

DfG

STAKEHOLDER ENGAGEMENT

26.02.2019

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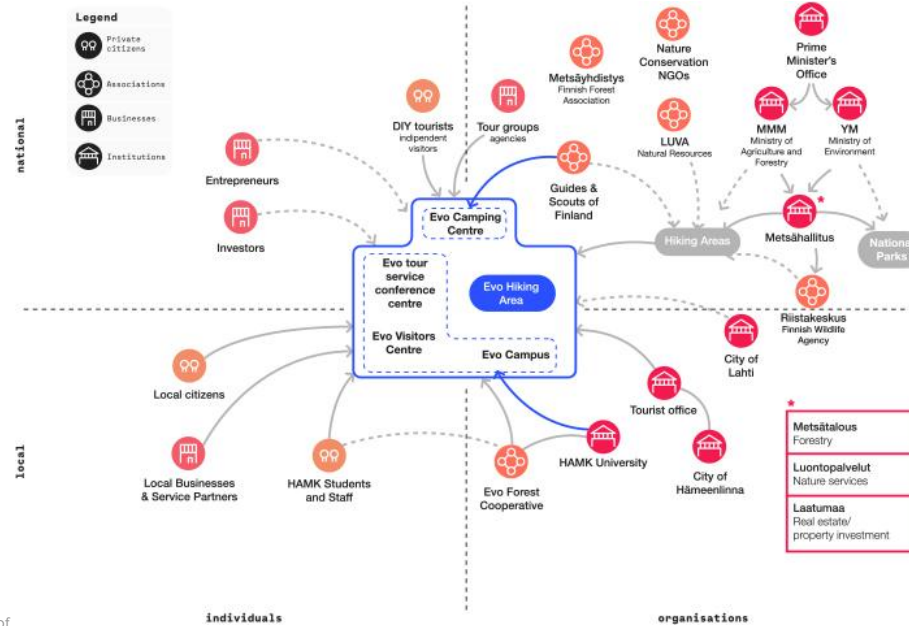


Image credit: A map of research insights from 'ELEVATE: Re-organizing the Hiking Area process for civil servants', one of the DfG'18 proposals for the Ministry of Agriculture and Forestry and Metsähallitus by Andrea Gilly, Katarina Kantola, Hye Jin Jinny Kim and Ada Peiretti.

STAKEHOLDER ENGAGEMENT

Services are based on several parts coming together and rely on many people as participants of the service delivery. Projects should be designed to mirror that co-creation nature by considering all these parts from start:

User

USERS, END-USERS, COMMUNITY

The main beneficiaries, directly or indirectly. E.g. Carer, patient community- based organisation.

Commissioner's organisation

CORE TEAM

The commissioner's project-based team

CROSS-FUNCTIONAL TEAMS

Other relevant departments and functions who are stakeholders of the project

SERVICE ACTORS

Frontline staff who deliver the service everyday.
E.g. Employees, civil servants

Organisation

PROJECT STEERING TEAM

Board of decision-makers

Service ecosystem

SERVICE PROVIDERS

Core or external service providers, e.g. Hospitals, Pharmacy

AUTHORITIES

Local institutions, regulatory bodies and policy agents who influence the service

DOMAIN EXPERTS

Influencers and thought leaders in the subject matter

STAKEHOLDER ENGAGEMENT

Stakeholders or Actor roles (resources)

Users	Service staff	Commissioner's team	Service providers	Authorities	Domain experts
The main beneficiaries of the service, directly or indirectly	Individuals involved in the service delivery, e.g. civil servants	Core team, cross-functional departments, board of decision-makers	Organisations directly or indirectly involved in the service delivery	Local institutions, regulatory bodies and policy agents	Independent organisations, thought leaders

Project roles

Co-creator	Research participant	Decision-maker	Facilitator (change agent)	Influencer
Involved in the design process	Inputs the research by providing their own views	The governance mechanism or person appointed responsible	Promotes and enables collaboration, socialises the project internally	Provides inspiration and/or constraints indirectly

STAKEHOLDER WORKSHOP OBJECTIVES

STAKEHOLDER WORKSHOP: OBJECTIVES

Get project alignment

Objectives. *What do they aim to achieve? Why?*

Outputs (project deliverables). *What do they need to execute it?*

Outcomes. *What are the desired results?*

Set up the right project expectations

Recognize (design) legacies and (design) agendas

Who is the project owner?

Agree on scope

What is the desired horizon, short, medium or long term?

Is there a specific user group or topic to focus on?

Identify key stakeholders

Who are the main stakeholders of this project?

What's the best way to involve them and get access to them?

Build a relationship with the core team

Identify who they are and their availability

How do they wish to be involved and informed about progress?

Get commitment and access to key resources

Get commitment on what you need, try to get contacts to key people and key meetings with the core team.

Educate on the approach

Get them familiar on the human-centred approach and about the collaborative nature of the project

Define a workplan

Discuss key milestones, and key engagement moments that can inform your project plan.

WORKSHOP PLANNING

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FRONTSTAGE

- **AGENDA** is the workshop masterplan, the schedule of the day to help achieve your goals. Clear timings help to set a realistic agenda - especially for short sessions (2h 30min.)
- **FORMAT** includes the design of activities, and questions to discuss around one specific topic. Activities work as props to get & gather input from participants in an effective manner.
Note: It is NOT entertainment, but it can be serious fun
- **FACILITATION** is needed to ensure participants are engaged and to guide them through the activities. Icebreakers work well to set a collaborative and relaxed atmosphere.

BACKSTAGE

- **HOST:** Make sure you know who your participants are and help them arrive on time. You can send them an invitation along with an agenda.
- **ENVIRONMENT:** The space arrangement supports the workshop dynamics and activities. A well-thought through environment helps to create a collaborative environment.
- **DOCUMENTATION** of the session video/ pictures will help to communicate the project progress with other stakeholders and also to analyse results. Effective notetaking helps to report back a summary of what has been discussed.

CO-DESIGN: TITLE OF WORKSHOP 4.5 hours
10:30 – 15:30

Overview structure

10.00 – 10.30	Tea & Coffee	Key outcomes
10.30 – 10.45	1. Project introduction	
10.45 – 11.00	2. Structure of the day	
11.00 – 11.20	3. Issues and opportunities	Outputs
11.20 – 11.30	4. Participant introduction (ice breaker)	• Define the problems that the project or projects will focus on.
11.30 – 11.50	5. Market place	Engagement
11.50 – 12.00	6. Table set-up (break for participants)	• Participants are given the opportunity to define the problems they feel are most important.
12.00 – 12.30	7. Problem definition – Round 1	
12.30 – 13.10	8. Lunch	
13.10 – 13.40	9. Problem definition – Round 2	
13.40 – 13.50	10. Display output (break for participants)	
13.50 – 14.30	11. Plenary playback	
14.30 – 14.50	12. Prioritise/Vote/Commit	
14.50 – 15.00	13. Summary, thanks & close	

Key activities

How to organise the room



Example of workshop format and agenda: Problem definition workshop by Livework studio

What the day looks like



WORKSHOP & FACILITATION TIPS

WORKSHOP & FACILITATION TIPS

FRONTEND

Facilitate discussion

- Combine verbal with written interactions
- Be flexible with your activities and agenda, prioritise the conversation
- Prompt every participant to speak out and help them to express themselves (but do not interrupt much)
- Remind and guide participants when things should be decided or written down.
- Steer conversation in order to stay on topic and end on time.

BACKSTAGE

Capture the conversation

- Activities should include capturing templates to get input from participants
- Make the comments visible in the space so participants are reassured their input is valuable
- Create a system to structure your notes so you can understand it later on

Documentation

- Take pictures / videos, make sure the equipment is ready and plan for incidents
- Design ways for efficient note taking
- Summarize what has been discussed and share with participants

ATLAS GAME

ATLAS GAME

The aim of the ATLAS game is to create a service co-development project plan. This includes defining the project objectives and scope, choosing the participants of the collaboration events i.e. users, citizen or other stakeholders, and selecting the methods and tools that are going to be used in the project with the participants.

The game was designed by Otso Hannula as part of the Master thesis 'Game structure in knowledge co-creation' at Aalto University.

Image from: <http://otsohannula.com/atlas/>



Image: AALTO University Atlas game by Otso Hannula (2013)

ATLAS GAME

Also it can be used as prompts to be discussed with project partners rather than a game.

Team members can internally discuss the suggested topics before the kick-off meeting. The cards would work as a way to both structure a kick-off meeting by pre-selecting the topics that need clarity, and to form an initial collective pre-understanding before the kick-off.

NOTE: No persona cards, or boards are needed.

Image from: <http://otsohannula.com/atlas/>



Image: AALTO University Atlas game by Otso Hannula (2013)