

Workshop Facilitating Techniques on Stakeholder involvement

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Stakeholder involvement

- Theoretical perspective:
 - Why?
 - What?
 - How
- Practical Experience: Theory U -> Process U

Stakeholder involvement – Why?

Emergent attention for Stakeholder engagement:

- Changing Governance -> need for more participatory forms
- Human Societies are complex adaptive systems
- Human mind is astounding
- Better understanding of innovation and collaboration

Why?

- Legitimation of policy
- Support for decisions
- Enhancing innovation (Knowledge of the crowd)

Or: for what purpose:

- Problem focused
- Conflict focused
- Opportunity focused

What?

Stakeholder involvement does not “just happen”

-> Design the process:

- Initiate
- Adaptive Planning
- Collaborative Action
- Reflective monitoring

How?

- Design the process
- Use tools & techniques

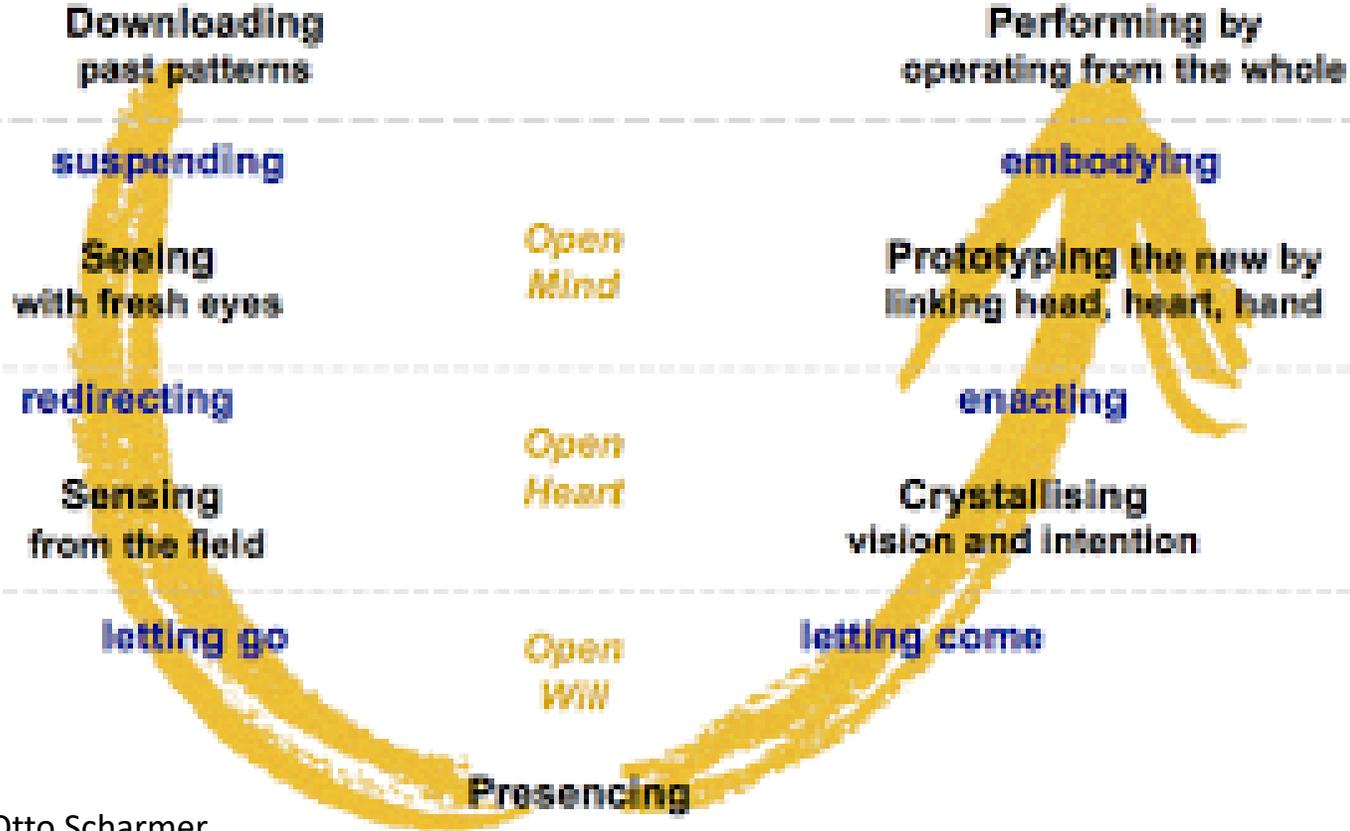
Tools themselves are just what they are: tools

Use them situational: what is the best tool for this purpose and for those people

Critical reflections

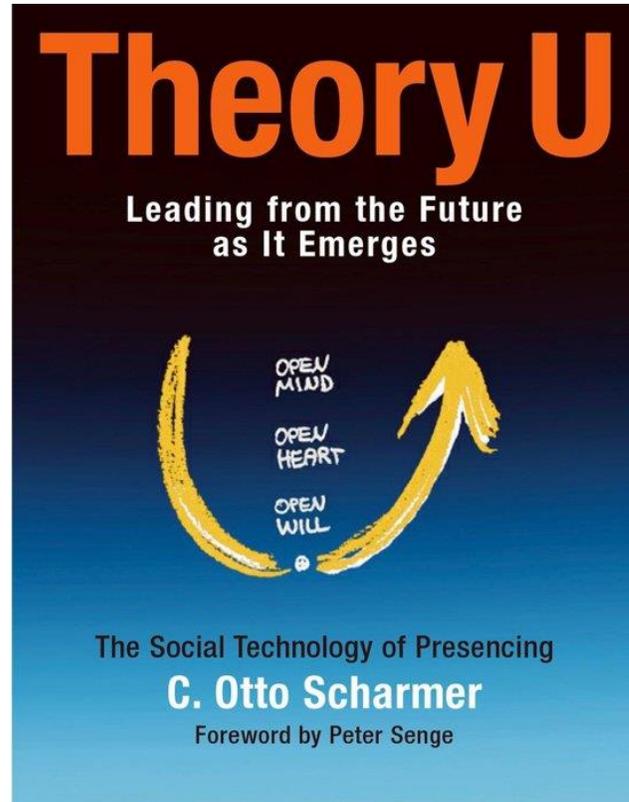
- The word “Stakeholders”: suggest specific framing of the issue & set expectations of behavior
- Overly technical approach : apply calculated techniques which tend to overlook the influence and importance of social structures, which were historically evolved and constructed.
- Do not use participation as a technique to exert control over people
- Is outcome really open?
- Stay connected and use shared language

Experience Theory U



Source: Otto Scharmer

Recommended:



“Failure to see is the biggest barrier towards tackling your challenges”

(Otto Scharmer)

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