

Community and Stakeholder Engagement, Part 1



COMM 386R
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Image source: infineon.com

Agenda

1. Finish ethics scenarios
2. Strategies for CSR, citizenship, and ethics
3. Stakeholder impact analysis
4. Stakeholder mapping
5. Clarkson Principles for Stakeholder Management
6. Assignment time

Exercise: Ethical Decisions



Strategies for CSR, Citizenship, and Ethics

Focus less on rules and more on principles

Build on areas of shared interest with constituents

Embrace radical transparency

Nurture authentic storytelling

Seek input from a broad range of stakeholders

Advocate for positive change through the company's business

Develop clear metrics to measure progress on promises

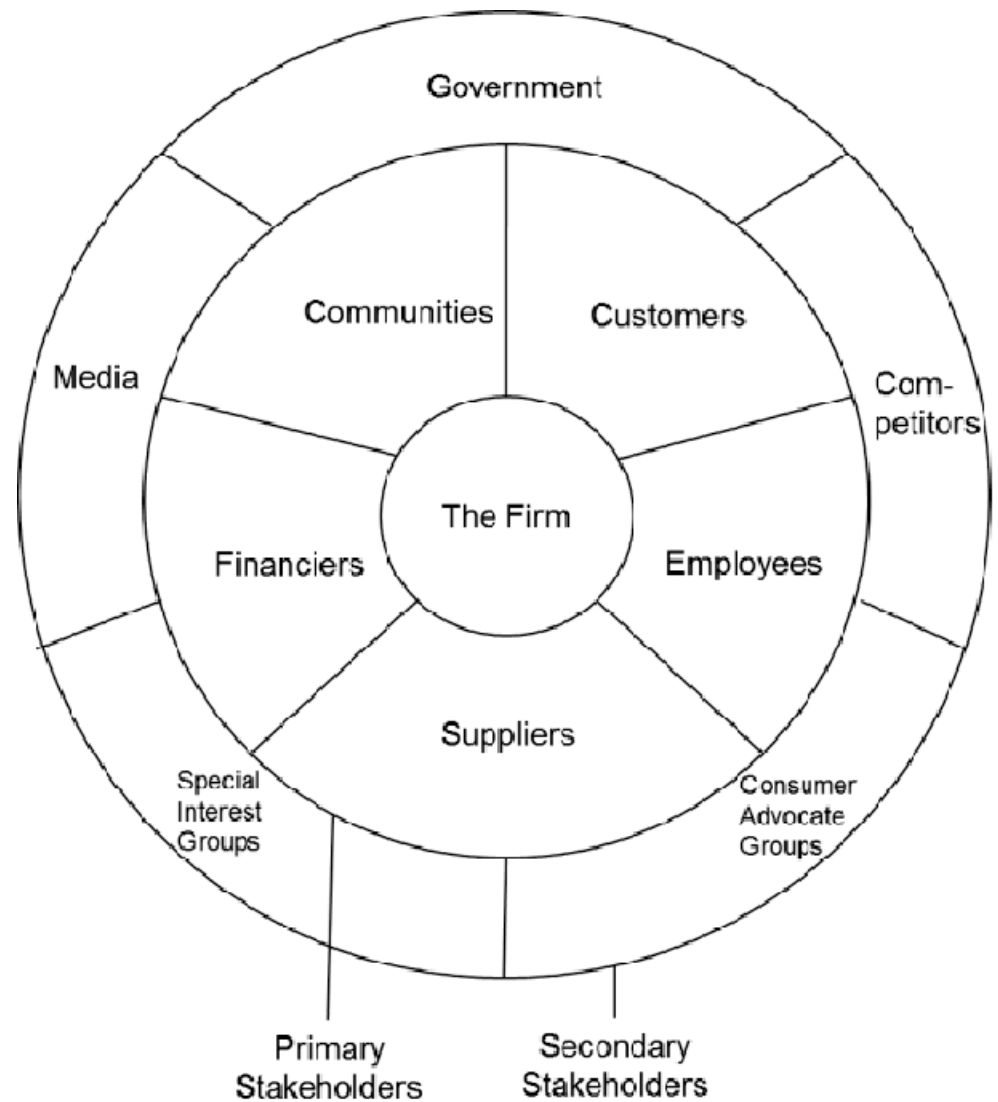


Stakeholder Impact Analysis

Key Stakeholders		Likely Consequences/Impacts		Ethical Standards			
Affected Parties	Values/Priorities/Perspectives	Positive (short- and long-term)	Negative (short- and long-term)	Duties to this party	Rights of this party	Best practice toward this party	Commitments to this party

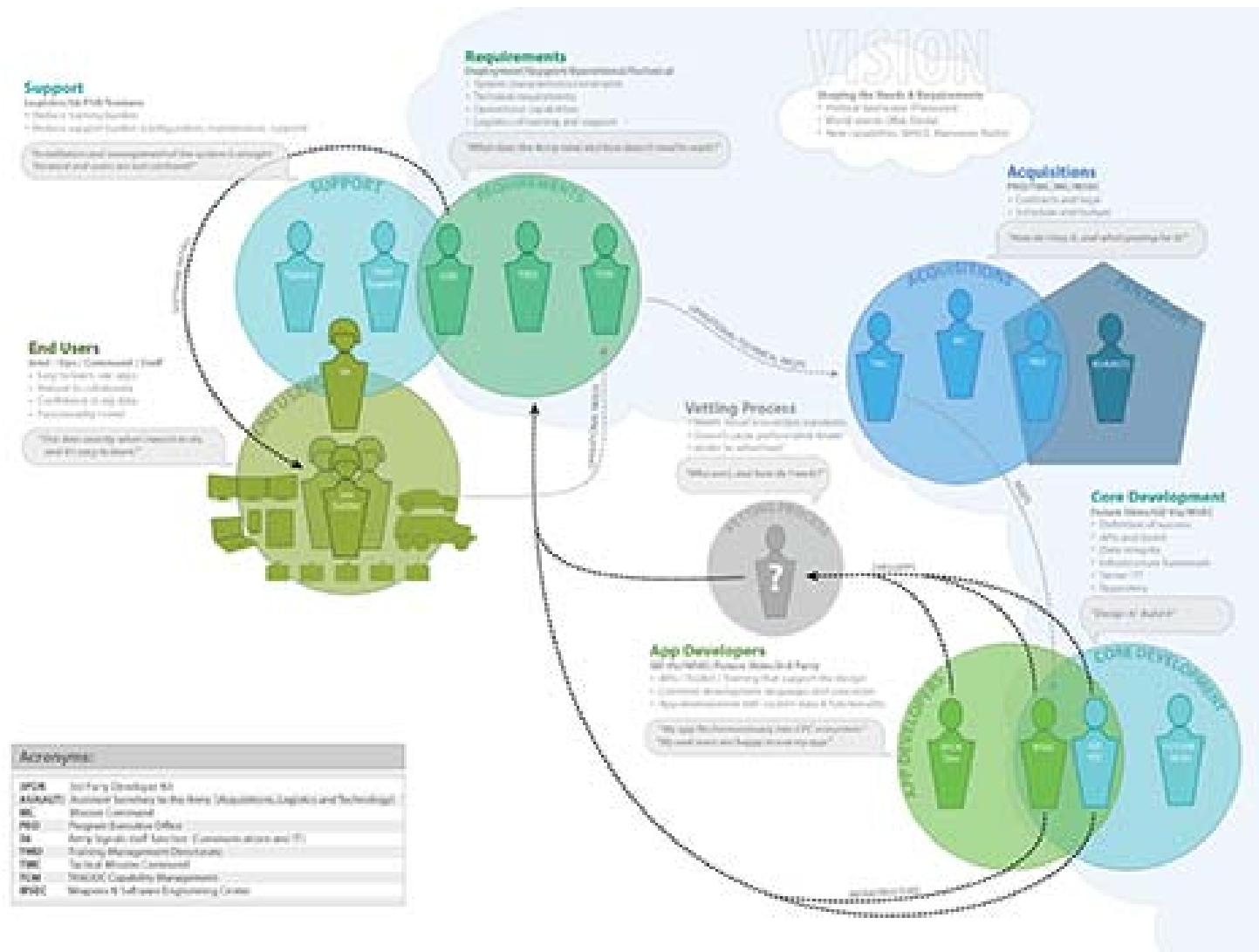
Adapted from: "Ethics: A Basic Framework", Lynn Sharp Paine, HBSP, May 2007

Stakeholder Mapping

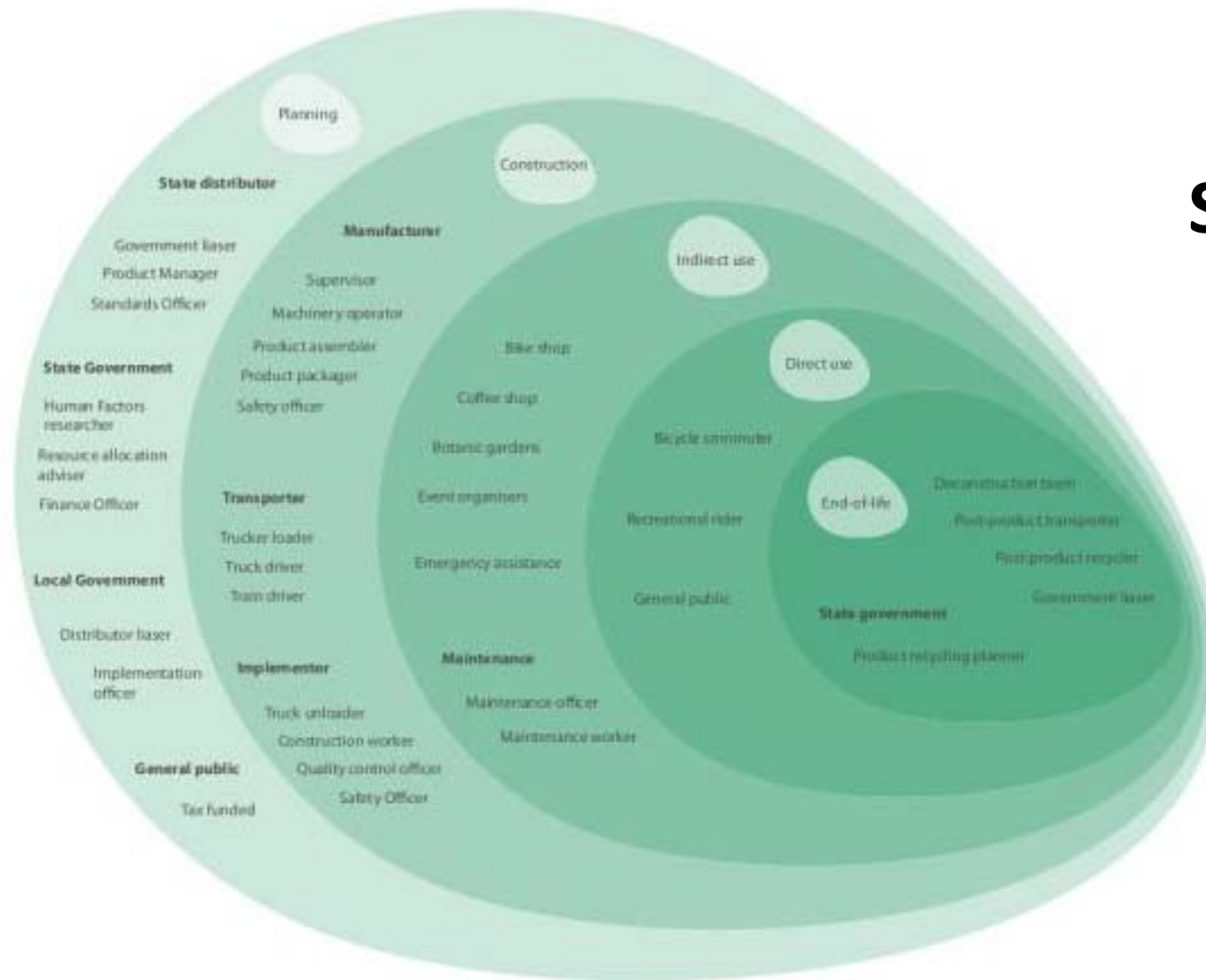


Source: "Managing for Stakeholders", R. Edward Freeman, Darden, 2007

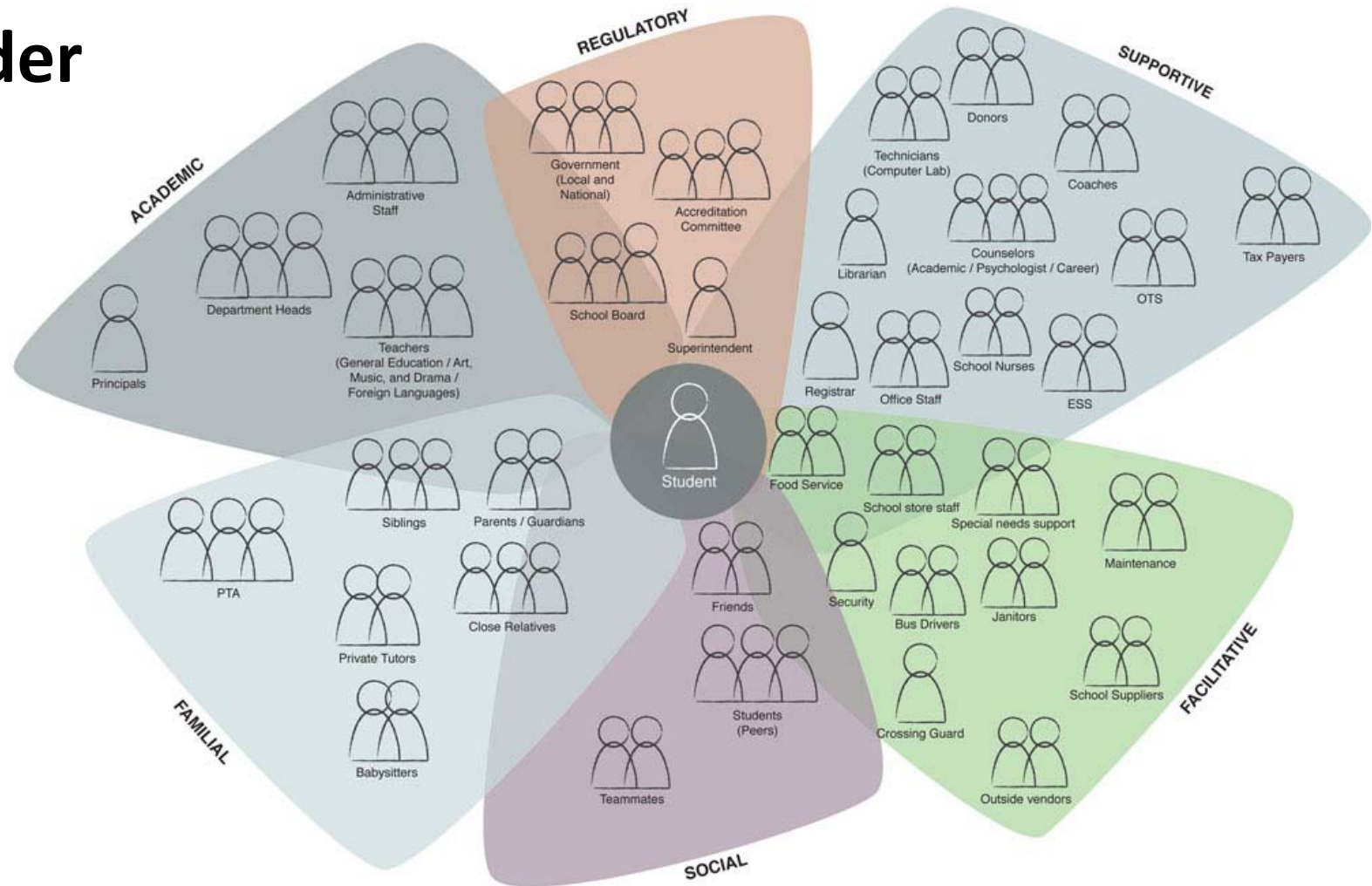
Stakeholder Mapping



Stakeholder Mapping



Stakeholder Mapping



Mapping/ Prioritization

**Current Orientation
on the Project**

		Criticality to Success		
		Low	Medium	High
Current Orientation on the Project	Supportive			
	Neutral			
	Resistant			

Source: "Managing for Stakeholders", R. Edward Freeman, Darden, 2007

Clarkson Principles for Stakeholder Management

1. Acknowledge and actively monitor concerns
2. Listen and openly communicate
3. Adopt sensitive processes and behaviours
4. Recognize interdependence of efforts and rewards – and aim for fair distribution
5. Work cooperatively
6. Avoid activities that might jeopardize inalienable human rights or give rise to unacceptable risks
7. Acknowledge conflicts of interest – and address through communication, transparency, and independent review

Assignment Overview:

Stakeholder Engagement Analysis

- Choose a company or non-profit organization that is considering some sort of initiative or action
- Research and evaluate past actions and future plans
- Map out and prioritize stakeholders
- Outline engagement strategy
- Individual or in pairs (**register choice today**)
- 5-6 pages + appendices
- Due by 6 pm on **Sunday, October 8**



Reminders

Next class: Guest speaker on Aboriginal Community Engagement

- Please be on time
- Smart casual dress
- Beverages OK, but no food please

