want to know?
 - What kinds of information am I missing?
 - Is this more than a simple **YES** ✓ or NO question?
 - Am I going for much deeper knowledge?
 - What sources do I have to help me form my initial question?
- **Know your purpose**
 - Why am I asking this?
 - Do I want to gather facts or opinions?
 - Do I need simple clarification?
 - Do I want to offer a different perspective?
 - Am I looking for general or specific information?
 - What am I going to do with this information?

Once you've identified your focus and purpose, practice formulating some questions and try them out on your team mates, soft test them with teachers, parents. Keep refining them until they meet your focus and purpose and are simple to understand.

... More tomorrow on communications

Project teams 2

Think about this stakeholder: discuss how might they be interested in what you are doing, what are their working hours, what do you think their job is....

How would you approach this stakeholder? Identify how best to reach out and why is this the best way?

How would you build rapport?

If you want something from them, what can you do in return?

Keep notes

Tips on preparing



• Initial approach

- What do I know about this stakeholder?
- What kinds of information am I assuming this stakeholder has?
- Do I know someone who can introduce me?

• Appropriate ways to connect?

- Will email really work for this person?
- Is there a person through whom I must communicate to get to the person I want?
- Is face-to-face the best way? • • •

Think about the stakeholder and their needs & constraints

Then.....

When you reach that person, what will you say?

How do I make what I say to them interesting?

.... More tomorrow on communications

Note

The key point to understand is that there is no magic list of stakeholders. The final list depends on your project needs, its impacts, and the current engagement objectives—as a result it **will not** remain static.

Your list of stakeholders at any given time will change as the environment around you evolves and as stakeholders themselves make decisions or change their opinions or give you new insights.

Don't forget that the loudest stakeholders may not be your key stakeholders – quiet stakeholders can bring a great deal of value to the process



Last thoughts



- It's about being professional, courteous, respectful and ultimately building good relationships
- Keep practicing because you're never done, there's always more to learn.

“Take aways” from today

- Being able to identify stakeholder groups that are important to my project, and why;
- The importance of taking time to think about my questions;
- To make sure I have done my research and understood my stakeholder's possible needs / interests.



Thank You

Any Questions?