TOOLS FOR INTENTIONAL EXCELLENCE IN WORKING WITH EXTERNAL STAKEHOLDERS

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RULES OF ENGAGEMENT

- Be involved
- Be engaged
- Be prepared to be called upon
- Be open minded
- Be willing to “unlearn” learned behavior
OBJECTIVES

- What are External Stakeholders
- The Importance of Partnerships
- Interest of External Stakeholders
- The importance of the Private-Public-Partnerships (P3)
What are you looking to learn out today?

What are your expectations of Dr. Cockrell today?
WHO ARE EXTERNAL STAKEHOLDERS?

External Stakeholders

Interested parties, who don’t work for the county, but they indirectly affect the work of the county.

Do not participate in the day to day activities of the county however the actions or lack of actions influence the county.
KEY EXTERNAL COUNTY STAKEHOLDERS

- Business
- Advocates
- Community Activist
- Funders
- Community at large
- State Government
- Federal Government
WHY IDENTIFY & ANALYZE EXTERNAL STAKEHOLDERS INTEREST

It saves you from being blindsided by concerns you didn’t know about.

It strengthens your position if there’s opposition.

It increases the credibility of your organization.
EXTERNAL STAKEHOLDERS INTEREST

- Economics
- Social change
- Environment
WHEN SHOULD YOU INVOLVE EXTERNAL STAKEHOLDERS

If you want to involve stakeholders in a participatory process, mutual consensus is key.

If you want your process to be regarded as transparent, stakeholder involvement from the beginning is absolutely necessary.
HOW DO YOU IDENTIFY EXTERNAL STAKEHOLDERS

Brainstorm.

Get together with people in your organization, officials, and others already involved in or informed about the effort and start calling out categories and names.

Consult with organizations that either are or have been involved in similar efforts, or that work with the population or in the area of concern.
EXTERNAL Stakeholder Analysis

- High Influence, low interest (Latents)
- High Influence, high interest (Promoters)
- Low influence, low interest (Apathetics)
- Low influence, high interest (Defenders)
**EXTERNAL STAKEHOLDER ANALYSIS BREAKDOWN**

- **Promoters**: have both great interest in the effort and the power to help make it successful (or to derail it).

- **Defenders**: have a vested interest and can voice their support in the community, but have little actual power to influence the effort in any way.

- **Latents**: have no particular interest or involvement in the effort, but have the power to influence it greatly if they become interested.

- **Apathetics**: have little interest and little power, and may not even know the effort exists.
PROMOTERS

The high influence/high interest folks – are the most important here.

They’re the ones who can really make the effort go.

They care about and are invested in the issue.

If they’re positive, they need to be cultivated and involved.
THE LATENTS

High influence/low interest.

These are people and organizations largely unaffected by the effort that could potentially be extremely

You have to approach and inform them, and to keep contact with them over time.
THE DEFENDERS

Low influence/high interest.

Foot soldiers who stuff envelopes, make phone calls, and otherwise make an initiative possible.

They are also often among those most affected by an effort, and thus have good reason to work hard for or against it, depending on how it affects them.
1. Describe how the external stakeholder analysis breaks down within your county? Who are the real players and who are the pretenders?

2. Who would you describe following into the categories we just discussed? How do you identify who falls in what category?
DIVERSITY OF INTERNAL STAKEHOLDERS
PRIMARY AND SECONDARY DIMENSIONS OF DIVERSITY WITHIN A COUNTY
CULTURAL COMPETENCE AMONGST INTERNAL STAKEHOLDERS

- Acknowledge and accept differences in cognitive, behavioral, philosophical, social, and communicative styles
- Seek to understand; ask for clarification or reasons for the behavior
- Communicate policies, procedures clearly to employees if you are a manager
BENEFITS OF DIVERSITY OF INTERNAL STAKEHOLDERS

- Improved understanding of those you work for, with, and around.
- Creates a work environment that allows everyone to reach their full potential.
- Provides multiple perspectives on problem solving.
- Better performance outcomes.
1. Describe your county environment and office. Is it conducive for learning and working? How diversified are your team members?

2. What is the cultural competency of your internal working environment amongst departments?

3. What do you personally do to make the environment welcoming to other internal stakeholders? How do you know if the process is effective?
ARE YOU PART OF THE TEAM OR THE PROBLEM?
BENEFITS OF DIVERSITY OF EXTERNAL STAKEHOLDERS

- Improved understanding of those you work for, with, and around.
- Provides multiple perspectives on problem solving.
- Better performance outcomes.
- Improved customer relations.
- Reduces complaints and grievances.
CHARACTERISTICS OF AN EFFECTIVE TERNAL TEAM

• **Everyone knows their role**

• **Common Goals**

• **Clear roles and responsibilities**

• **Participation/Creativity**
Amongst your group members, list down what are common external challenges that you face that hinder the growth of strengthening your internal stakeholder population?
NO ONE IS PERFECT, KNOW THE LIMITATIONS
There are 3 factors that can destroy a team of internal stakeholders:

- Jealousy
- Lack of Confidence
- Cynicism
CONVEYING EFFECTIVE MESSAGES

- Clarity of purpose
- Communication skills of the sender
- Effectiveness of the message itself
- Appropriateness of the channel used
- Feedback
NON-VERBAL COMMUNICATION

- Project: Correct body language
- Make: Eye contact
- Use: Open-handed gestures
- Modulate: Tone of voice
BARRIERS TO EFFECTIVE COMMUNICATION AMONGST EXTERNAL STAKEHOLDERS

- Noise
- Time
- Lack of information
- Traditions
IMPORTANCE OF FEEDBACK TO EXTERNAL STAKEHOLDERS

- Feedback shows transparency to the public
- Feedback decreases external assumptions
- Feedback provides healing to external communities
- Feedback strengthens mutual consensus
Mobile technology empowers agencies to:

- Increase productivity
- Increase internal stakeholder morale
- Increase internal organizational awareness

Data is a Mission-Critical Necessity
FOUR STEPS FOR ENGAGING EXTERNAL STAKEHOLDERS

1. Learn their language, systems, and procedures
2. Be willing to “unlearn” learned behaviors
3. Be relational and transactional
4. Remain humble and assertive with internal team members.
What are your key takeaways from today’s session that you can go back to your respective offices and implement?
LAST WORDS TO PONDER

“When we feel a sense of belonging it is not because we are the same as everyone else, but because we have been accepted as we are.”