

A GUIDE TO ENGAGEMENT DESIGN

IMPACT

CATALOGUE & MAP STAKEHOLDERS

Stakeholders are individuals, groups, or organizations that are **affected by or can affect** activities associated with the project and its long-term performance. Though the process of engaging stakeholders varies depending on the type of project and its context, the common goal is to draw out deeper perspectives and voices from those who have an economic, environmental, or social stake in the project's outcomes.

Stakeholders have different relationships to one another, which may impact how you interact with them. **Diagramming how different stakeholders are related** may be helpful in designing your engagement strategy.



Nested

Parts represent the interest of the whole and communication is fluid across scales.

Bubble

Existing channels of communication allow for overlap of some groups.

Siloed

Unclear channels of communication or overlapping motives separate groups.

When considering your stakeholders, it will be helpful to **identify how their goals for the project may or may not align** with yours or the client's. It is also important to **consider how much influence** those stakeholders have in the decision-making process.



MAP OF INFLUENCE

This worksheet provides a helpful **framework for identifying the project goals** and competing goals that may be held by stakeholders and their **level of influence on the project**. This map of stakeholders should be treated as a **living document**.

	Project Goals What is the current project agenda?			Competing Goals What are the conflicting agendas?		
High Input	DECISIVE POWER They are key decision makers in the process.					
	ACTIVE PARTICIPANT They should or strongly perceive they should play a role.					
	TAKEN INTO ACCOUNT They could provide valuable information, but aren't the focus.					
Low Input	NOT ON THE RADAR Not impacted by or do not claim a stake in the project.					
	Aligned	Undecided	Aligned			

INPUT

IDENTIFY THE LEVEL OF ENGAGEMENT

There are multiple levels of engagement identified by practitioners and researchers, which are categorized by the **engagement intentions** and the **relationships built** between stakeholders and decision-makers. The four levels identified below provide for a range of relational and transactional relationships to meet your engagement goals.

	Process
4. Collaborate A partnership is formed with stakeholders to share in the decision-making process including development of alternatives and identification of the preferred solution.	
3. Involve Stakeholders are involved throughout most of the process to ensure their interests are consistently understood and considered.	
2. Consult The stakeholders provide input at limited points in the process which may or may not influence the project.	
1. Inform Stakeholders know about a project that might impact them, but have minimal influence on the decision-making process.	

ENGAGEMENT TARGET WORKSHEET

This worksheet will help you to identify a target for your engagement strategy based on the level of engagement you hope to achieve and the scale of impact your project may have. Setting **goals for what level of engagement is**

appropriate for your type of project and the stakeholders involved will help the design team select engagement methods and design a strategy to involve stakeholders in a meaningful engagement process. The purple dots in the top and bottom corners of the worksheet represent the two extremes of impact and engagement possibilities.

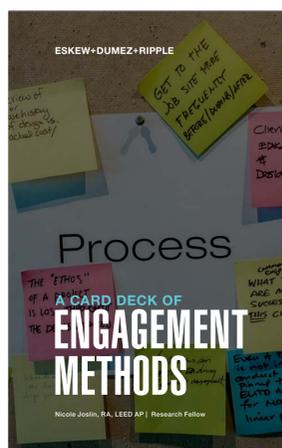
	Scale of Impact			
Level of Engagement	4. COLLABORATE Stakeholders are partners in the process.			
	3. INVOLVE Stakeholders are engaged throughout the process.			
	2. CONSULT Select stakeholder input is considered.			
	1. INFORM Let stakeholders know about the project.			

IMPLEMENT

DETERMINE METHODS & DESIGN A STRATEGY

Designing your engagement process and the methods you will use is just as important as designing the building itself. Each method must be curated to the type of stakeholders you are engaging and the information you are seeking.

Several Methods of engagement are explored in the **Engagement Method Card Deck**. There is certainly no shortage of methods and tools available to design practitioners looking to get stakeholders involved in their projects. Reality is often messy and unpredictable when you combine a traditional design process with the social and political context of development. Taking time to select engagement methods early in the project will provide the design team more opportunities to involve stakeholders in the design process in more meaningful ways.



BE ITERATIVE
Methods should build on each other to move the conversation forward. Use multiple methods to share and learn.

SHARED UNDERSTANDING
Never assume information is common knowledge. Be sure participants understand the issues.

ESTABLISH BOUNDARIES
Specify what elements are up for discussion and where input from stakeholders can have an impact.

BUILD CAPACITY
Identify where capacity to engage is low and respond appropriately to those needs.

IDENTIFY RISKS
Identify the potential for conflict as fully as possible and prepare to facilitate resolution through engagement.

PROVIDE ENOUGH TIME
Understanding new information and building trust takes time. Be prepared to improvise if needed.

STRATEGY PLANNER WORKSHEET

This worksheet helps in planning your engagement strategy and may help **ameliorate some of the unpredictability in the engagement process**. To use the planner, the design team should identify when the input gathered from their target stakeholders in their chosen engagement methods would have the most potential impact on the project. As additional methods are placed along the schedule your engagement plan will start to reveal itself.

Identifying methods that will **help stakeholders provide the input the design team needs** and implementing them **early on in the design process** will result in the most positive impact on a project. In projects where engagement is not planned, stakeholders are usually involved in an ad hoc fashion at later stages in the design process where their input has little impact on the project. This does little to satisfy the stakeholder's desires for transparency or the design team's desires for public support for the project.

	BUSINESS DEVELOPMENT	PROJECT DEFINITION	SCHEMATIC DESIGN	DESIGN DEVELOPMENT	CONSTRUCTION DOCUMENTS	PERMIT, BID, & CONSTRUCTION	POST OCCUPANCY
High Input							
Low Input							