START HERE: WHAT ARE YOU AFRAID OF?

☐ LOSS OF CONTROL

Hint: Leave room for those affected by change to make choices.

☐ EXCESS UNCERTAINTY

Hint: Create certainty of process with clear, simple steps and timetables.

☐ SURPRISE!

Hint: Sprinkle hints of what may come and seek input along the way.

☐ LOSS OF FACE

Hint: Help people maintain dignity by celebrating collaboration.

☐ MORE WORK

Hint: Allow some people or time to focus exclusively on the additional work; build in extra time.

☐ RIPPLE EFFECTS

Hint: Consider all affected parties, however distant, and work with them to minimize disruption.

☐ PAST RESENTMENTS

Hint: Consider gestures to heal the past before sailing into the future.

☐ HAVING TO SAY NO

Hint: Be honest, transparent, fast, and fair.

☐ THINK ABOUT IT Does any of this truly go away if you ignore stakeholders and skip engagement efforts?
but as a genuine tool to generate meaning, increase relationships and to let stakeholder groups know that you care about issues important to them.

**KEY POINTS TO SUCCESSFUL Engagement**

- **EXPECTATIONS • WORDS MATTER**
  - **EXPECTATIONS: BUILD A TEAM**
    On-going dialog with internal and external stakeholders creates an atmosphere of trust and allows for faster identification and resolution to issues as they arise. In the end, you’ll get increased cooperation because those critical to successful implementation will be bought-in. A sincere engagement effort may even lead to new partnerships and ideas, and give leadership the input they need to feel more comfortable making the tough decisions.
  
  - **WORDS MATTER: MAKE THINGS CLEAR**
    Stakeholders want to know that their contributions and time are of true value to the project’s success, and that they, too, will derive a benefit from it. Thoughtfully crafted, intentional engagement opportunities characterized by precise communication help establish clear expectations for all. Effective communication resolves problems, unites people and increases support. This includes circling back to cite the influence and/or communicate results of stakeholder impact after the fact.

- **APPROACHABLE • DATA COLLECTION**
  - **APPROACHABLE: ACHIEVE DIVERSITY**
    Results will be more valuable if participating stakeholders are diverse. Don’t worry if not everyone agrees. If the purpose is to offer up different perspectives, present alternatives and mitigate risks for the good of the project, some opposition can be a great thing. Work hard to accommodate the constraints or conditions that influence participation: demographic expectations/bias, age, culture, and socio-economic impediments.

  - **DATA COLLECTION: PROOF OF CONCEPT**
    There is organizational benefit to promoting engagement supported by data. Effective data collection, analysis, and monitoring can help establish viability, isolate technical issues, and inform budgeting and other forms of internal decision-making processes; not to mention, opens the door to course-correct programs and policies more quickly, leading to cost efficiencies.