LASER TLC Resource List

Designing and Refining Your Site's
Stakeholder Engagement Strategy

Stakeholder Engagement Best Practices

Rabinowitz, Phil, The Community Toolbox, Center for Community Health and Development at the University of Kansas. (2021). Identifying and Analyzing Stakeholders and Their Interests. This chapter of the Community Toolbox explores the following questions about effective stakeholder engagement: What do we mean by stakeholders and their interests; why identify and analyze stakeholders and their interests; who are potential stakeholders; when should you identify stakeholders; and how do you identify and analyze stakeholders and their interests? https://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement/identify-stakeholders/main

Darzin Software. Simply Stakeholders (2021). Stakeholder Engagement - Best Practice Guide. This summary highlights 14 stakeholder best practices designed to build confidence when engaging stakeholders. The list includes best practices for stakeholder professionals with entries from the International Association for Public Participation, and the International Finance Corporation. A stakeholder engagement tool is included. https://simplystakeholders.com/stakeholder-engagement-best-practices/

The Patient-Centered Outcomes Research Institute (PCORI) (2021). Best Practices in Engaging Stakeholders. This article overviews PCORI's Engagement Rubric focused on reciprocal relationships, co-learning, partnerships, transparency, honesty, and trust. Also highlighted are resources on planning for collaboration, preparing team members for partnership, and practicing effective team communication. https://research-teams.pcori.org/stakeholders

Delphine, Thizy; Emerson, Claudia; Gibbs, Johanna' Harley, Sarah; Kapiriri, Lydia; Lavery, James; Lunshof, Jeantine; Ramsey, Janine; Shapiro, Julie; Singh Amir, Jerome; Toe Par, Lea; Coche, Isabell, Robinson, Benjamin; PLOS Neglected Tropical Diseases. (2019 April). Guidance on Stakeholder Engagement Practices to Inform the Development of Area-wide Vector Control Methods. The authors offer recommendations on practices for stakeholder

engagement built on the knowledge and experience of practitioners and subject matter experts. Topics discussed include responsibilities and accountabilities for research teams and stakeholders; preparation for engagement; identifying, gathering, and sharing information; and involving stakeholders.
https://journals.plos.org/plosntds/article?id=10.1371%2Fjournal.pntd.0007286

Khodyakov, Dmitry; Bromley, Elizabeth; Evans Kay, Sandra; Sieck, Katherine; Rand Corporation. (2018). Best Practices for Participant and Stakeholder Engagement in the All of Us Research Program. This 122-page research report examines six best practices for stakeholder engagement. 1) Expand existing community partnerships to build awareness of precision medicine and prepare community members for considering enrollment in the AoURP. 2) Foster a spectrum of leadership support to identify well-placed allies who can help with participant engagement. 3) Engage a mix of study champions by involving physicians, other clinical personnel, community members, and enrolled participants. 4) Make precision medicine relevant to participants and community priorities by tailoring and personalizing messages about the AoURP. 5) Build an engagement team with diverse expertise by hiring staff with marketing, customer care, or public relations experience who also understand community priorities and know the clinical sites where recruitment takes place, and 6) Be prepared to talk about uncertainties related to the evolving nature of the AoURP.
https://www.rand.org/pubs/research_reports/RR2578.html

Betley, Erin; Sigouin, Amanda: Sterling, Eleanor; Felicity, Arengo; Gazit, Nadav; Luz Porzecanski, Ann; Center for Biodiversity and Conservation, American Museum of Natural History, United States Agency for International Development. (2018, September). Best Practices for Stakeholder Engagement in Biodiversity Programming. This resource guide breaks the process of stakeholder engagement into four steps: 1) Consider the objectives of stakeholder engagement and assess the program context. 2) Focus on getting to know and understand key stakeholders, their priorities, and their motivations. 3) Ensure that stakeholders are included in decision-making and are involved in all relevant aspects of the program, and 4) Work to develop a true partnership with external stakeholders.

Deloitte (2014). Stakeholder Engagement. This brief overviews the stakeholder engagement process with steps that include defining the scope of the policy; defining the ownership and decision-making process; defining the governance process; identifying the key stakeholders and stakeholder groups; developing an engagement plan, including frequency, methods, and channels; facilitating the stakeholder engagement process; identifying the legitimate concerns and interest of key stakeholders; designing a process for dealing with conflicts between stakeholder concerns; and defining a mechanism to feed stakeholder concerns into strategic planning to ensure alignment.
https://www2.deloitte.com/content/dam/Deloitte/za/Documents/governance-risk-compliance/ZA_StakeholderEngagement_04042014.pdf

Parker, Joh, Enfocus Solutions. (2012, June). 8 Best Practices for Stakeholder Engagement. The article highlights 8 best practices for stakeholder engagement. Examples include treating stakeholders as partners, ensuring all stakeholders are identified, making project information transparent to stakeholders, using collaborative technology, and monitoring stakeholder engagement.
https://enfocussolutions.com/8-best-practices-for-stakeholder-engagement/

Koppich, E. Julia, Center for Educator Compensation Reform (2010). Meeting the Challenges of Stakeholder Engagement and Communication: Lessons From Teacher Incentive Fund Grantees. This brief describes how Teacher Incentive Fund (TIF) grantees have approached stakeholder engagement. The analysis sheds light on the stakeholder engagement and communication challenges that TIF grantees have faced. Discussion included defining stakeholders, gaining educator buy-in support, employing a multiple strategies approach, moving beyond engagement to understanding, reaching multiple audiences, communicating with internal stakeholders, communicating with external stakeholders, and developing a comprehensive communication plan.
https://files.eric.ed.gov/fulltext/ED533049.pdf

Fixsen, Dean L; Naoom, Sandra, F; Blase, Karen A.; Freidman, Robert M; University of South Florida (2005). Implementation Research: A Synthesis of the Literature. **Chapter 2, pages 8-10.** This comprehensive and classic report includes a chapter on Implementation in the Context of Community, covering the need for stakeholder engagement to make change happen. The section covers mobilizing interest, identifying champions, mobilizing communications to get support, clarifying roles and function, and getting to ownership.
https://nirn.fpg.unc.edu/sites/nirn.fpg.unc.edu/files/resources/NIRN-MonographFull-01-2005.pdf

Stakeholder Engagement Resources, Tips, and Tools

Derrick-Mills, Teresa, The Urban Institute, Office of Planning, Research and Evaluation. (May, 2021). Engaging Stakeholders in Research: Tips for CCDF Lead Agencies. This brief explains how to engage stakeholders in research. Examples from recent early care and education studies show how Child Care and Development Fund (CCDF) stakeholders have been included in research. The examples show what can be learned by listening to and talking with (engaging) people or groups affected by the services an agency provides.
https://www.urban.org/sites/default/files/publication/104285/engaging-stakeholders-in-research-tips-for-ccdf-lead-agencies_0.pdf

Kane, Maggie; Van-Kim, Lin, The Early Childhood Collaborative (January 2020). Engaging Stakeholders in Home Visiting Data Integration Efforts. This brief outlines an approach and three key steps for engaging a diverse group of stakeholders—from families to home visiting model developers to researchers and legislators, when creating a process to integrate home visiting data with other early childhood data. The steps include: 1) Identifying relevant stakeholders. 2) Determining the types of information to share with and solicit from stakeholders, and 3) Choosing when to engage stakeholders in the process.

https://www.childtrends.org/wp-content/uploads/2020/01/ChildTrends_SHINE-brief6_Jan2020.pdf

Schuppman, Will; Fudge, Keith; Reynolds, Kate; Whyman, David; Evidence-based Policymaking Collaborative. (2018, September). Engaging Stakeholders in Learning Agenda Development: A Playbook for Federal Agencies. This policy brief examines three critical areas for successful stakeholder engagement: internal stakeholders, external nongovernmental audiences, and governmental stakeholders beyond the agency. Key findings focus on the internal engagement process, the external engagement process, and engaging stakeholders beyond the agency. Tips include gaining buy-in from staff in program offices, determining how to best frame stakeholder engagement, and providing a nuanced understanding of program implementation and key local stakeholders. https://www.urban.org/sites/default/files/publication/99093/engaging_stakeholders_in_learning_agenda_development_2.pdf

Equality Coalition, (2016). Effective Consultation Guide. This publication provides guidance on running consultations, including elements of effective stakeholder engagement. Case study examples are provided with good and bad practices outlined. The guide describes approaches and tips for improving engagement and feedback through better listening and a flexible format. http://www.equalitycoalition.net/wp-content/uploads/2012/11/Effective-Consultation.pdf#:~:text=Principles%20of%20effective%20consulta

Taylor, Anthony, SME Strategy Management Consulting. (2015, August). 5 Steps to Stakeholder Engagement in Your Strategic Plan. This blogpost describes a 5-step mapping exercise centered on stakeholder influence and interest: 1) Identifying the diverse stakeholder groups as part of your environmental scan before you begin the strategic planning process. 2) Identify who the stakeholders are. 3) Create a system to solicit their feedback. 4) Incorporate their feedback into your strategic planning process, and 5) Report back. https://www.smestrategy.net/blog/stakeholder-engagement-in-your-strategic-plan-pt-1