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Everyone has a role: Whole system engagement maximizes collaboration

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Abstract: It is possible to engage stakeholders in a way that builds collaboration, maximizes individual contribution and creates stronger, more relevant solutions and organizations. To accomplish this, we expand the notion of stakeholder management to whole system stakeholder engagement. Furthermore, the stakeholder map, a key tool of stakeholder management, can be redesigned to support these goals. Through a case study, we examine how stakeholder engagement and a first iteration of the stakeholder map were used for a project with Suncorp Commercial Insurance. Seeking to make the tool as effective as possible, we look at a second iteration of the stakeholder map, which seeks to bring together all voices in a system to create a shared purpose and realize mutual benefit. Once redesigned for whole system engagement, the map presents a truer picture of the dynamics of collaboration.

Keywords: Managing collaboration; co-creation; whole systems; collaborative culture; stakeholder management; change management; stakeholder engagement; systems thinking; adaptive leadership.

1 The challenge: How can we realize the potential of collaboration?

The need for people to realize the full potential of their ideas by working together—to collaborate effectively—has become an imperative for organizations. Organizational collaboration is a rich interplay of feedback loops, communication, conversation, participatory decision-making, co-creation, idea sharing and information exchange across boundaries. Many have tried to create organizational collaboration, but failed because they lack the culture, skills and methods to make it real. For example, current practice defines stakeholder management in terms of power, interest, expectations, influence and impact—viewing stakeholder involvement (and therefore collaboration) as a *risk*. But we cannot expect to achieve collaboration with this mindset. Collaboration demands that we represent every voice, break down boundaries and move forward together.

How can we change the paradigm of stakeholder management methods and tools to build organizational collaboration? First, we must understand the interrelated trends driving the growing necessity of collaboration:

- Increasing complexity, challenge and change—Competition, economic turmoil and social change create pressure for innovation. The number of global and local stakeholders, uncertainties and "wicked" problems is rising. Command-and-control management is ineffective in this environment.

- Project, change initiative and collaboration failure—Silos, politics and organizational hierarchy prevent cross-pollination and water down great ideas. Organizations launch innovation projects but struggle to get results. Stakeholder engagement is a primary failure point.
- Technology empowers employees, consumers and public to drive change—We are discovering previously unthinkable fluidity and interconnectivity. "Big data" can provide real insight. Feedback returns with breathtaking immediacy. The level of transparency expected makes progressive organizations blush.
- Untapped potential—Shifting away from command-and-control leadership and blurring the boundaries of roles and organizations reveals that leadership, ideas, influence and insight can come from anywhere. Inspired, motivated people invest the full measure of their wisdom, creativity, passion and energy, while the uninspired and disconnected may work hard but still hold back. Organizations cannot afford to underutilize talent, experience and expertise.
- The rise of social consciousness—Environmental and social responsibility concepts are broadening. A civic-minded and digitally connected generation is shaping our world. The spirit of individual and social entrepreneurialism is growing. People increasingly feel that work should be meaningful.

These factors pressure organizations toward change while attracting them toward new ways of working—creating both a "push" and "pull" for collaboration. For many organizations, if they play it safe, they will not survive. This creates the push. Meanwhile, the desire for greater success and meaning creates the pull.

2 Stakeholder engagement: Go beyond stakeholder management to foster collaboration

Stakeholder management must be redefined

Evolving management culture and social expectations have produced the idea of stakeholder management for the purpose of helping leaders effectively work with stakeholders while efficiently managing resources. It is vital because:

- Unsatisfied stakeholders can railroad initiatives
- To effect change, stakeholders need to participate in the journey
- In contexts such as government, it is unacceptable not to engage stakeholders
- Younger generations increasingly expect to have a say

Stakeholder management is the process of "[identifying] both internal and external stakeholders in order to determine the project requirements and expectations of all parties involved" while "[managing] the influence of the various stakeholders in relations to the project requirements to ensure a successful outcome" and to "maximize positive influences and mitigate potential negative impacts" (PMBOK Guide, 2008). The process includes:

1. Analysis—Identifying stakeholders and developing a stakeholder register
2. Mapping—Grouping stakeholders using a stakeholder map (also matrix or grid)
3. Strategy—Generating a management strategy for each stakeholder group
4. Planning—Aligning communication and engagement to the initiative plan

If our purpose in working with stakeholders is to manage power, interest, expectations, influence and impact, then stakeholder management may be enough. But we seek to achieve collaboration, to learn not only what people need from an initiative, but also what they can give. Stakeholder involvement is no longer the risk; not involving stakeholders is the risk. We must expand the boundaries of stakeholder management to a paradigm that maximizes contribution.

Paradigm shift mindset: Everyone has a role, made possible by whole system stakeholder engagement

Stakeholders are vital sources of wisdom, creativity, passion and energy, not simply potential objectors to be managed. Everyone has something to give, a role to play. Engaging stakeholders in a way that fosters collaboration helps maximize, protect and reinvest in the organization's most important asset—its people. To harness this potential, we must engage the whole system by bringing together diverse perspectives from inside and outside an organization, which helps us create stronger solutions and accountability. When people collaborate they don't just *feel* a sense of ownership, they own the solutions because they helped create them.

As we recognize the role people can play, learn their perspectives and help each stakeholder to understand the other, we move forward together. We break down boundaries. Dramatic change becomes possible.

Goals of whole system stakeholder engagement

For stakeholder engagement to support collaboration, we seek to:

- Set the stage for collaboration—engage the whole system, understand what people have to give and invite them to help us improve
- Maximize the ability for people to appropriately contribute
- Identify and find a way to represent every voice. To build the whole picture, we have a responsibility to find ways to include or represent every voice with minimal bias. A stakeholder can only own their personal perspective; no one knows the detail and nuance of that perspective better than they. No stakeholder can fully represent all perspectives in a system without bias. It may require a group to represent a single perspective—for instance, to represent the entirety of leadership intent and set direction. But how do we make sense of all the perspectives present? Modifying a heuristic called Voices of Change™ (Golsby-Smith, 2003) gives us four voices that summarize the perspectives that exist within a system:
    - Voice of Intent—Sets vision, direction and constraints. Helps us understand the objectives from the perspective of the organizational vision and strategy

- Voice of Experience—Their expertise, knowledge and history helps us understand how things get done in day-to-day reality
- Voice of Design—Synthesizes the whole picture, explores possibilities and figures out how to make ideas happen
- Voice of the Customer/User—Provides context, purpose and the ultimate success criteria for the initiative. This voice includes the non-customer (a potential customer). Although we create solutions for the customer/user, and in contrast to other voices, this voice is historically under-represented and typically not physically present due to practical and cultural reasons. Methods such as facilitated workshops, prototype testing, digital media and crowd sourcing are making this more common. The Voice of the Customer/User can also be elusive. Customers/users struggle to accurately articulate their implicit values, unmet needs and behavior patterns. For these reasons, it is important to find creative ways to ensure the *voice* of the customer/user is "in the room"

Fundamentals required for collaboration

Creating organizational collaboration is a journey over time, and it takes many steps to get there. We are not able to realize the benefits of collaboration and whole system stakeholder engagement if fundamentals are not in place. Through a discussion of the question, "What is your insight into change management and a collaborative culture?" posed to the LinkedIn Organizational Change Practitioner group, the fundamentals emerge (Miller, 2013):

- Answer the "Why?"—People need a compelling reason to work together. As Simon Sinek says, "start with why" (2009).
- Clarify roles and interdependencies—Each person and team needs to understand how their role fits into the overall vision, the value they bring and the value others bring. They need to understand the shared challenge, see the interdependencies and grasp the impact of not working together.
- Create and maintain trust—Voluntary sharing requires trust. Trust is developed when leaders set the example, match their actions with their words, visibly care for and support people, communicate transparently, break down boundaries and take feedback well. Collaboration also depends on trust between stakeholders, so stakeholders must do the same.
- Build respect to build exchange—Collaboration doesn't happen if people don't respect one another and value the perspectives that others bring. Often, building respect starts with conversation.
- Build ability—Just like any other skill, people must learn how to collaborate. Jason Little reflects that you may need to "[teach] people how to ask powerful questions while collaborating and…how to be in 'exploration' conversations versus 'action' conversations" (Miller, 2013). The more practice and comfort people have with the process, the more they will be successful.
- Reinforce behaviors—People contribute freely when they are motivated, rewarded and when they see that their contribution is productively put to use. When ideas and

feedback go nowhere, people stop contributing. Structures, systems, processes and practices also are necessary to reinforce collaboration. Collaboration must be built into plans and budgets. Richard Rawling notes that organizations often need to provide "mechanisms that promote cross boundary interactions," such as dedicated groups, time, places and technology (Miller, 2013). The rich connectivity that technology provides, if fit-for-purpose, can make collaboration not only more possible but also more efficient.

Fernando Lanzer explains fostering collaboration this way:

> "I've found that a simple approach works best. It's easy to get lost in overly complicated models and tools, which will work fine IF you've covered the basics and will not work AT ALL if you haven't covered the basics.
>
> What I mean by 'basics' is: 1) clarity about what is expected; 2) modelling behaviour from top leaders; 3) reward practices aligned with what you want (collaboration); 4) training to learn the desired behaviours.
>
> Most companies fail at items 2 and 3, and that is fatal. No matter how great your efforts at 1 and 4, using wonderful communication campaigns, fantastic models disseminated through engaging workshops, the whole thing falls apart when your CEO does NOT collaborate with stakeholders, different departments refuse to share resources and information, and people get REWARDED for individual performance, unit performance, and NOT for helping each other out" (Miller, 2013).

3 A fit-for-purpose tool: First iteration of a redesigned stakeholder map

In order to conduct stakeholder engagement in a way that supports collaboration, we need tools created for that purpose. One of the tools, the stakeholder map, can be designed explicitly to support collaboration. Comparing our goals for a collaboration-focused stakeholder map against existing stakeholder maps reveals opportunities for redesign.

Visually and psychologically frame the environment for collaboration

A stakeholder map that fosters collaboration should:

1. Represent the whole system—make it visually clear that the intention is to include every perspective
2. Specify what each stakeholder will be expected to contribute in terms of their role and perspective
3. Indicate that every perspective is valued—because everyone in the system is needed to make the system work and change effectively
4. Work hard to communicate—at a glance—the whole system, including the role that each stakeholder will play and the perspective they bring

Existing stakeholder maps

Figure 1 presents examples of current stakeholder maps.

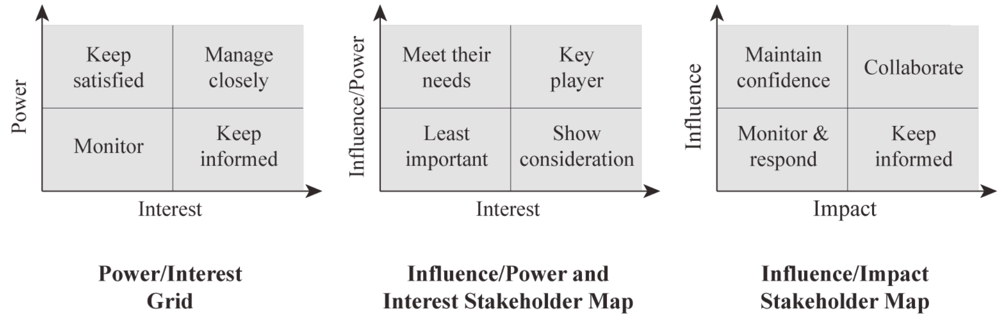

Figure 1 Examples of current stakeholder maps

Sources: Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, 4th Ed, p. 249.

T. Morphy, "Stakeholder Analysis," Stakeholdermap.com Web site, 2011, http://www.stakeholdermap.com/stakeholder-analysis.html, accessed January 2013.

Bartley Hassall, Suncorp Change Leadership Seminar: Stakeholder Management (March 2004), slide 23.

Review of existing stakeholder maps

The existing stakeholder maps are not well suited for supporting collaboration because:

- Limited collaboration is indicated—In the maps above, only the third establishes a specific group that will be involved collaboratively.
- The whole system may or may not to be present—The Voice of Intent and the Voice of Experience appear to be represented. It is unclear whether the Voice of the Customer/User and the Voice of Design will be represented.
- The role and value of each stakeholder is unclear—Language such as "Keep informed" and "Keep satisfied" tells us what to do to the stakeholders, but it doesn't tell us how the stakeholders can contribute to the project or reveal the importance of their unique perspective.
- The language does not establish a collaborative mindset—Language choice is critical because it sets up the psychological framing by which we will view the initiative and the stakeholders. Some of the language suggests an antagonistic relationship with stakeholders (consider: "Monitor and respond"). Some of the language also connotes that stakeholders are more passive than active (consider: "Show consideration" and "Keep satisfied"). For collaboration to work, we need stakeholders to participate actively, fully and openly in such activities as generating ideas, solving problems, co-creating solutions and contributing feedback. Collaboration cannot be mandated, and that makes our psychological framing all the more critical.

Redesigned stakeholder map: first iteration

To address these issues, I looked to represent the whole system, incorporate each of the voices, and adapt the language for a collaborative mindset.

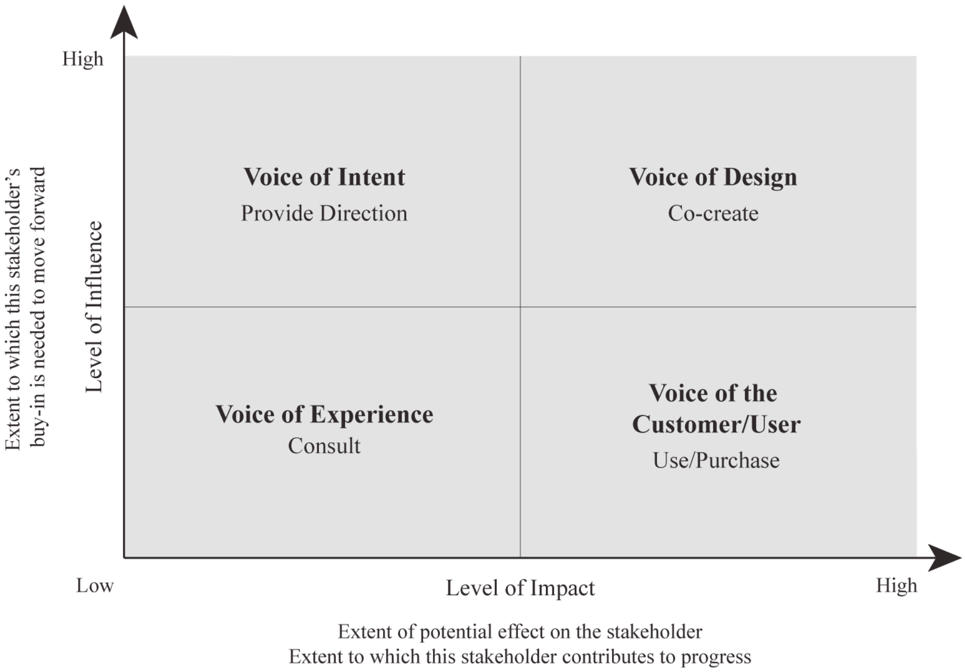

Figure 2 First iteration of a stakeholder map for collaboration

Source: Michelle Miller, Claims Experience Design Project: Design Brief (October 2009), slide 7.

Beginning with the Influence/Impact 2×2 format and the modified Voices of Change™, I allocated each voice to the quadrant that seemed appropriate and defined each role.

- Voice of Intent sets direction—shapes the vision, chooses targets, identifies key constraints and makes decisions.
- Voice of Experience provides consultation and support—these are people whose feedback, ideas, information, good will and (ideally) active support you will need.
- Voice of Design executes the project—and includes the project team as well as the those who work as an extension of the team, such as subject matter experts.
- Voice of the Customer/user is the purchaser/operator—the group that generally bears the greatest impact and therefore validates the relevance and utility of the solution

4 Case study: Engagement contributes to stronger outcomes and progresses cultural change

A Suncorp Commercial Insurance project focused on the claims experience of brokers provides a insightful case study for this paper because the project was intended to help build collaboration across the business, impacted much of the business, demanded active expectations management and needed the input of people from a wide range of roles and levels. Our approach to stakeholder engagement was one of the critical components of the project's success and progressed organizational collaboration.

Introduction to the case study: Broker Claims Experience Project

In 2009, the commercial claims performance ratings for Vero (a brand of Suncorp) dropped to "the back of the pack," placing fourth or fifth in Australian insurance surveys. Customer satisfaction ratings and NPS scores were down significantly. Brokers increasingly expressed frustration and escalated their concerns directly to senior leadership. The Commercial Insurance (CI) CEO convened a customer experience team to use a collaborative, customer-based design process to address the issues.

Project stakeholder engagement goals set a precedent

From the outset, it was important that the issues not be perceived as a "claims problem." The leadership team was working to shift a culture of turf fights and finger pointing (mostly fallout from a merger) to one of shared accountability and collaboration. As a result, we set stakeholder engagement goals that made some people uncomfortable.

1. Executive-level decision-making—Instead of reporting only to the executive leader of CI claims, with a steering committee at the mid-management level below, we held the steering committee at the executive level. Although the executives were accustomed to a level of autonomy, the challenge affected the reputation of the whole business and demanded their collective perspective.
2. Proactive, transparent sharing of findings—We committed to sharing our research with stakeholders. The challenges had impacted people inside and outside of claims, so they were keen to hear what we were learning. For instance, the relationship management team was receiving excessive requests from brokers to follow up on claims, which was time consuming and impacted their sales capacity. Some claims managers found this transparent approach offensive, because they felt we were sharing their "dirty laundry" before they had a chance to fix anything. One positive result of keeping the relationship management and underwriting teams informed, however, was that they were able to manage the expectations of brokers over the course of the six to nine months it took to identify root causes, develop solutions and make improvements.
3. Co-design—We established a project culture of co-design. Within the project team, that meant countless hours of slogging through research to get to insights, learning how to give and receive feedback, and testing each other's patience—all while trying to stay open to really hear one another. We committed to finding

ways to involve people across the organization whenever we could. In one instance, we involved relationship managers as proxies for the "Voice of the Broker" in developing a weighting guide for issues. This guide and our approach proved incredibly important because, when we presented our final assessment of the research, stakeholders understood how we had come to our conclusions and were open to our recommendations.

Everyone has a role: The stakeholder map in action

Below in Figure 3, you will find an example of our project stakeholder map, followed by descriptions of each role noted in the illustration.

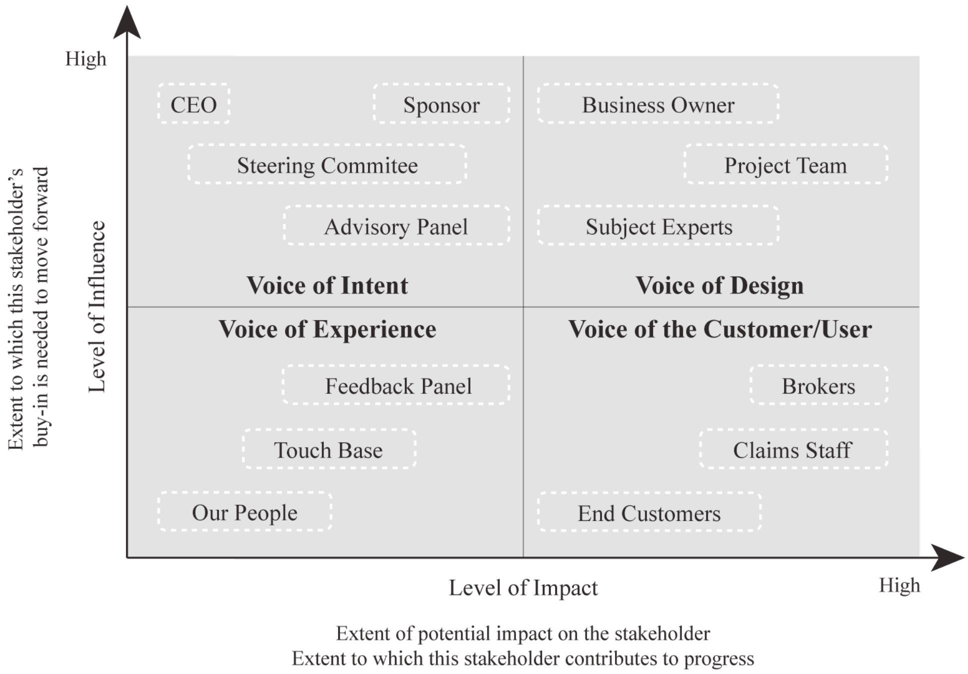

Figure 3 Stakeholder map for the Broker Claims Experience Project
Source: Michelle Miller, Claims Experience Design Project: Design Brief (October 2009), slide 7.

Voice of Intent

- CEO—The CEO of CI set the overall objective for the project, which was "Close the gap. Create a gap." "Close the gap" referred to the distance Vero had fallen behind competitors. "Create a gap" communicated that our intent was not just to regain ground, but to outperform competitors, as market reports revealed that no one performed particularly well in claims. The project also needed to further the collaboration efforts already underway to ensure the success of the 2007 Suncorp-Metway and Promina merger (Promina owned the Vero brand).

- Sponsor—Our sponsor was the CI Claims executive, reporting directly to the CEO. Our primary advocate for securing funding and resources, removing barriers and ensuring project execution, the sponsor drove the overall project pace and timing. They worked with their team to progress the initiative and held us all accountable.
- Steering Committee—Comprising a set of executives who reported directly to the CEO, the steering committee shaped the overall project direction and made high-level decisions. Prior to critical meetings, we walked through the findings with each individual so they could ask questions and prepare for the steering committee discussion. This proved far more effective than sending pre-readings.
- Advisory Panel—Because our approach was fairly new to the organization, we consulted with a small, informal group on the design of the project. The group included the strategy executive, the strategy manager, an external consultant and other colleagues as required. We worked closely with this group to ensure the project design was sound, and that we were working with stakeholders effectively.

Voice of Experience

- Feedback Panel—We regularly delivered project updates and sought feedback from a cross-functional group of leaders and customer representatives. We depended on the group to validate our results, and represent the "voice of the broker." This group was impacted by poor claims performance, although many worked outside claims, and our approach demonstrated that we valued their perspective.
- Touch Base—Some stakeholders needed to be informed of our project and could help flag risks, but had little reason to be more involved. These included executives not on the steering committee, risk, legal, HR, other project teams and customer experience colleagues. For most of these, we held an initial meeting to set context and agree the engagement approach, then kept them up to date on the project through existing meetings and informal catch-ups.
- Our People—We worked with the internal communications team to make sure that everyone in CI had a basic understanding of the situation, knew the steps we were taking to address the issues and could continue to channel feedback appropriately.

Voice of Design

- Business Owner—For day-to-day guidance, a claims manager was dedicated to us roughly 50% of their time. They worked with us to develop how we engaged stakeholders, our findings and recommendations.
- Project Team—The project team structure and level of resourcing flexed as required. Viewing the project team as a stakeholder, we worked to create a positive experience for them. We conducted an immersive induction and maintained transparent and proactive involvement, collaboration and communication.
- Subject Experts—From time to time, we drew upon the expertise of claims leaders, broker relationship managers, underwriters, analytics experts, marketers, customer design specialists and technology leads.

Voice of the Customer/User

- Brokers—The brokers' perception of our claims experience was our primary focus. Whereas a customer may have one claim over the course of several years, brokers work with claims daily. A change in claims experience significantly affects them—and their willingness to recommend an insurer.
- Claims Staff—Our claims staff also sat at the heart of this challenge. Most claims officers care about doing a good job and the teams were working hard to meet expectations. In order to understand what was happening, we set up a series of observations. Using design ethnography, we listened to calls, observed claims officers in action, and documented basic statistics such as misdirected calls. It was important that they did not take our research personally, and knew we were not auditing performance. The quality of our results was dependent upon fair representation of the claims officers' perspective.
- End Customers—Although our customers were not as significantly impacted as our brokers, they were impacted nonetheless. We worked to keep their perspective top-of-mind, and ensure that decisions made for the benefit of the broker would also benefit the customer. Using touch point research, we kept an eye on the experience factors that mattered to them.

Results

The initiative succeeded. Vero was able to "Close the Gap" and to "Create a Gap." By early 2012, both Steadfast and AIMS surveys ranked Vero #2 in claims performance, and Aon ranked Vero as a preferred claims provider (preferred claims provider status is a key factor driving broker recommendations, and is directly related to revenue). Internally, levels of employee satisfaction and engagement improved. Claims became "sexy" again—because we had shown the value that claims brought to the business, fresh talent was attracted to claims from across the business. As of 2013, Vero consistently ranks #1 or #2 in broker surveys of claims performance, and their leadership in claims performance is a source of competitive advantage. These are huge successes.

Building upon the post-merger integration and cultural change initiatives, the way we engaged stakeholders not only was critical to the success of the project but also further embedded the fundamentals needed for collaboration and moved the organization another step closer to whole system collaboration. The initiative:

- Set a precedent for working transparently and collaboratively across functions
- Reduced, in some areas, of the incidence of finger pointing and victim behavior
- Prompted some leaders and teams to take greater accountability
- Provided teams across the business with a new perspective on claims, greater respect for how hard it is to deliver claims excellence, and a sense of the role they play
- Strengthened old relationships and build and new relationships

5 Second iteration: A stakeholder map for whole system engagement

The first iteration needs to be more effective

The first iteration does not fully achieve any of the goals: represent the whole system, specify what each stakeholder will be expected to contribute, indicate that every perspective is valued and work hard to communicate. The rectangular matrix does not represent the whole system. The role that each stakeholder will perform is specified, but the perspective is not clear. The x- and y-axes place high value on the Voice of Design and low value on the Voice of Experience. The use of influence on the y-axis implies that some voices always have high influence, which is not reality.

Second iteration stakeholder map

A circle is an ideal format

A circle is a symbolically and functionally ideal format. A circle is a traditional symbol of a whole system, signals inclusiveness and allows for movement. The arrows around the circle connect the perspectives that each voice represents. The open boundaries as well as the arrows indicate the fluid and dynamic nature of a system.

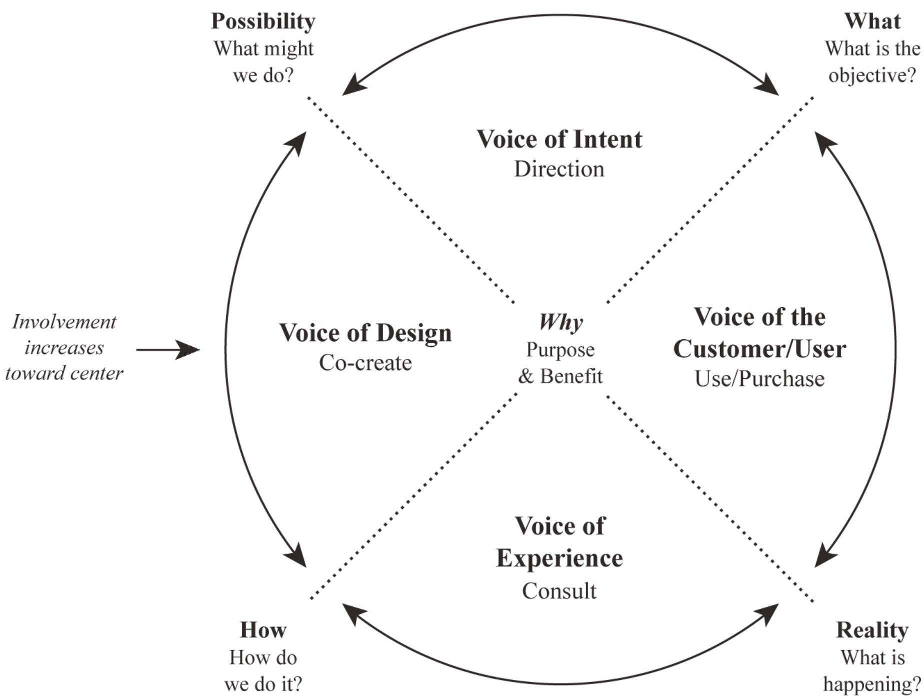

Figure 4 Second Iteration: Stakeholder map for whole system engagement

Every stakeholder has a role to represent their unique perspective

Every perspective in a system is needed for progress. In collaboration, each stakeholder has a responsibility to represent the unique perspective that they bring. In the map, the axes—Possibility/Reality and What/How—indicate the perspective stakeholders share:

- Possibility—The Voices of Intent and Design are responsible for exploring different directions
- Reality—The Voices of the Customer/User and Experience are immersed in day-to-day reality
- What?—The Voices of Intent and the Customer/User contribute to the objectives of the project
- How?—The Voices of Design and Experience work on how to make things happen

The oppositional axes create a quadrant for each voice. The dotted lines indicate that boundaries and roles are becoming more fluid, including the boundary between customers and the organization. This reflects the reality that stakeholders do not sit precisely in one quadrant, and may shift roles during an initiative. The quadrants designate responsibility for a unique perspective:

- Voice of Intent—What is possible for the organization?
- Voice of the Customer/User—What is needed in reality?
- Voice of Experience—How does it work in reality?
- Voice of Design—How do we make possibilities happen?

Why?: A question every stakeholder must answer

“Why” is at the center because collaboration is most powerful when everyone contributes to the answer. The process of creating a shared purpose and seeking mutual benefit elevates the level of conversation, enables stakeholders to move forward as a system and to seek ways to create real value that delivers mutual benefit. We each contribute our aspirations, needs, view of the challenge and ideas for solutions. We connect to meaning, and that meaning flows through to the solutions we develop, the decisions we take and the character of our actions. Answering “Why?” together also helps bring the change process forward. When, through whole system stakeholder engagement, we identify shared purpose, the solutions that we develop are rooted in something that holds real meaning for people. It’s not just that collaboration feels worthwhile because we work with others to make our ideas and thinking better. Collaboration helps us make what we’re doing worthwhile altogether.

Level of involvement: Translate engagement to practical terms—“What does it mean for me?”

Time commitment is one of the foremost stakeholder concerns. Although we seek collaboration, we fear what it means for our schedules. In this model, the closer a stakeholder is located toward the center, the more intensely they are involved—so that at a glance we understand the time commitment required.

Testing the second iteration

Figure 5 below shows what the second iteration might look like if it had been used in the case study. The size of the circles represents the level of influence of each stakeholder. Permeable boundaries give the sense of fluidity, both between stakeholders and in time. The circle forms the symbolic container for the system. The What/How and Possibility/Reality axes and the proximity of each stakeholder to those axes illustrate the unique perspective that each stakeholder brings. Stakeholders involved intensively are placed close to the center. Stakeholders involved minimally are placed toward the outside. In the case study, we worked to keep the *voice* of the broker "in the room," and so they are placed close to the center even though brokers were not involved directly in the project on a daily basis.

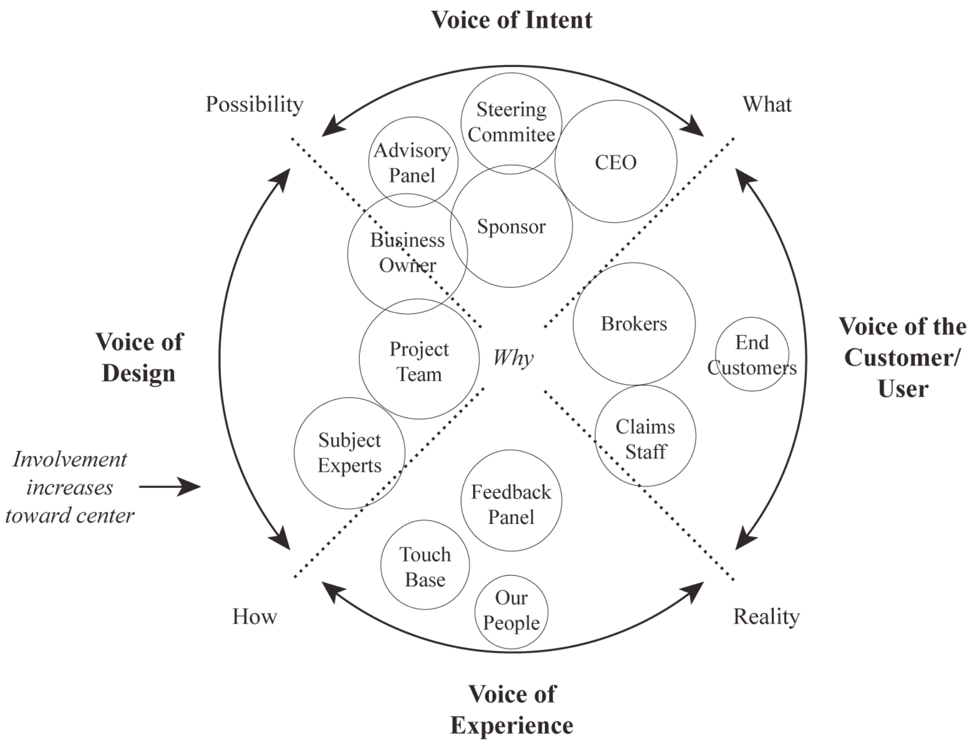

Figure 5 Testing the second iteration

6 A step change: From whole system engagement to whole system collaboration

Consider this model outside the context of projects. Test some examples. What happens when you map:

- Your own team and stakeholders
- The sales team and their stakeholders for a large organization
- An entire corporation
- Your state government
- Everyone needed to make local food more available and affordable to each locality in our country
- Everyone needed to stop the spread of malaria

Does the model still work?

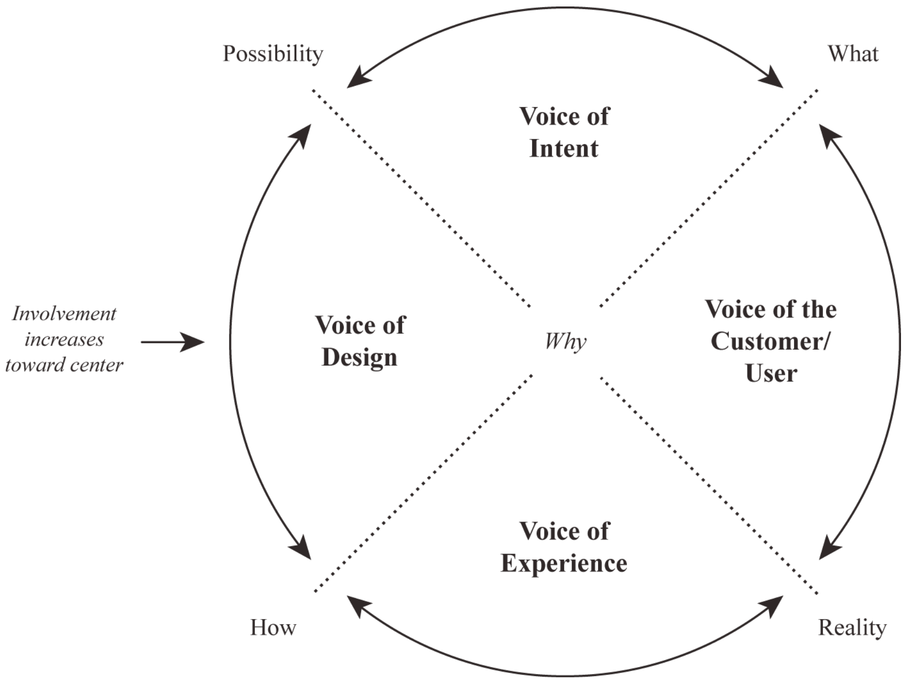

Figure 6 Whole-system collaboration model

With modifications to the names of some voices (particularly the Voice of the Customer/User), this model can be used for each of the above scenarios. The model visually and psychologically helps create an environment for the factors that make collaboration an imperative:

- Increasing complexity, challenge and change
- The need to guard against initiative failure and strengthen solutions by bringing the whole system "into the room"
- The ability to enable whole system participation through various forms of technology

- The opportunity to tap into people's potential
- The desire to connect to meaning and form a shared purpose

The model provides a frame for whole system engagement that fosters whole system collaboration. The tool is fit-for-purpose.

7 Whole system collaboration affects us all

Collaboration upends our way of working

Working collaboratively changes how leaders lead, requires different skills, relationships and behaviors and demands a fresh approach to organizational structure, project management and change management.

- Leaders will need the ability to set up an environment that fosters collaboration, provide feedback as well as direction and enable others to lead. To get productive results, leaders must ask strategic questions, challenge thinking, articulate intent and provide principles that guide the team without giving instruction.
- Collaborators must put aside their own ego, stepping past personal desires, pride and ambitions to work together for the good of a common purpose—to make the work at hand the best it can be, for its own sake.
- Organizational structure, roles, spaces and workflow must flex to enable people to come together and share challenges, both for projects and day-to-day work.
- Change management is "front-loaded" in whole-system stakeholder engagement. Change objectives are more readily integrated with initiative objectives from the beginning. People are better able to adopt the change because they contribute to the solution. However, the stakeholder dynamics become more complex to manage.
- Project management must still balance time pressure with the need to achieve outcomes. Time pressure is an inherent element of projects, and yet change cannot be hurried. Stakeholder management for businesses becomes more like stakeholder engagement for civil discourse. How then might we bring public sector engagement tools together with results-focused project management to enable organizations and their people to collaboratively make massive changes under intense time pressure and with complete transparency?

Collaboration thrives within structure—It is not a free-for-all

In addition to changing organizational paradigms, people may fear what collaboration means for effectiveness and efficiency. Collaboration should not create gridlock, purposelessly bloated processes and false equality.

- Collaboration is not consensus—Even in a collaborative environment, decisions may be made on the basis of individual choice, veto, majority or consensus. When all decisions must be made by consensus, we are missing something—perhaps respect for the leader, role clarity, shared understanding or trust in one another.

- Involvement is a situational choice—Leaders may choose to involve people in decision-making or solution development to get better outcomes as well as to build team, critical thinking skills and innovation capability. Collaboration capability varies by individual and from team to team. There are many ways to involve people, and many ways to reach an outcome. The spirit of collaboration can be maintained even when making day-to-day decisions that don't call for involvement or during a crisis that demands the swiftness a small group affords. Leaders must judge the situation appropriately in order to get the most from collaboration.
- Collaboration should be all-present, not all-consuming—It does not mean that everyone is going to be pulled out of their role to participate in co-creation workshops all day long. The reality of most initiatives, no matter how collaborative, is that only certain resources can dedicate 100% of their time. In most cases, limited direct involvement is appropriate; at the same time, everything an organization does can foster effective collaboration.
- Collaboration requires structure—This is why we start with "Why?" and one of the reasons everyone must understand their role, their potential to contribute and the perspective they bring. Just like creativity, collaboration depends upon appropriate frameworks and constraints to take shape and deliver results.
- Collaboration requires creative use of resources—Limited resources push our imagination to find ways to involve people in ways that maximize contribution with minimal investment. Technology is making low-cost engagement on a large scale more possible than ever before—extending our ability to reach out more purposefully, directly and efficiently.

8 Conclusion

Collaboration is an imperative, but collaboration cannot be mandated. To foster collaboration, we need a new paradigm, a new mindset. We must establish the fundamentals and change our methods. Through whole system stakeholder engagement, we step beyond the limitations of stakeholder management and into a psychological frame that is more suited to collaboration. Fit-for-purpose tools, such as the whole system collaboration model, help us set up for success. Because visual and psychological framing is so powerful, our tools shape our actions. When we understand that all stakeholders must come together to answer "Why?" we create a shared purpose and make our efforts more meaningful. The approach to stakeholder engagement and the associated stakeholder map mark a point in time—a time of complexity, change, connective technology and social consciousness. These factors are profoundly reshaping our world, and we don't yet understand the full implications. What's next? Will we move from empowered employees to entrepreneurial self-organizing networks, where leadership shifts from situation to situation? Will business and brand boundaries dissolve, so that organizations and the customers they serve become true communities? Will organizations become accountable to stakeholders, including customers, as well as shareholders? Will organizations be customer-led?

References and Notes

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