2018 Online KT Conference:
Engaging Ways to Engage Stakeholders

Hosted by AIR’s Center on KTDRR

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Have You Selected, Connected, and Nurtured Your Stakeholders Effectively?
Hello!

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Session Overview

1. What is impact?
2. Partnerships and collaboration
3. Stakeholder engagement — who, how, and when
4. Behaviour styles and preferences
5. Measuring success
Impact shows that people knew what to do with the knowledge you shared.”

— Dr Melanie Barwick
Impact requires...

- Engagement with relevant stakeholders
- Co-creation of research and outcomes
- Working in partnership
- Deliverables that are relevant, useful, and usable
- Ongoing relationships
Partnerships and Collaborations
Why collaborate?

- Collaboration is a major component of most research productivity.
- Research collaborations may also assist you in extending your research into other research discipline areas.
- Collaboration with an individual or a group of international renown will certainly raise your profile both nationally and internationally.
Why collaborate or involve partners/stakeholders?

- Varied perspectives, worldviews, and context
- Creating product to market fit — relevance
- Gain buy-in and support
- Strengthens position against opposition
- Increases credibility and chances of success
- Access to different grants and alternative funds

“Alone we can do so little; together we can do so much.” — Helen Keller
But first... connection

Image source: Pixabay.
You are the sum of the five people closest to you.

Make it count.
Networks

- “Just Like Me” convenience networks
- Strength in “weak ties”
Benefits of Building Your Network

▪ Having a well-rounded network of both academic and non-academic people in your network makes collaboration easier.
▪ Gives you opportunities to build trust before you need or ask for something.
▪ Gives you access to other people’s networks!
Kinds of Networks

Three kinds of networks:

- **Operational** — relationships with people at work that allow you to get today’s work done
- **Personal** — relationships of your choosing; people you like to hang out with informally
- **Strategic** — (most important) relationships that help you envision your future, sell your ideas, and get the information and resources you need

Source: Herminia Ibarra – INSEAD Business School
Great Strategic Networks

They are:

- **Broad** — connected to a diverse range of people
- **Connective** — linked or bridged across people and groups that would not otherwise connect
- **Dynamic** — responsive and adaptive, growing as you grow

*Start early and take a long-term view to building your network*

Source: Herminia Ibarra, VMware Women’s Leadership Innovation Lab, Stanford University.
Connect to People You Need

You may know who you need but don’t know them yet.

- Do they exist anywhere in your network? Who might know them?

- Other strategies to meet them:
  - Live networking — conferences, meetups, etc. (future options)
  - Social media — LinkedIn, ResearchGate, Twitter
  - Cold calling/emailing
  - Groups that exist and meet regularly
The Approach to Connecting

- Referral
- Credibility
- What’s in it for them?
Now... we can collaborate
Stakeholder Identification
Who Are Stakeholders?

- Stakeholders are actors who can influence or be affected by a certain problem or action.
- For an organisation, for example, stakeholders are any group or individual who can affect, or who are affected by, the achievement of the organisation’s purpose.
- Useful to categorise stakeholders into primary or secondary depending on whether they are immediately affected by, or can immediately affect, the system.

Stakeholder Identification

- Identification by experts
- Identification by self-selection
- Identification by other stakeholders
- Identification using checklists

Key Questions in Stakeholder Identification

- Who are potential beneficiaries?
- Who might be adversely affected?
- Who has existing rights?
- Who is likely to be voiceless?
- Who is likely to resent change and mobilise resistance against it?
- Who is responsible for intended plans?
- Who has money, skills, or key information?
Developing Partnerships: Using the Partnership Canvas
The Building Blocks of a Partnership

• What will be the purpose of the partnership?
  ▫ Ask yourself how you can contribute to a better, more complete experience for your partner.
  ▫ Does this relate to aspects of availability, convenience, speed, price, performance of their industry services and processes?

The Partnership Canvas

Image source: Pixabay.
Desired Value

Based on your purpose, you can select partners that have the value you desire.

Value Offer

• What is your contribution to the partnership?
• What do you provide that complements and enhances the value for your partner?

Note: if there is no mutual value, then it is the wrong partner!

Transfer Activities

- This demands clarification on how you will connect the desired and offered value.
- Through what collaboration activities or through what form will these values be connected?

Does this partnership enable you to create a new form of value that you can utilise to innovate or leverage an outcome for your research?

- Knowledge
- Products
- Services

Stakeholder Engagement

Image source: Pixabay.
When will you engage your stakeholders?

- Possibly different times or stages depending on the project or stakeholder
- What is the degree of engagement?
  - Initial — from conception to grave
  - Early — after conception to grave
  - End — Dissemination/Project end only
  - Beyond the project (ongoing/extended)
Consider – Power versus Interest of your stakeholders
Stakeholder Roles/Degree of Engagement

A stakeholder’s role in the research process is often dictated by the stage of the research process in which their participation is wanted;

- Conceptualisation — priority setting
- Production — designing collaborative projects
- Dissemination — creating translation strategies
- Utilisation — involved in uptake

- the time commitment required;
- the alignment between decision-maker expertise and the research program; and
- the presence of an already existing relationship.

Roles and Responsibilities of Stakeholders

▪ Ask stakeholders how they would like to be involved.
▪ What skills, capacity, and resources can they bring to the project?
▪ Active engagement and participation — don’t let it be a passive relationship.
How will you engage your stakeholders?

Map available tools to identified stakeholders.
Consider:

- High interest/high power activities
- Low interest/low power activities
- High interest/low power activities
- Low interest/high power activities

Source: Kahootz.com
Understanding Stakeholders

Image source: Pixabay.
Understanding Behaviour

- Working with people is difficult.
- Understanding a person’s preferences for communication and information can help.
- Need to understand yourself first to understand others.
Understanding your stakeholders
- What is their behaviour style and how will you approach them?

For more information on DISC theory, visit [https://discinsights.com/disc-theory](https://discinsights.com/disc-theory).
What is YOUR preference or style?

- Draw these axes on a blank page.
Work out your style

1. What is your PACE when communicating? Where do you fall on the line?

Outgoing – Action Oriented – Active – Fast-paced – Assertive – Dynamic - Bold

Quick

Deliberate

Reserved – Pause before acting – Thoughtful – Moderate paced – Calm – Methodical - Careful
Work out your preferred style

2. What is your PRIORITY when communicating?
Again, where on the range do you fall?

Task
• Questioning
• Logic-focused
• Objective
• Sceptical
• Challenging

People
• Accepting
• People-focused
• Empathising
• Receptive
• Agreeable
Your preferred style
Outgoing – Action Oriented – Active – Fast-paced – Assertive – Dynamic - Bold

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Dominance

Influence

Steadiness

Conscientiousness

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Knowledge Translation Australia
Overview of the Styles

Image source: Pixabay.
D – Directing –
Dominant

- Direct and decisive; sometimes described as dominant.
- Prefer to lead than follow, and tend towards leadership and management positions.
- Usually have high self-confidence and are risk takers and problem solvers, which enables others to look to them for decisions and direction. They tend to be self-starters.
- Direct and time-conscious.
- Be concise.
- Answer *what*, not *how*.
- Bottom line: “No fluff.”
I – Influencing

- Influential and inspiring.
- Not afraid to be the centre of attention.
- Enthusiastic, optimistic, talkative, persuasive, impulsive, and emotional.
- They trust others naturally, truly enjoy being around others, and function best when around people and working in teams.
- Spare the detail; focus on the big picture.
- Socialise.
- Follow up.
- Show excitement/enthusiasm.
- Socialise with them; be excited about what you are telling them.
C – Cautious – Compliant

- Accurate, precise, detail-oriented, and conscientious.
- They think very analytically and systematically and make decisions carefully with plenty of research and information to back it up.
- Very high standards for both themselves and others. Because they focus on the details and see what many other styles do not, they tend to be good problem solvers and very creative people.
- Proof and testimonials — peer review publications and awards.
- Prepared and structured.
- Answer *how* and *why*.
- Address areas of concern.
S – Steady or Stable

- Steady, stable, and predictable.
- Even-tempered, friendly, sympathetic with others, and very generous with loved ones.
- The S is understanding and listens well. Preferring close, personal relationships, the S is very open with loved ones but can also be possessive at times and hold them close.
- Earn their trust (tell them about yourself).
- Slow and easy, open-ended questions.
- Give opinions.
- Reassure; they never want to be the first.
How to spot someone’s preferred style

- Draw these axes on a blank page.
How to spot someone’s preferred style

1. What is their PACE when communicating? Where do they fall on the line?

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Deliberate
How to spot someone’s preferred style

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55
When might you use this?

- When things are not going well with stakeholders.
- When delivering knowledge to stakeholders.
Are you nurturing your relationships?

Image source: Pixabay.
“The building of trust, respect and rapport can be more potent than logic and more compelling than evidence”

Perspective...

Needs and Wants

NEEDS are things we perceive that people want or should do. Based on our personal values and beliefs (our lens).

WANTS are things that people are willing to commit to and are ready to do. WANTS drive the behaviour to make decisions.
Evaluate the effectiveness of your partnership with your stakeholders

VicHealth Partnerships analysis tool

- It is designed to help organizations:
  - develop a clearer understanding of the range of purposes of collaborations;
  - reflect on the partnerships they have established; and
  - focus on ways to strengthen new and existing partnerships by engaging in discussion about issues and ways forward.
Evaluate your impact on stakeholders

1. You managed your relationships and everyone survived.
2. Working in partnership, you solved a problem for your partner.
3. The stakeholders are willing to keep working with you.
Elements of successful impact

No indicators — you don’t know what change is happening or change that you are measuring.

No evidence to show that impact happened.

Demonstrate high impact.

No activities — how will you translate or share the evidence?

Source: Diagram created by Dr. Tamika Heiden.
Thanks!!

Any questions?
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Or email theiden@ktaustralia.com
Disclaimer

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