UNDERSTANDING AND ENGAGING STAKEHOLDERS



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FOUR BASIC SOCIAL STYLES OF STAKEHOLDERS



Seek first to understand. Then to be understood.

Stephen R. Covey



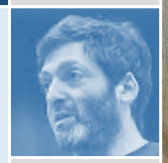


Social styles theory • D. Merrill; R. Reid

UNDERSTANDING SOCIAL STYLES

- Understanding the social style of stakeholders is crucial because it allows for adaptation of communication, decision-making, and engagement strategies to match stakeholders' preferences and behavior.
- Each social style has different motivators, priorities, and ways of processing information.
- By aligning the approach with their style, one can build stronger relationships, improve collaboration, minimize misunderstandings, and gain stakeholders' support more effectively.
- It shows respect for their working style and increases the likelihood of successful outcomes in both discussions and decisions.

LOGICAL, DETAIL-ORIENTED, AND VALUES ACCURACY OVER EMOTION



Even the most analytical thinkers are predictably irrational; the really smart ones acknowledge and address their irrationalities.

Dan Ariely

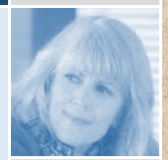


They want to be	Right
Expect them to be	Cool Distant Formal Conservative Logical
You need to support	Principles Thinking
You need to be	Accurate Providing evidence
They accept	Logic, organization Moderate approach Considering of record Detailed facts, data Things put in writing Time to think Time to plan
They reject	Shortcuts Immediate action Forgetting the past Impatience with details Over-personalization Pressing for decisions

DRIVING STYLE

II

RESULTS-FOCUSED, ASSERTIVE, AND THRIVES ON EFFICIENCY AND CONTROL



I've worked very hard at learning to be assertive. I'm past the point where I worry about people liking me.

Pam Dawber

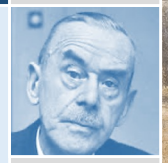


They want to be	In control
Expect them to be	Impersonal Secretive Organized Demanding Factual
You need to support	Conclusions Actions
You need to be	Efficient Providing options
They accept	Talk of added value Being to the point Demonstrated results Factual competences Getting things done Stressing of deadlines Competitiveness
They reject	Being abstract, vague Dwelling on long-term No result commitment Detail, written reports Long-term approach A lot of input at once

AMIABLE STYLE

III

SUPPORTIVE, COOPERATIVE, AND VALUES HARMONY AND RELATIONSHIPS



Only he who desires is amiable and not he who is satiated.

Thomas Mann

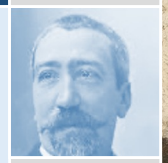


They want to be	Sure
Expect them to be	Warm Agreeable Cooperative Careful Quiet
You need to support	Feelings Relationships
You need to be	Agreeable Providing guarantees
They accept	Showing concern Stressing need for help Enthusiasm Sensitivity Team approach One to one Flexibility
They reject	Being cool Pressing for change Pushing hard for details Focus on deadlines Being impersonal Being autocratic

EXPRESSIVE STYLE

IV

OUTGOING, ENTHUSIASTIC, AND DRIVEN BY RELATIONSHIPS AND RECOGNITION



I prefer the errors of enthusiasm to the indifference of wisdom.

Anatole France



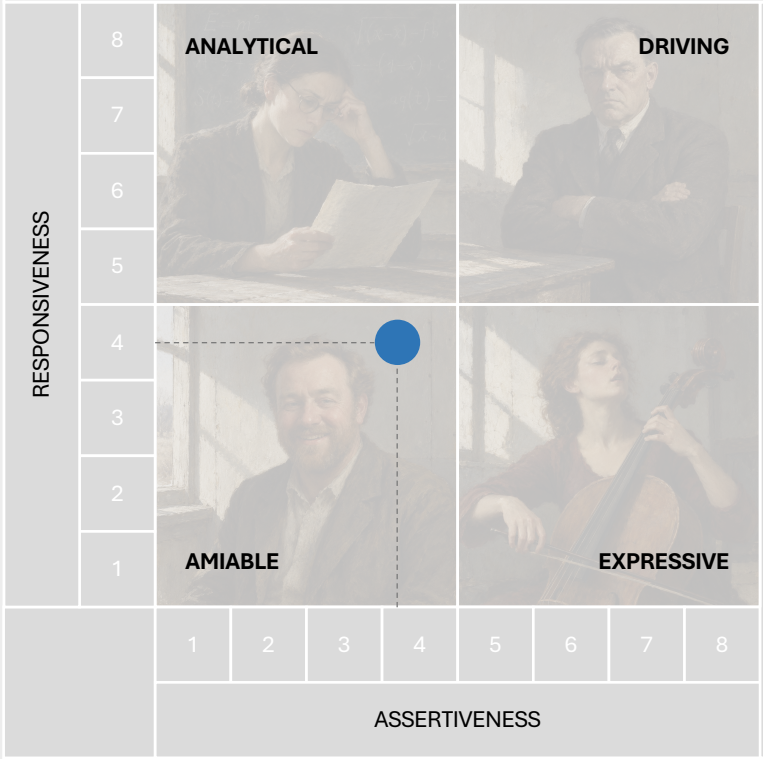
They want to be	Recognized
Expect them to be	Stimulating Unstructured Enthusiastic Outgoing Personal
You need to support	Dreams Intuitions
You need to be	Stimulating Providing incentives
They accept	New ideas, vision Seeking of input Future orientation Constant follow-up Big picture emphasis Invitation of creativity Lots of strokes
They reject	Ignoring enthusiasm Being impersonal Creativity impatience Task ahead of fun Too much detail Focus on accuracy

AN EXAMPLE OF A QUICK AND SIMPLE SOCIAL STYLES TEST

To any truly impartial person, it would be obvious that I am always right.

Ashleigh Brilliant





1	Speaks deliberately 1 2 **3** 4 5 6 7 8	Speaks quickly
2	Less animated 1 2 3 4 5 **6** 7 8	More animated
3	Asks questions 1 **2** 3 4 5 6 7 8	Makes statements
4	Controls emotions 1 **2** 3 4 5 6 7 8	Shows emotions
5	Soft spoken 1 2 **3** 4 5 6 7 8	Louder voice
6	Cool 1 2 3 **4** 5 6 7 8	Warm
7	Leans back 1 2 **3** 4 5 6 7 8	Leans forward
8	Little voice inflections 1 2 3 4 5 **6** 7 8	More voice inflections
9	Seems Indecisive 1 2 3 4 5 6 **7** 8	Forms opinions quickly
10	Communicates facts 1 **2** 3 4 5 6 7 8	Communicates feelings

Questions 1, 3, 5, 7, and 9 are for the ‘assertiveness’ score : [3+2+3+3+7=18/5=3,6]

Questions 2, 4, 6, 8, and 10 are for the ‘responsiveness’ score : [6+2+4+6+2=20/5=4,0]

SOME QUESTIONS TO BE ADDRESSED PRIOR TO STAKEHOLDER ENGAGEMENTS

The fewer the facts, the stronger the opinion.

Arnold H. Glasow

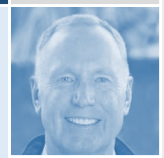


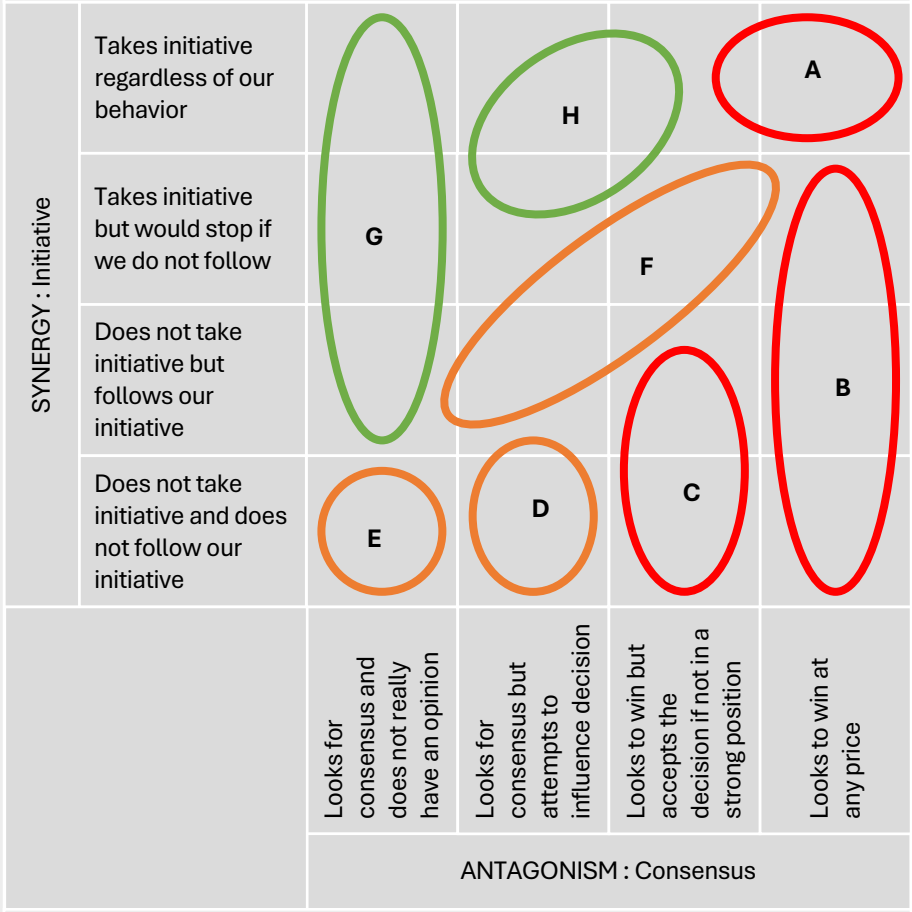
IDENTIFICATION	Who are the key stakeholders?	How will the change impact them, and to what degree?	What is their current attitude toward the change?	What is the desired or ideal attitude they should have?	Have they been involved in previous change initiatives?
PROFILE	What is their communication or social style?	How might their social style influence the initiative?	What are their expectations from this change?	What concerns might they have about the change?	How does the change align with or support their objectives?
INFLUENCE	What is their level of influence over the change initiative?	How much power do they hold to support or resist the change?	Which stakeholders need to be actively involved?	How high is the priority to engage each stakeholder?	What was their influence during previous involvement?
ENGAGEMENT	What is their expected contribution to the change?	What would motivate or drive their active involvement?	What do they need to hear to gain their commitment?	What is the most effective way to engage with them?	Who should approach them, and when and how should this be done?
	What specific actions are required to secure their engagement?	How can engagement be sustained throughout the change process?	What specific actions are expected from them, and when?	What is their decision-making scope, and how flexible is it?	What risks or opportunities do they represent?
RELATIONSHIPS	What are the most important things we need to know about them?	Who holds the most relevant or reliable information about them?	Which other stakeholders influence them?	Which stakeholders are influenced by them?	What is the nature of their relationships with other stakeholders?
	What are the potential benefits and drawbacks of these relationships?	Which of these relationships are considered critical?	Are there differences in the interpretation of these relationships?	Are there potential conflicts or competing interests among them?	Could fulfilling others' expectations benefit or disadvantage them?

UNDERSTANDING THE LEVEL OF ENERGY STAKEHOLDERS WILL DEVOTE TO CHANGE

Conflict is inevitable, but combat is optional.

Max Lucado





A. **Unpredictable** • They are strongly involved, but their unpredictable opinion makes them most critical to the success of change.

B. **Defiant** • They are principally against the change, and it is very difficult to amend their mindset.

C. **Opponent** • They are against the change but not openly; without taking serious initiatives, they influence their environment.

D. **Complainer** • Without taking any serious action, they will always be the loudest to express their objections.

E. **Passive** • They are neutral and do not seem to be concerned; bringing them on board can ensure the success of change.

F. **Indecisive** • They are ‘wait and see’ types but but because of their influence on the passive ones, their adherence is critical.

G. **Involved** • They agree with and support the change, contributing to the overall morale of those involved.

H. **Promoter** • They advocate and promote the change and are willing to change with the maximum of involvement.

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THANK YOU

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