TOOLS FOR INTENTIONAL EXCELLENCE IN WORKING WITH INTERNAL STAKEHOLDERS

Dr. Rubin Cockrell
RULES OF ENGAGEMENT

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

- Diversity & Cultural Competency
- Teamwork & Teambuilding
- What are Internal Stakeholders
- The importance of the Internal Stakeholder role within county government
What are you looking to learn out today?

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

Employees that participate in the management and internal success & failure of the county.

Dedicated to providing services to county.

Highly affected by the decisions, performance, profitability and other activities of the county.

Set the tone of the county based upon actions or lack of actions.
INTERNAL COUNTY STAKEHOLDERS

Legislators

Federal and state or provincial representatives

Senators who introduce and pass laws and generally control public budgets at the federal and state or provincial levels.

Governors, mayors, city/town councilors, selectmen, etc.

The executives that carry out laws, administer budgets, and generally run the show

Local board members.

Boards of health, planning, zoning, etc., through their power to issue permits and regulations, can be crucial allies and dangerous opponents.
WHY IDENTIFY & ANALYZE INTERNAL STAKEHOLDERS INTEREST

- It puts more ideas on the table.
- It includes varied perspectives from all sectors and elements of the community affected.
- It’s fair to everyone.
- All stakeholders can have a say in the development of an effort that may seriously affect them.
WHY INVOLVE INTERNAL STAKEHOLDERS

- Builds trust and support for the process and product
- Shares responsibility for decisions or actions
- Creates solutions more likely to be adopted
- Leads to better, more cost-effective solutions
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?
CHARACTERISTICS OF AN EFFECTIVE INTERNAL TEAM

• **Everyone knows their role**

• **Common Goals**

• **Clear roles and responsibilities**

• **Participation/Creativity**
INTERNAL STAKEHOLDER TEAM BUILDING

- It means hiring people who can work well together
- It means developing a shared vision and commitment
- It means developing rules of engagement that determine objectives, milestone and goals
Amongst your group members, list down what are common internal 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 INTERNAL STAKEHOLDERS

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

- Feedback is a tool for continued learning
- Feedback can improve performance
- Feedback can motivate
- Feedback is effective listening
TECHNOLOGY AND COMMUNICATION TO INTERNAL STAKEHOLDERS

Data is a Mission-Critical Necessity

Mobile technology empowers agencies to:

- Increase productivity
- Increase internal stakeholder morale
- Increase internal organizational awareness
FOUR STEPS FOR ENGAGING INTERNAL STAKEHOLDERS

- Learn their language, systems and procedures
- Be relational and transactional
- Be willing to “unlearn” learned behaviors
- 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.”