

LASER TLC

LEVERAGING AMERICA'S SOCIAL
& ECONOMIC RESILIENCE
TANF LEARNING COMMUNITY

COLLECTIVE TA SESSION:
DESIGNING AND REFINING YOUR SITE'S
STAKEHOLDER ENGAGEMENT STRATEGY

DECEMBER 7, 2021



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Family Assistance | 330 C Street, S.W., Washington, DC 20201
www.acf.hhs.gov/ofa



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WELCOME & INTRODUCTIONS

PURPOSE:

- Building on LI² Framework
 - Initial Convening
 - LI² Refresher
- The importance of stakeholders in advancing change agendas
 - Identifying & engaging stakeholders is the second objective of LI²
 - Key role in all of the downstream activities and phases
- Moving from identification, the “who” and the “why” to engagement – the “how”



STAKEHOLDER MAPPING

Stakeholder mapping is an exercise to help you determine who your stakeholders are and how much engagement, communication or consideration they need.

By mapping and prioritizing your stakeholders, you can focus your attention in the most impactful way.

STAKEHOLDER IMPACT

HIGH IMPACT
+
LOW INFLUENCE

- Inform completely
- Monitor Closely

HIGH IMPACT
+
HIGH INFLUENCE

- Regularly engage
- Keep satisfied

LOW IMPACT
+
LOW INFLUENCE

- Essential information
- Minimal contact

LOW IMPACT
+
HIGH INFLUENCE

- Monitor regularly
- Anticipate needs

STAKEHOLDER INFLUENCE

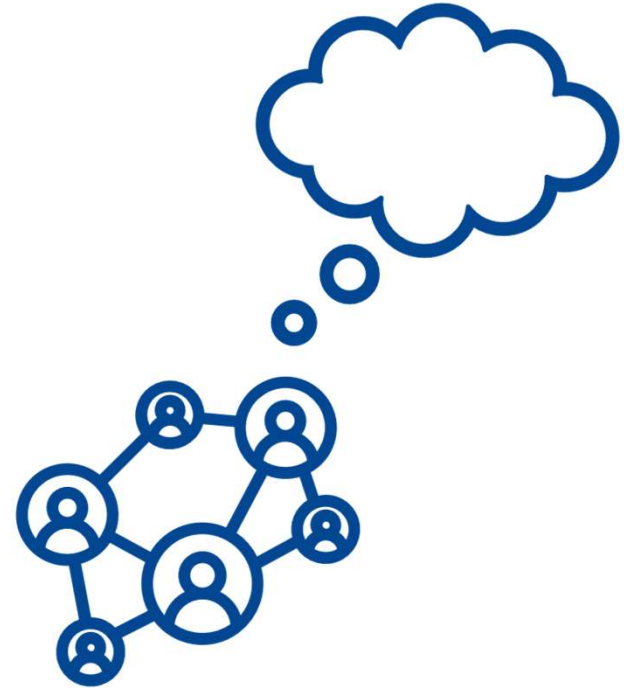
SME | STRATEGY
MANAGEMENT CONSULTING

STAKEHOLDER MAPPING EXAMPLE

ADAPTED FROM STRATEGY
MANAGEMENT CONSULTING

FACILITATED DISCUSSION & PEER EXCHANGE:

- Share two major “aha’s” or primary “takeaways” from the pre-session activity your team worked on!



PEER LEARNING

Bianca Bell and Joan Schatz from North Dakota will briefly share insights and learnings from the state's stakeholder engagement activities.



<https://www.linkedin.com/in/bellbianca/>



ND Stakeholder Engagement:

What did we do?

Engaged stakeholders in Strategic Doing.

Convened virtually with 25+ stakeholders from across the state. Invited (State Agencies, Community Partners, Tribal Partnerships OFA Peer TA)

Framing Question:

- "Imagine if North Dakota led the nation in providing TANF Services. What would that look like and how would it differ from our approach today?"

Mapped Assets

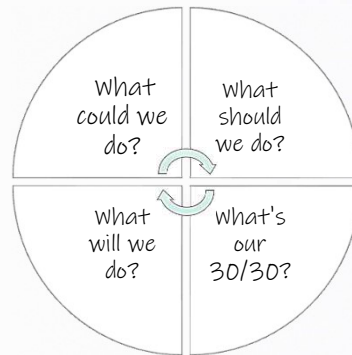
Pathfinder Projects

Team 1- Virtual Site Visits

(Montana, Connecticut & Utah)

Team 2- Customer Experience

- Customer Experience Survey
- Focus Groups
- Worker Experience Survey



Strategic Doing
Do More Together.

STRATEGICDOING.NET

What have we learned?

- **Key findings:** Financial Benefit, Program Requirements, Support Services, Support Worker, and Equity & Access.
- Stakeholders have their own areas of expertise.
Examples: Customers, Children & Family Services, School System, Head Start, Employment Contractors, Vocational Rehab
- Stakeholders could complete some of the work.
- Internal planning meetings are important to move the process along.
- Keeping stakeholders informed and being intentional about sharing information.

Outcomes:

- Learned a new strategy for engaging stakeholders.
- Built a stronger working relationship with stakeholders, takes interactions outside of the regular day to day.
- Environmental Scan

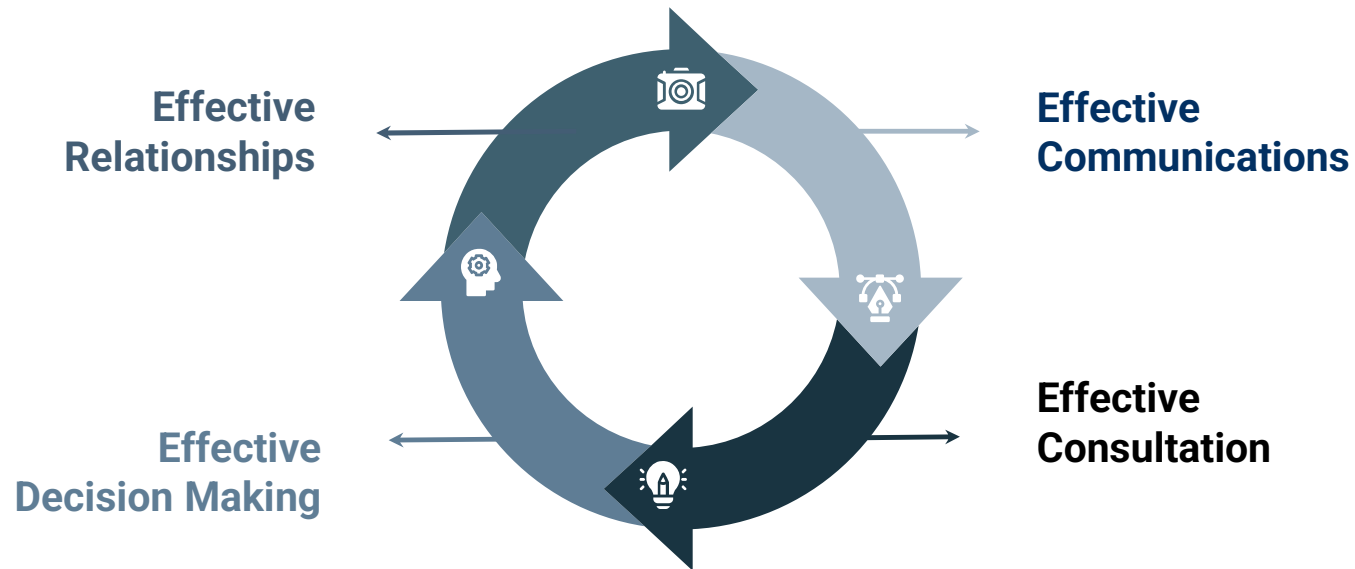
KNOWLEDGE DEVELOPMENT: STAKEHOLDER ENGAGEMENT STRATEGY



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THE LASER TLC STAKEHOLDER ENGAEMENT FRAMEWORK



EFFECTIVE RELATIONSHIPS

LASER TLC site implementation teams need to **build and sustain positive and effective interpersonal and intergroup interactions** within and across priority internal and external stakeholders.

Guiding Principles:

- Consistently demonstrate active listening
- Walk the Talk



Action Drivers:

- Recognize stakeholder's needs and motivations
- Reach a common understanding of stakeholder's issues and concerns
- Be prepared to talk about - and get comfortable with - uncertainties
- Foster champions across multiple stakeholders

EFFECTIVE COMMUNICATIONS

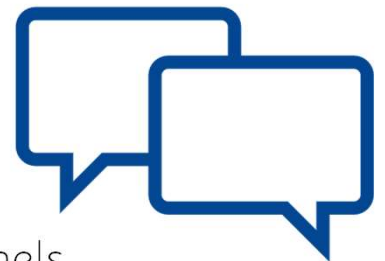
LASER TLC site implementation teams should consider the **effective exchange of information to and from** priority internal and external stakeholders. .

Guiding Principles:

- Ensure honesty and transparency are the foundation for communications
- Maintain flexibility and comfort with diverse communications styles

Actions Drivers:

- Clarify critical information to be shared
- Agree on and maintain preferred communication methods and channels
- Encourage responses in timely and appropriate ways
- Maintain ongoing dialogue to bolster effective teamwork



EFFECTIVE CONSULTATION

LASER TLC site implementation teams need to engage in the **effective discussion of ideas and advice** with priority internal and external stakeholders.

Guiding Principles:

- Demonstrate appreciation and respect for stakeholder ideas and advice
- Build and maintain a foundation for collective action

Action Drivers:

- Agree on specific areas of consultation seen as necessary for success
- Provide constructive feedback on contributions from discussions
- Identify opportunities for collaboration and coordination
- Implement a process for reconciling differing perspectives



EFFECTIVE DECISION MAKING

LASER TLC site implementation teams need to consider effective **inclusive and participatory procedures for reaching decisions** with priority internal and external stakeholders.

Guiding Principles:

- Maximize inclusive and participatory opportunities for decision making
- Ensure full participation in inclusive and participatory decisions

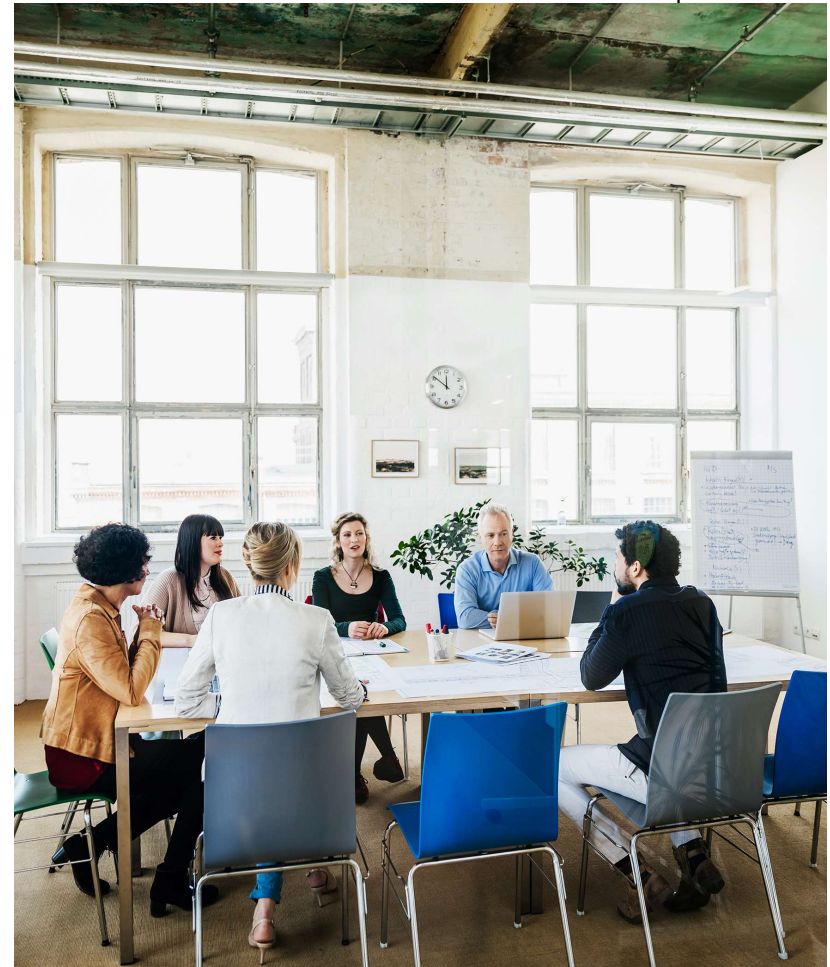
Actions Drivers:

- Establish and maintain decision making ground rules and who will be involved
- Streamline decision making procedures
- Implement a process for consensus building and working through decisions where differences of opinion remain
- Confirm responsibilities associated with decisions made



FACILITATED DISCUSSION & PEER EXCHANGE:

- Cross-site teams will consider the following questions:
 - What strategies can teams emphasize to establish and maintain **effective relationships** and **communications** with priority internal and external stakeholders?
 - What strategies can teams consider for **effective consultation** and **decision making** with priority internal and external stakeholders?





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REFLECTIONS & CLOSING

- Takeaways from cross-site session
- Next Steps
- Closing

