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Strategic Stakeholder Engagement

Creating conditions for sustainable collaboration and innovation

A 2-day workshop with an additional day for online and telephone follow-up, and coaching.

Ingrid Richter PhD CODI Academic Director

Ray Gordezky CODI faculty member

Date TBA

Fee: \$1500

As partners in [Threshold Associates](#), Ingrid and Ray have over 25 years experience designing and facilitating stakeholder engagement initiatives. Through their work they have come to believe that although various forms of “stakeholder engagement” are important to the success of specific organizational/community goals or initiatives, ***strategic stakeholder engagement*** is critical to the long-term growth and success. This means developing approaches that engage stakeholder interests and values while addressing complex challenges arising in today’s global context.

This program will provide a practical set of frameworks and strategies and will use a hands-on approach to understanding how to develop and sustain stakeholder relationships that will provide leverage to any organization’s mission.

Strategic Stakeholder Engagement:

Creating conditions for sustainable collaboration and innovation

Organizations with continuous and productive stakeholder relationships develop more innovative responses to complex issues, show faster adoption of new ideas, and collaborate more quickly in response to new challenges.

Finding effective responses to today's complex challenges – from brokering agreements on emissions targets, collaborating on food safety standards, or involving citizens in the creation of sustainable communities – requires productive, lasting stakeholder relationships. Developing these relationships takes a deliberate and thoughtful approach that goes well beyond existing consultation methods.

In this two-day, interactive workshop you will learn a framework and practical methods for understanding, planning, and facilitating productive stakeholder collaboration.

Beyond Consultation Meetings and Focus Groups

Threshold's *Strategic Stakeholder Engagement (SSE)* process is much more than a set of consultations or focus groups. Strategic Stakeholder Engagement is based on work we have carried out locally, nationally and internationally, and across private, public and non-profit sectors. This work has led us to develop the "**Threshold Engagement Spiral®**," a "whole system" approach that creates the conditions for productive and long-term stakeholder engagement.

Program Overview

The program is a hands-on learning experience designed to address your specific questions. SSE is designed for leaders and practitioners who are working on complex change initiatives, undertaking an engagement strategy, or experiencing conflict or crisis involving multiple stakeholders. Past participants have found it particularly useful to bring along a current stakeholder engagement challenge to work on.

This program will address the following questions:

- *What is Strategic Engagement and how does it differ from other forms of stakeholder participation?*
- *How do I go about developing a practical and comprehensive engagement strategy?*
- *What methods and processes can I use to create self-managing stakeholder networks?*
- *How do I facilitate strategic engagement?*

The Strategic Engagement program has 3 components:

1. One 2-day face-to-face intensive session
2. Two, 2-hour on-line/phone conference peer learning sessions
3. Two, individual one-hour coaching sessions

*People who work together will win,
whether it be against complex football defences,
or the problems of modern society.”
~Vince Lombardi~*

Practical Frameworks and Methods...

Benefits of Threshold's Strategic Stakeholder Engagement program include:

- Exposure to leading edge theory and practice on Stakeholder Engagement;
- Opportunities to work on mapping stakeholder networks as well as drafting your strategy with advice from experts;
- Insights on how to design and facilitate stakeholder meetings that will ensure better quality participation from stakeholder representatives;
- Establishing a network of peers who will support each other with ideas and advice through follow up meetings on line;
- Examples and cases of strategic stakeholder engagement.

*It is not a question of how well each process works,
the question is how well they all work together.
~ Lloyd Dobens~*

Who Should Attend

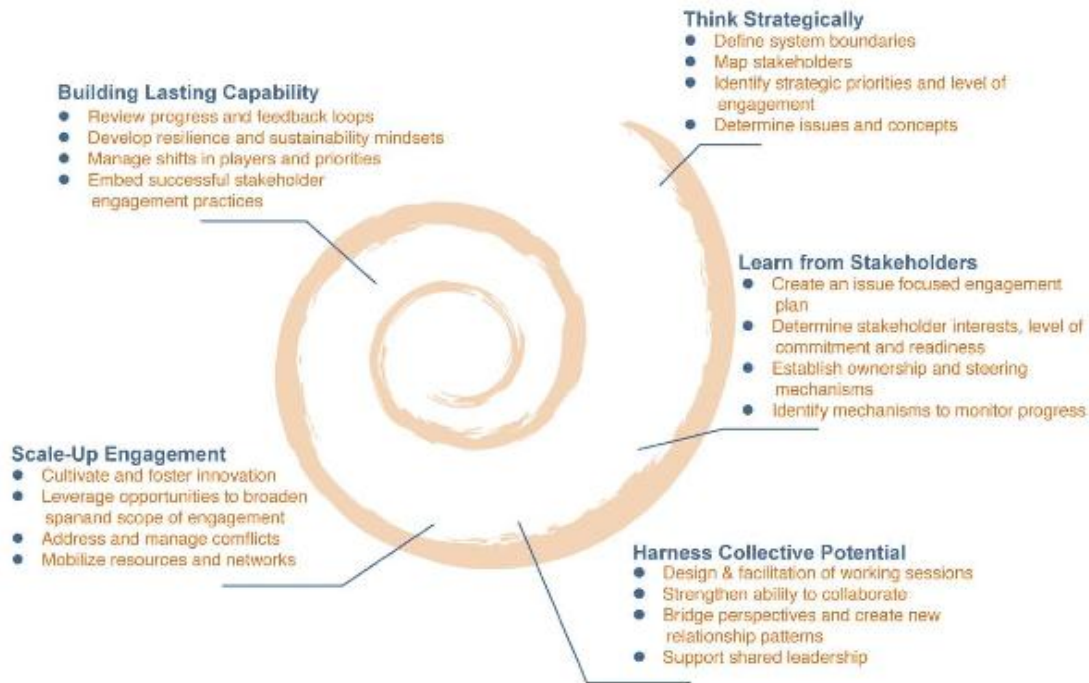
The program is designed for leaders and practitioners who are working on initiatives requiring a stakeholder engagement strategy. This includes:

- executives and managers
- change managers/business transformation leaders
- senior project managers
- policy makers
- communications professionals
- organization development professionals

Program Overview

DAY	A.M	P.M.
1	Understanding and mapping systems <ul style="list-style-type: none">• Overview of dynamics in social systems• Mapping the actors and relationships	Developing your strategic engagement plan <ul style="list-style-type: none">• Principles of Strategic Engagement• Determining where to engage in the system• Choosing a Strategic Engagement approach
2	Initiating the Engagement Process <ul style="list-style-type: none">• Convening a project team• Establishing network relationships• Application and Case study	Challenges and Lessons Learned <ul style="list-style-type: none">• Managing expectations• Ensuring participation & sustaining engagement• Stakeholder dialogue essentials

THE THRESHOLD ENGAGEMENT SPIRAL ©



About Threshold Associates

Threshold Associates is a team of consultants who focus on complex issues, challenges and opportunities faced by today's business, community and public service leaders. We help harness and coordinate the energy, interests and resources of multiple and diverse stakeholders, maximizing each party's competitive advantage and making sustainable change possible.

We offer a range of approaches and services to address what we have come to call "messy opportunities"—social problems or business opportunities that defy ordinary conflict resolution strategies or technical fixes; issues that go beyond multi-stakeholder input and into the realm of multi-stakeholder collaboration. Our clients include national, and international governments, private and non-profit organizations.



Ingrid Richter, PhD (Management) Ingrid specializes in organizational learning strategies as a support to organization change as well as educating practitioners on societal change and transformation. She has extensive experience nationally and internationally in executive and leadership development, organizational learning, organization change strategy and complex multi-stakeholder engagement.

Ingrid has experience as a senior manager in the Government of Ontario, and over 14 years experience as a consultant, and an academic. She brings a unique and positive perspective to workplace learning and to working with leaders from all levels and all sectors. Ingrid is co-founder of the Canadian Organization Development Institute, is an adjunct faculty at the University of Toronto, and an associate of the Canada degree in Workplace Learning and Change from the University of Toronto. Her PhD (Lancaster University, UK) focused on executive learning and organizational learning.
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Ray Gordezky, MPH (Community Development and Health Education) has spent twenty years designing and facilitating change processes that have helped diverse groups collaborate on complex challenges and create new possibilities. He has worked in a number of countries with business, government and community-based organizations turning the potentials they dreamed of into the realities they live in. Ray is an insightful, creative designer of learning and large-scale change processes.

Ray specializes in designing and facilitating engagement processes, as well as leadership development programs that combine coaching and action learning. He is an associate of the Canada School of Public Service. Ray also services as a faculty member of the Canadian Organization Development Institute, and offers expertise in organization development to Gender@Work, an international organization focused on gender equality. His focus on clarity, compassion and courage challenges his clients to bring the best of themselves to everything they do, and advances the leadership capabilities required to successfully address complex challenges. His work has been published in *The Change Handbook, Second Edition* (2007), and in *The Handbook of Large Group Methods: Creating Systemic Change in Organizations and Communities* (2006).
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*If you have an apple and I have an apple
and we exchange these apples then you and I will still each have one apple.
But if you have an idea and I have an idea and we exchange these ideas,
then each of us will have two ideas.*

~George Bernard Shaw~

