

# More than Mitigating Risk: The Future of Co-Creating Value with Stakeholders

September 20, 2011  
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Canadian Centre for Ethics &  
Corporate Policy



# Session Goal

To explore concepts & strategies for co-creative stakeholder engagement.

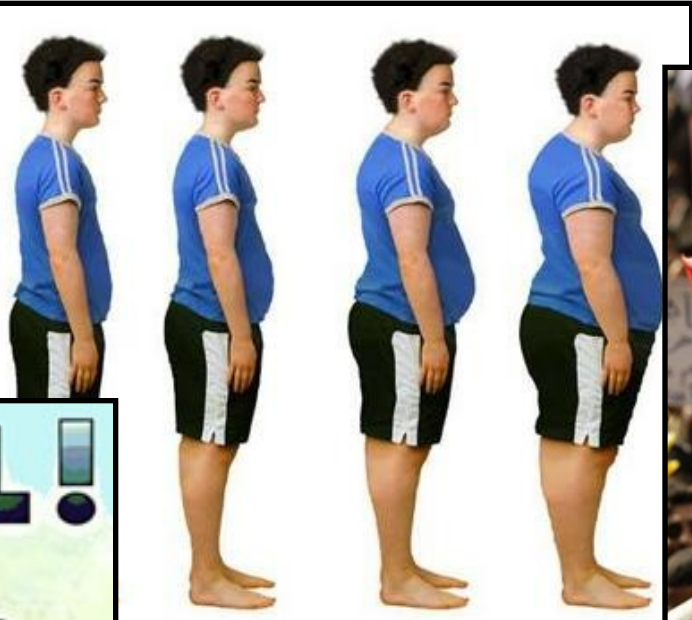
# Word Game

What one word effectively describes how you currently interact with your stakeholders.



# The Changing Context

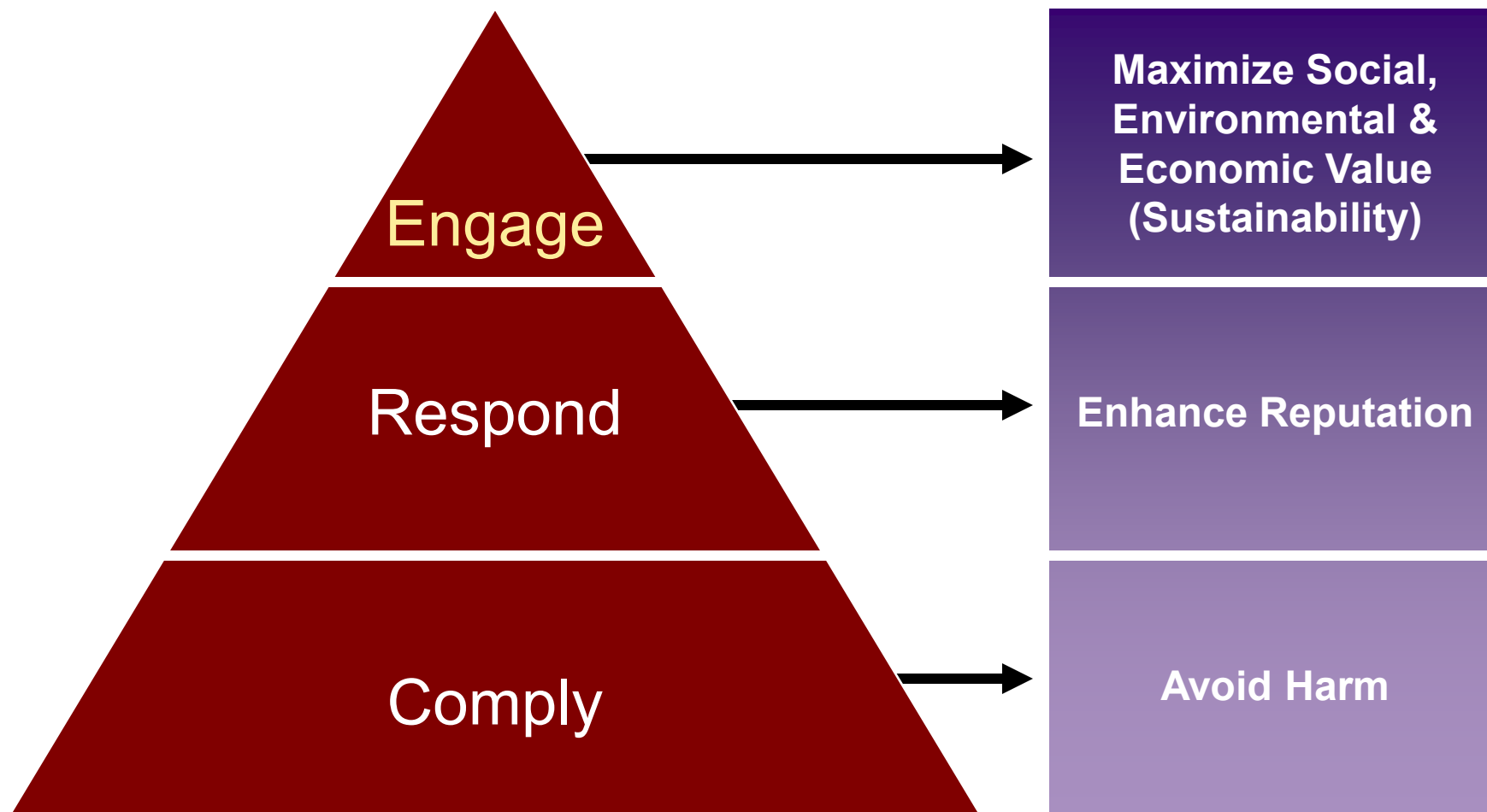




**OIL SPILL!**



# Changing Orientation Towards Stakeholders

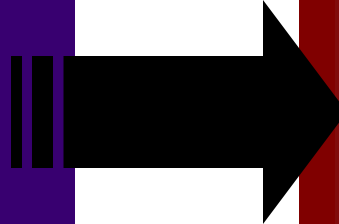


Source: Adapted from David Wheeler, Shulich School of Business, York University

# Trends in Stakeholder Engagement

## From

- Bilateral and transactional relationships.
- Focus on organizational concerns & goals
- Tactical and reactive.
- Emphasis on risk mitigation and reputation.



## To

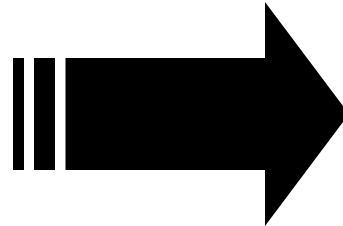
- Longer term relationships.
- Engaging around organizational and societal issues.
- Proactive and collaborative approach.
- Emphasis on learning, innovation and sustainability.

# From a Traditional to a Co-Creative Approach

## Traditional Approach

- To Direct
- To Control
- To 'Tell'

Protection-focused  
*"It's all about me"*



## Co-Creative Engagement

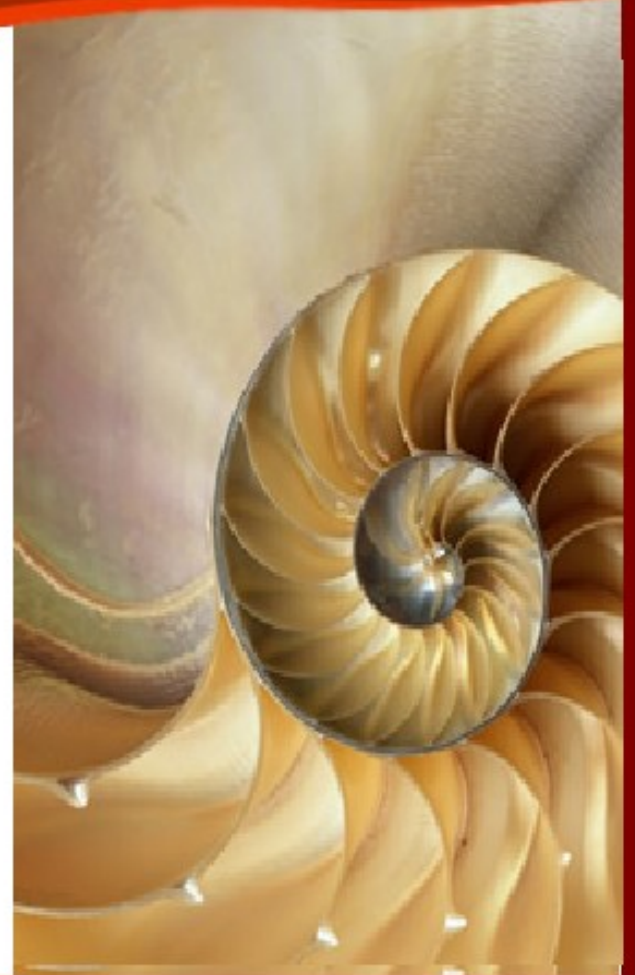
- To Interact
- To Involve
- To Empower

Possibility-focused  
*"It's all about us"*

# Drivers of Engagement



# What is Co-Creative Stakeholder Engagement?



# What is Engagement?

## Webster's Definition

**Engagement**  
is either a  
proposal of  
marriage or  
the onset of  
battle.

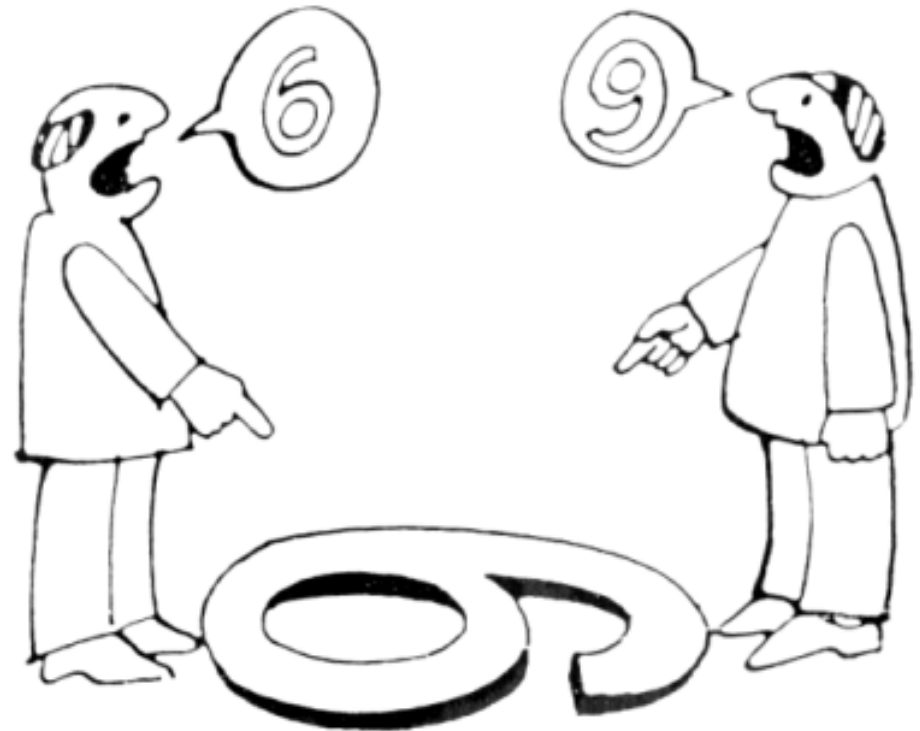
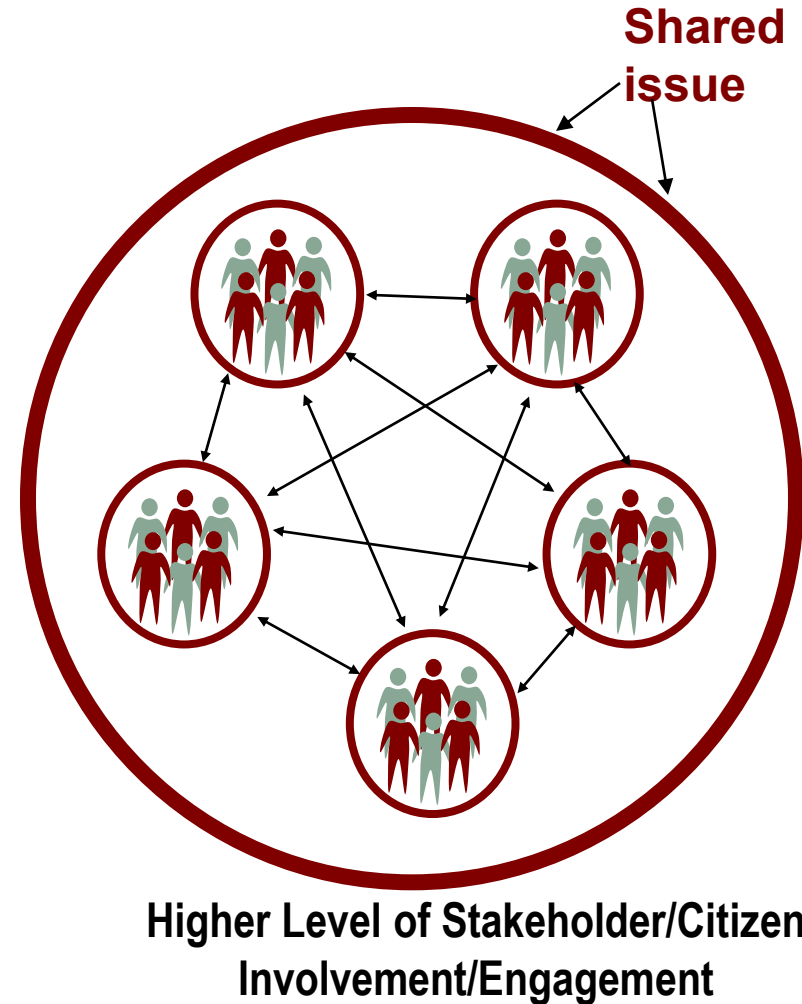


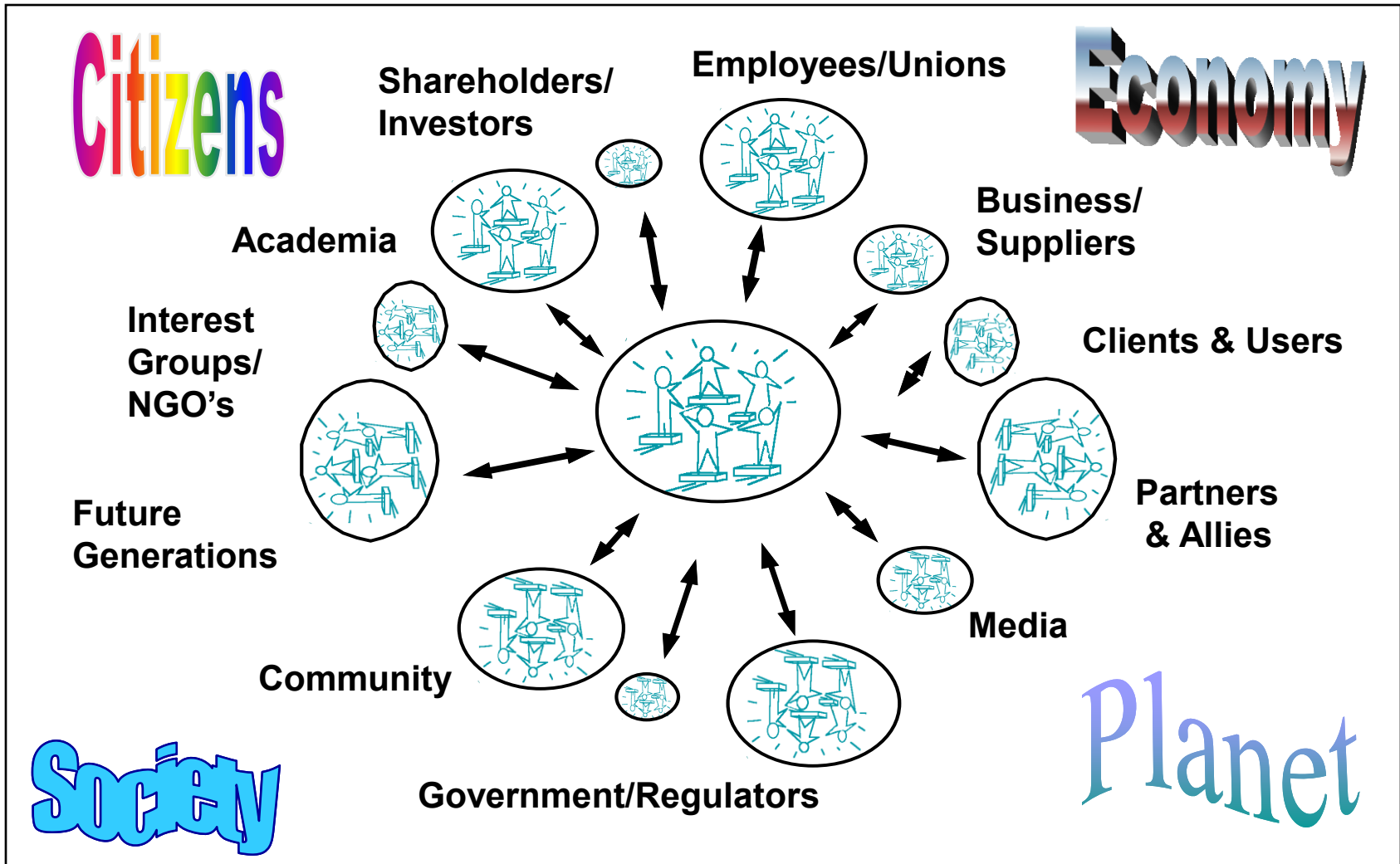
Image Source: Nike, Stakeholder Engagement 101

# Our Definition of Co-Creative Stakeholder Engagement

“An interactive process of identifying, involving and working with stakeholders to address organizational and societal issues, problems and opportunities.”

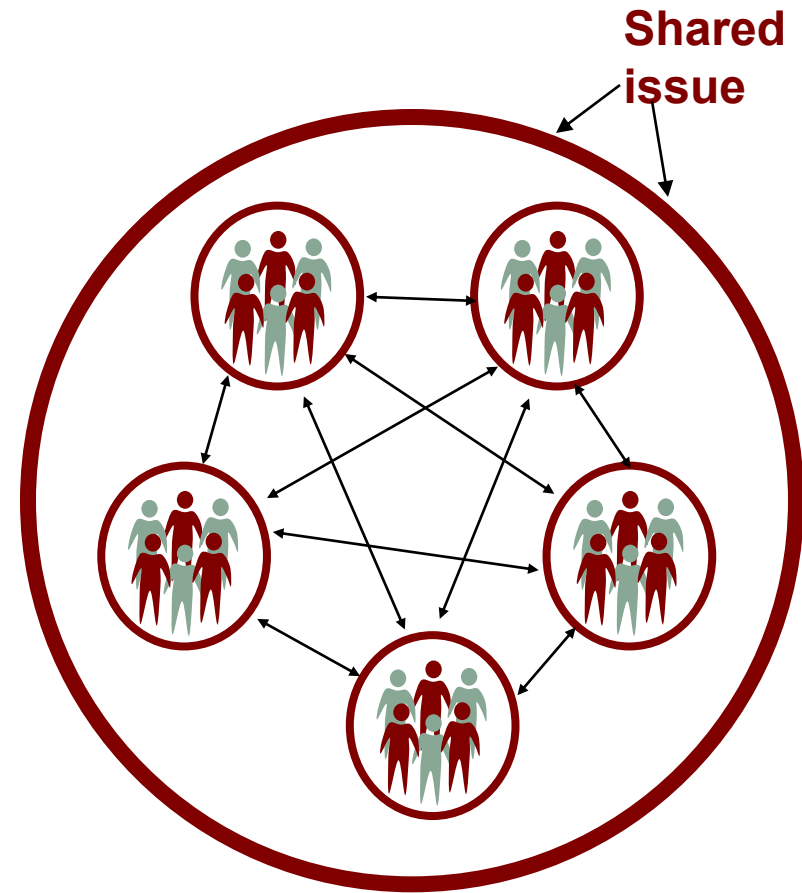


# Traditional View



# Key Features of Co-Creative Engagement

- Direct interaction with stakeholders
- On-going dialogue not one-time events
- Time spent learning together
- Focus on mutual value creation
- Collaboration
- Opportunity creation

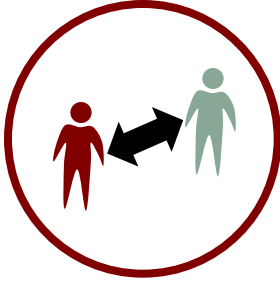
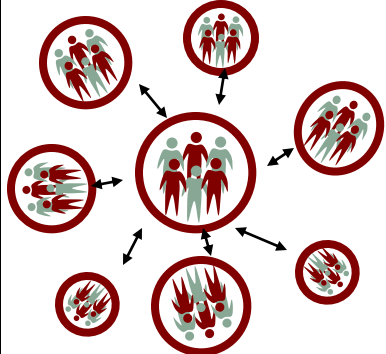
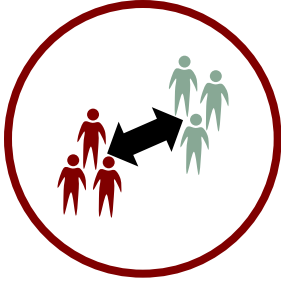
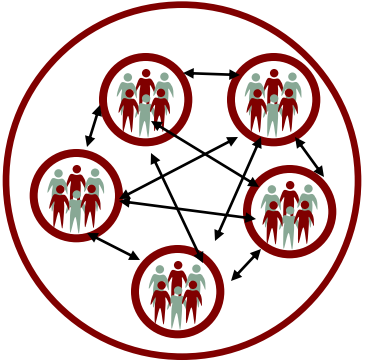


# A Spectrum of Co-Creative Engagement

## Deeper Engagement & Trust

Purpose of Engagement Activity

Methods of Engagement

	Communication	Learning	Collaboration	Transformation
Purpose of Engagement Activity	Establish links & share information with key stakeholders.	Appreciate diverse perspectives & generate new knowledge.	Work in partnership with stakeholders to advance mutual goals.	Jointly plan & implement system wide change.
				
Methods of Engagement	<ul style="list-style-type: none"> <li>• Face to Face</li> <li>• Blogs &amp; Interactive Newsletters</li> <li>• Phone Lines</li> <li>• Sustainability Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Informal Meetings</li> <li>• Forums &amp; Roundtables</li> <li>• Design Panels</li> <li>• Stakeholders in Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Ventures @ NGOs</li> <li>• R &amp; D Partnerships</li> <li>• Joint Program Development</li> <li>• Communities of Practice</li> </ul>	<ul style="list-style-type: none"> <li>• Social Issue Networks</li> <li>• Task Forces</li> <li>• Cross-Sector Coalitions</li> <li>• Learning Circles</li> </ul>

# Planning for Co-Creating Value



- Define the issue & goals from multiple perspectives
- Map the stakeholder network around the issue



- Reach out, learn & engage beyond the usual suspects
- Find common ground through conversation



- Develop a plan for collective action & innovation

# Identifying Shared Issues & Goals

What is our issue ?	What do we want to achieve? (our goal)	Who else has an interest in this issue?	What is the larger issue that we all care about?	What is the central question/issue for the engagement process?
Mine closure	Minimize negative impact of mine closure on community and company reputation	Mine employees Local residents Elected officials Other businesses in area	The longer term economic and social well being of the community	Community sustainability i.e. What do we want our community to be like once the mine closes? What will it take to achieve that vision?

# Example: Identifying a Shared Issue for Mining Company and Community



## Shared Issue

### Developing a Caribou Protection Plan

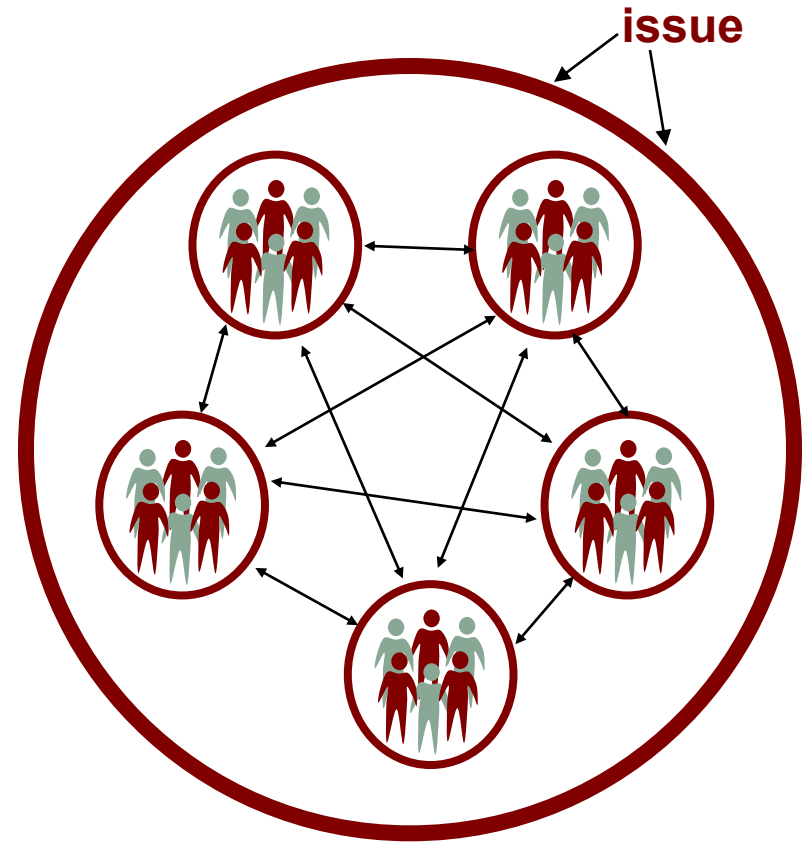
# Identifying Shared Issues & Goals

What is our issue ?	What do we want to achieve? (our goal)	Who else has an interest in this issue?	What is the larger issue that we all care about?
Water efficiency & conservation	Decrease amount of water used and impact on environment and company reputation	Employees Customers Environmentalists Elected officials Suppliers Industry partners	A sustainable & integrated water management system

# Developing a Stakeholder Network Map

## Definition

A web of organizations and/or individuals who have a stake in an issue.



# Identifying Shared Issues & Goals

<b>What is our issue ?</b>	<b>What do we want to achieve? (our goal)</b>	<b>Who else has an interest in this issue?</b>	<b>What is the larger issue that we all care about?</b>