

Newsletter 01/2010 – Stakeholder Dialogue as a result-orientated process

Stakeholder Dialogues are an important tool for sustainable development initiatives and efforts, be it health sector reforms, food security or natural resource management that is concerned. But even where solutions for smaller urgent problems are needed, dialogue often is the right path to take in order to ensure that solutions are based on different perspectives and competencies. When people of different backgrounds decide to move into such output-oriented constructive dialogue they need to develop their communicative competency. Stakeholder Dialogues undergo different stages of development that can be broken down into four phases. The distinction of the Development Cycle of Stakeholder Dialogues into four phases constitutes a model that has proven helpful as a practical reminder of what is important to take into account in different stages of a Stakeholder Dialogue. The following article delivers an insight into an essential tool for a successful implementation of result-oriented Stakeholder Dialogues.

The 4 Phases of Stakeholder Dialogues

The success of Stakeholder Dialogues depends essentially on the design and structuring of a result-oriented process. A result-oriented Stakeholder Dialogue can be developed smoothly step by step.

Phase 1: Exploration and Consultation

The first phase serves to explore the circumstances of the Stakeholder Dialogue, taking into account people and context. It is about promoting the idea, creating first resonance, identifying common goals, building a group of 'promoters'. The challenge in this Phase 1 is to create a setting where people can take ownership of the results of the process. The quality of trust and relationship building in Phase 1 is a crucial success factor for the subsequent implementation of the Stakeholder Dialogue's aims.

Phase 2: Building the Stakeholder Dialogue

Phase 2 serves to establish the Stakeholder Dialogue, to give it a formal structure and to agree jointly on goals and planning. Initial structures can be

developed, project teams defined and regular meetings planned. An agreement on short and medium term goals becomes the basis of the implementation process. Defining the structure of the dialogue builds confidence: the contribution and roles of each stakeholder, the allocation of work, plans for communication.

Phase 3: Ensure the smooth running of the Stakeholder Dialogue

In Phase 3 the actors are dealing with the implementation of the agreed goals and with the process of implementation. It is about ensuring ongoing transparency and communication. Stakeholders need to know that clarifying the goal is not an once-off planning step, but a continuous process. At this stage, it is important to establish feedback mechanisms. The key to a result-oriented implementation of Stakeholder Dialogues is to create joint measures of success, make good practices transparent and known, announce success and collectively celebrate achievements.

Phase 4: Sustain and further develop the Stakeholder Dialogue

If implementation has been successful, goals have been achieved and stakeholders agree to take the dialogue to the next level, Phase 4 needs to concentrate on building appropriate organisational and management structures without losing sight of the crucial role of people and process. It is also about involving new stakeholders and building a new committed community of stakeholders. Leadership is crucial here: The commitment and continuity of a new 'container' is essential in taking the partnership to the next level.

If you want to learn more about Stakeholder Dialogues the Collective Leadership Institute (CLI) holds seminars on Stakeholder Dialogues in South Africa, Asia and Europe. The program is based on the model of 4 phases of Stakeholder Dialogue. It is designed to help participants to develop their strategic abilities and implementation skills in stakeholder engagement and dialogue.

Upcoming seminars in 2010:

'Working with Stakeholder Dialogues' – Faculty: Petra Künkel, Claudia Noder (Paraguay)

- April 20th to 23rd, Cape Town, South Africa (register by March 2nd to get an early bird discount)
- June 8th to 11th, Asunción, Paraguay
- June 29th to July 2nd, Potsdam, Germany

'Leading Change through Stakeholder Dialogues' – Faculty: Petra Künkel

- July 5th to 8th, Potsdam, Germany

Our skills development program **'Working with Stakeholder Dialogues'** is designed to help you building your strategic abilities and implementation skills in stakeholder engagement and dialogue. You will exchange experience, gain insights, knowledge and facilitation skills to build consensus-building stakeholder relationships, convene networks for high impact solutions, and create the space for learning and collaboration

with different stakeholders. You will learn essential tools for a successful implementation of result-oriented Stakeholder Dialogues. The seminar **'Leading Change through Stakeholder Dialogues'** will deepen your strategic abilities and implementation skills in stakeholder engagement and dialogue.

Announcements of our Educational Program 2010

Premiere: 'Working with Stakeholder Dialogues' in Latin America

For the first time we are planning a seminar on Stakeholder Dialogues in Spanish Language. The course will take place from June 8th to 11th in Paraguay. Please visit our website for further information.

'Leading Change through Stakeholder Dialogues' – Advanced practitioner course

We are planning to hold an advanced practitioner course 'Leading Change through Stakeholder Dialogues' for experts working in Stakeholder Dialogue process. For further information please visit our website or contact our office.

http://www.collectiveleadership.com/english/educational_programs/stakeholder_dialogues.html

Join our group 'Stakeholder Dialogues' on facebook

To keep in touch with our alumnis and to enable a dialogue we started a group on facebook. If you are interested in stakeholder dialogues or if you have any questions on it, join our group 'Stakeholder Dialogues' on facebook and share your thoughts and experiences with us.

<http://www.facebook.com/home.php?ref=home#/group.php?gid=113306536122>

Contact: Collective Leadership Institute e.V.
Wilhelm-Staab-Straße 19
14467 Potsdam
Germany

germany@collectiveleadership.com
www.collectiveleadership.com

