

# ***IT IS POSSIBLE TO RUN PRODUCTIVE STAKEHOLDER MEETINGS***

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## ***4 Elements to Success***

NM Recycling Conference, 9/28/16

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# ***THE STAKEHOLDER MEETING PROBLEM***

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- Low attendance
- Usual suspects / usual positions
- Usual pushy personalities
- Can write report before meeting
- And...
  - Stakeholders with fixed positions, heels dug in
  - “Naysayers” getting more organized
- Old tools - traditional facilitated meetings and public meetings - aren't cutting it anymore
- New tools / techniques have shown progress

# ***THE 4 ELEMENTS (TOOLS) WE USE FOR USEFUL MEETINGS***

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- Appreciative Inquiry (light)
  - Planning committee / plan workbook / network to attendees
  - Techniques to reduce influence of dominant personalities
  - Builds on successes, rather than dwelling in negatives
  - Reverse engineering to success
  - Interactive, work together, perspectives
- Pre-survey of attendees
  - Helps ID successes
  - Avoids dwelling on negatives / vent in survey
- Clickers / Real time voting
  - All voices heard
  - Planned plus real-time responsive to discussion
  - Results AT meeting; productive to attendees & you
- Multiple meetings
  - Not just one “take”

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# AI – PLANNING TEAM

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- Planning Committee – structured, involving meetings
  - Microcosm of state / group / desired attendees – select deliberately
- Key role – “Liaisons” to stakeholder groups and regions
  - Matrix of roles in recycling, regions of state, “greenness”, “networks” (dual roles)
    - Business / Government / non-profit / elected, recycling / landfilling; operational / planning, 4 regions of state
  - Assure plan resonates, ID “needed” attendees, invitations / link / priority



# AI - PLANNING TEAM

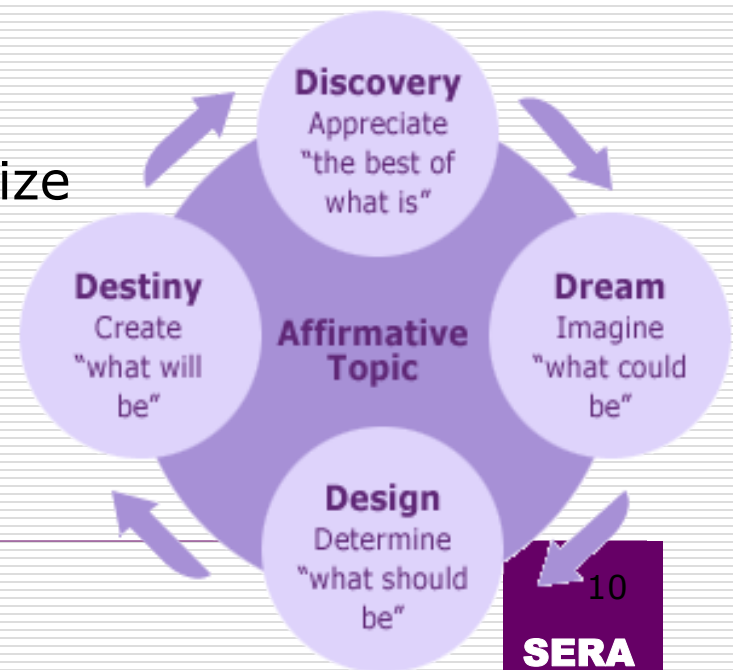
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- Multiple meetings to meet each other (mimic meetings) and craft exercises / day
  - Significant commitment of time, effort → booklet
  - Branding and language
  - Assist in planning meeting – they know:
    - Players & unique biases
    - What stakeholders want out of meetings
    - Craft language for open discussion
    - Geographic and other differences, roles, options
  - Need from them
    - Planning meetings or calls
    - Read / review materials
    - Invitations
    - Attend

# AI - MEETING FLOW

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- Emphasize the positive – providing successes from which to leverage toward even greater success (avoid the usual pitfalls & devolving)
- Reverse engineering
- Meeting “flow” –
  - Successes → Underlying factors
  - Why → Vision → Elements to realize
  - Shared vision & specific steps



# ***AI - MEETING STEPS***

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- Background, introduction to booklet
  - Set stage / goals of meeting / actionable rec's
- Interviews / Successes (one on one, prepared Qs)
  - High point; collaborative example; get talking / in mindset; getting to know, NO self-introductions
- Underlying factors – Tables (lessons)
  - Things to build on; leveraging elements
- Why – Group (reason, rationale)
- Vision - Tables (with activity)\*
- Elements to realize (Stations / reverse engineering)
- Shared vision & steps (Voting and commitments)

# AI - DEVELOPING ACTIONABLE ITEMS



□ Six areas of “backwards engineering” into the vision – greatest potential to move State forward

- Infrastructure/transportation
- Education
- Programs/services
- Market development
- Funding
- Legislation

□ Recommendations

- Prioritized by voting
- Vision, methods – near and longer-term
- Affordable process



# AI - OUTCOMES

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- Leveraging what works into “success factors”
- Positive approach, but identify barriers, gaps
- Context / tie-in with existing research / knowledge
- Vision
- Recommendations in key areas
  - And “commitments”
- Facilitation – Training in AI; know field



# ***PRE-SURVEY***

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- Pre-survey of attendees
  - For background presentation
  - Look informed!
  - Helps “structured” meeting
  - Inform the pre-selections for voting – especially barriers
  - Hooks them in
  - Product

# ***CLICKER VOTING***

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- Beyond dot voting!
- Faster
- Visible
- Product
- Control choices
- All have a voice
- Inexpensive

# ***MULTIPLE MEETINGS***

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- Geographical & actor / focus diversity
- More opportunities for more successful strategies
- Low marginal cost
- Consider one web meeting



# FEEDBACK

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- Wore me out; wrung out all information
- Surprising
- Learned something
- All working hard
- Met people didn't usually interact with / connections
- Views / opinions / other priorities
- Even conservatives open to recycling (reasons)
- Not isolated / same problems elsewhere
- Process positive
- State differences
- State doesn't understand local
- Heard my frustrations
- Wanted to have MORE / REGULAR MEETINGS!!
- In addition to goals, got:
  - Who missing (for next time)
  - Leading / successful programs for follow-up / case studies

# ***TAKEAWAYS ON STAKEHOLDER STRATEGIES***

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- AI –
  - Organized, with network – beyond usual suspects
  - Positive - Focuses on leveraging current successes, and reverse engineering
  - Strategies for hearing from all
- Pre-survey
  - Preparation – and to avoid dwelling on negatives in meeting
- Clicker / voting
  - Immediate, visible feedback, all heard, easy product
- Multiple meetings
  - Including maybe abbreviated web version
- Facilitation

# ***DISCUSSION/ QUESTIONS?***

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