Transcript | How to Manage Stakeholders Who Want Different Things

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00:00:29.340 --> 00:00:41.160
Ariana Keyman: Hello, and welcome to this panel event on how to manage Stakeholders who want different things. My name is Ariana Keyman, and I'm the Director of Philanthropic Partnerships here at Apolitical.

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00:00:41.350 --> 00:00:47.930
Ariana Keyman: Today, we're looking at how public servants can manage competing stakeholder priorities and keep work moving.

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00:00:48.060 --> 00:00:59.300
Ariana Keyman: No small feat. We'll hear real examples of how to navigate difficult conversations, decide whose input matters, and build the trust needed to move projects forward.

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00:00:59.650 --> 00:01:14.829
Ariana Keyman: For those of you who may be joining us for the first time, a very warm welcome. Apolitical is the world's largest network for government, used by more than half a million public servants and policymakers across 170 countries.

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00:01:15.250 --> 00:01:31.330
Ariana Keyman: We're a strategic partner to governments, helping them prepare their workforces for the future by upskilling through expert-led learning programs and peer communities, as well as building innovative AI-powered tools designed for and with government.

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00:01:31.990 --> 00:01:44.179
Ariana Keyman: It would be great to hear from all of you, too. So, I invite you all to post in the chat where you're joining us from, and what organization you work for. Please do chime in and introduce yourself.

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00:01:44.900 --> 00:01:59.480
Ariana Keyman: And while you're doing that, I'll mention three housekeeping pieces of information before we get started. So firstly, this event is recorded for an on-demand viewing on the Apolitical website, so please don't record it yourself.

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00:01:59.560 --> 00:02:15.289
Ariana Keyman: We'll also be using the recording to generate event insights, including with AI-powered software. As this session is running on a Zoom webinar, we will not collect your video or audio data, but any personal data you share in the chat may be captured.

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00:02:15.530 --> 00:02:33.020
Ariana Keyman: Please find contact details for privacy concerns in the Apolitical homepage footer. Secondly, closed captions are available in your own language and can be toggled on or off in your screen settings. My colleague will post this information in the chat, too.

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00:02:34.890 --> 00:02:54.189
Ariana Keyman: And finally, I would love to introduce you to the life in government community on Apolitical. It's a space to ask the questions we don't always get time for at work, or even at these events, such as how to build a strong team relationship, how to handle difficult conversations, or how to get your ideas heard.

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00:02:54.330 --> 00:03:07.409
Ariana Keyman: If you've ever wondered about these, you're definitely not alone, and this community is a great place to connect with and learn from your peers in the public sector. My colleague will post the link to the community in the chat.

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00:03:13.900 --> 00:03:33.899
Ariana Keyman: It's great to see so many of you introducing yourselves. We've got a lot of participants from different parts of the world, a big UK contingent, we've got folks from Canada, we've got folks from other parts of the world as well, so a very warm welcome again.

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00:03:34.490 --> 00:03:50.810
Ariana Keyman: Before we introduce our speakers, we're gonna run a few quick polls just to get a sense of where you're coming from into today's discussion. So, let's get started. Let's have a look at the first poll. So, when stakeholders disagree.

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00:03:51.900 --> 00:03:54.649
Ariana Keyman: What usually stalls your project the most?

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00:03:56.860 --> 00:04:00.329

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Ariana Keyman: Feel free to share your answers.

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00:04:27.190 --> 00:04:29.590
Ariana Keyman: Do we have the results in, Sylvieu?

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00:04:37.450 --> 00:04:52.890
Ariana Keyman: Aha, very interesting. Okay, we've got, we've got the results in, and there's a pretty even split, split, I'd say. So, the number one, 33% of folks are saying they don't have authority to decide.

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00:04:53.120 --> 00:05:03.150
Ariana Keyman: About 31% are saying priorities keep shifting mid-project. And then about 23% of you have said that nobody wants to compromise first.

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00:05:03.380 --> 00:05:20.169
Ariana Keyman: Sounds familiar. And then less of you, a smaller portion, have, voted on the other one, so that's, that's really interesting and something to reflect on those top three, as we go into the discussion. Okay, so the second poll, and then we're gonna get started, but, the second poll is.

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00:05:20.170 --> 00:05:24.320
Ariana Keyman: What would help you most the next time stakeholders disagree?

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00:05:24.970 --> 00:05:28.460
Ariana Keyman: Please share your responses in the… in the poll.

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00:05:48.770 --> 00:06:00.030
Ariana Keyman: In the meantime, it's great to see folks from other parts of the world. We've got people from Brazil, we've got people from Belgium, we've got folks from South Africa…

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00:06:00.390 --> 00:06:05.679
Ariana Keyman: Scotland… really global group here from Czech.

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00:06:06.640 --> 00:06:09.730
Ariana Keyman: Amazing.

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00:06:10.280 --> 00:06:23.359
Ariana Keyman: Very interesting, okay. Poll results are in. So almost half of you have said that what would help you most next time stakeholders disagree is a clear framework for deciding whose priority wins.

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00:06:23.840 --> 00:06:34.510
Ariana Keyman: That feels… that feels very familiar, as well. About 26% of you have said better ways to keep everyone informed, even when they disagree.

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00:06:34.520 --> 00:06:45.110
Ariana Keyman: Speaking to, kind of, comms and internal information flows management. And then about 20% of you have said more confidence pushing back on senior leadership.

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00:06:45.110 --> 00:07:02.929
Ariana Keyman: And then a very small portion of you have shared the other two. So that's really interesting also to see, particularly the piece on the clear framework. Unsurprising, and something that I think our speakers will get into today.

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00:07:02.930 --> 00:07:14.110
Ariana Keyman: Okay, without further ado, let's… let's move on and introduce our brilliant speakers today. So, we're fortunate to have 3 brilliant guests.

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00:07:14.160 --> 00:07:37.179
Ariana Keyman: Christine Kormann, Ella Dorfman, and Samar Qatarne joining us today. So, Christine is Director of Stakeholder Relations and Corporate Services at the Publications Office of the European Union. With 30 years of experience at the European Commission, she oversees institutional Stakeholder relations and chairs the Publications Office's Governance Assistance Board.

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00:07:37.190 --> 00:07:48.430
Ariana Keyman: Previously, she led the office's digital transformation efforts, modernized the dissemination of European statistics at Eurostat, and managed the Safer Internet program. Welcome, Christine.

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00:07:51.030 --> 00:08:08.409

Ariana Keyman: Ella Dorfman is a senior service designer at the UK Home Office, specializing in digital delivery. Previously at the Government Digital Service, Ella worked across Whitehall departments to advance user-centered policy and service design. She also spent 6 years designing services at Citizens Advice.

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00:08:08.430 --> 00:08:18.110
Ariana Keyman: An accredited workplace mediator, Ella helps colleagues resolve conflicts, strengthens working relationships, and finds common ground when priorities differ.

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00:08:18.380 --> 00:08:19.740
Ariana Keyman: Welcome, Ella.

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00:08:22.220 --> 00:08:42.889
Ariana Keyman: And finally, Samar Qatarneh is Senior Manager of Local and Regional Partnerships at the Queen Rania Foundation in Jordan. With over 20 years of experience across government, business, and philanthropy, she's tripled the Foundation's funding since 2016, and increased Jordanian corporate participation in its local portfolio by 70%.

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00:08:42.890 --> 00:08:51.220
Ariana Keyman: Her expertise spans partnership development, education research, and program delivery. She also holds an MBA from Edinburgh Business School.

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00:08:52.080 --> 00:08:53.780
Ariana Keyman: Welcome. Thank you so much.

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00:08:54.730 --> 00:08:55.389
Samar Qatarneh: Thank you.

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00:08:55.830 --> 00:08:59.720
Ariana Keyman: So wonderful to have you all here. Really looking forward to the discussion.

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00:09:00.050 --> 00:09:06.489
Ariana Keyman: You can read the full bios by visiting the resources tab at the bottom of your Zoom screen and heading to the Speakers section.

41

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00:09:07.150 --> 00:09:09.460
Ariana Keyman: Fab.

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00:09:09.460 --> 00:09:30.390
Ariana Keyman: Let's start, with an icebreaker to kick things off. Okay. For all three of you, you'll have… you'll each have 30 seconds to share your responses, and we'd love to hear the answers of everyone here today in the chat as well, so please, participants, do, do, share your responses to this as well.

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00:09:30.430 --> 00:09:36.129
Ariana Keyman: Just while you think on your answers, I will invite our audience to share their examples in the chat.

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00:09:36.330 --> 00:09:42.160
Ariana Keyman: If you could give stakeholder management a new job title, what would it be?

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00:09:45.930 --> 00:09:47.679
Ariana Keyman: Samar, can we start with you?

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00:09:47.860 --> 00:09:48.240
Christine Kormann: Like, I don'.

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00:09:48.240 --> 00:10:04.909
Samar Qatarneh: Yeah, so what first came to my mind, like, chief.connector, since we're connecting ideas, priorities, and, people, so we can, yeah, I mean, come forward with what we're doing, so we're connecting in our job and our role.

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00:10:04.910 --> 00:10:12.290
Samar Qatarneh: Ideas people, so maybe this is something, chief.connector, the title would be.

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00:10:13.810 --> 00:10:28.690
Ariana Keyman: I love that, and that, that really resonates, bringing together perspectives, and input, and contributions from a lot of different, places, bringing together the… connecting the dots,

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00:10:28.910 --> 00:10:30.370
Ariana Keyman: Christine, how about you?

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00:10:31.440 --> 00:10:51.019
Christine Kormann: I would say diplomat to get things done, because I think it's a combination of it requires a lot of diplomatic skills, but ultimately, I think what the importance is always the goal, and the goal is to… is to have… have things done. So, if you're action-oriented, I think it helps a lot.

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00:10:51.900 --> 00:11:07.149
Ariana Keyman: Amazing. Action-oriented diplomat. That is the… that is the… the best of both worlds in one place, and I think sort of underlines how difficult this work that we're… we're about to talk about can actually be, being both the person who

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00:11:07.240 --> 00:11:13.070
Ariana Keyman: is the diplomat in the room, and also the driver of action. It's not… it's not easy.

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00:11:13.070 --> 00:11:27.370
Ariana Keyman: I also wanted to call out that I'm seeing in the chat the cat herding, which I love, and I think we all can, can relate to, as well. Conflict resolution's coming up, conflict resolution expert.

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00:11:27.370 --> 00:11:33.090
Ariana Keyman: People engager for projects, seeing the bigger picture and linking the parts.

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00:11:33.230 --> 00:11:47.039
Ariana Keyman: Perspectives Engineer, there's some really, wonderful wording in here, so bravo. Really interesting, yeah, thanks for those responses. Ella, over to you before we then get, get started.

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00:11:47.530 --> 00:12:12.480
Ella Dorfman: Hi, hi everyone, great to be here. Well, apart from the fact that I'll be booking some time in with my manager tomorrow to discuss a potential role change, because I would love to be either chief doc connector or diplomat to get things done, I think that's brilliant. I'm going with something a bit similar to conflict resolution, which someone in the chat has said, so I'm here to really talk about my role as a mediator in

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00:12:12.480 --> 00:12:21.910
Ella Dorfman: within government and the benefits of those mediation skills, when you're trying to manage stakeholders as well. So I'm going to go with stakeholder mediator.

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00:12:24.160 --> 00:12:31.780
Ariana Keyman: Stakeholder mediator, absolutely, and I'm actually seeing also Stakeholder Whisperer come through the chat.

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00:12:32.100 --> 00:12:34.179
Ariana Keyman: Which is, which is, which is pretty good.

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00:12:34.180 --> 00:12:56.059
Ariana Keyman: juggler of people and problems. But absolutely, I think, stakeholder mediator, with that as well, we're sort of kind of covering a kind of a broad perspective on what we're talking about here, which is someone who can both, lean in to resolve conflict, which is inevitable, inevitable in the workplace with different stakeholders across sort of complex and sometimes

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00:12:56.060 --> 00:12:58.100
Ariana Keyman: High-stakes projects.

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00:12:58.100 --> 00:13:21.550
Ariana Keyman: you know, diplomacy skills, coming into that to then push, push action through, as we're able to try to understand each other and resolve those conflicts, and then bringing kind of a lot of different perspectives together as well as the kind of connector of dots. So, really, really wonderful, inputs and responses from all of you, and, again, thank you to, folks in the chat.

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00:13:21.550 --> 00:13:31.190
Ariana Keyman: communications guru, I like that one as well, and, Translator-in-Chief, very nice.

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00:13:32.950 --> 00:13:48.609
Ariana Keyman: Okay, let's… let's get started, on, on that note. So, we'll start by looking at how to understand what different stakeholders want and where disagreements come from. So, Christine, could I… could I start with you and ask.

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00:13:48.750 --> 00:13:55.099
Ariana Keyman: When different stakeholders have competing priorities, how do you work out what matters most to each of them?

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00:13:56.510 --> 00:14:02.869
Christine Kormann: Well, thanks for the question. I mean, yeah, it's a… I think, a good starting point. I mean, first is to…

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00:14:02.970 --> 00:14:19.399
Christine Kormann: maybe identify, I think, first their common purpose, the big picture, because before you go into the details, where I think everybody will disagree about maybe the details, I think it's very important to assess if you have a given project or initiative. There is

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00:14:19.540 --> 00:14:32.810
Christine Kormann: always something that would drive people to this common goal, and to first try to assess, you know, within all the stakeholders, when we can find this common big goal or big value, that will be a help.

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00:14:32.810 --> 00:14:43.839
Christine Kormann: in the course of the project, on the initiative to, to really build on this, big goal and bring back people, always to why are we there, what is the, the, the big goal.

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00:14:43.840 --> 00:14:50.640
Christine Kormann: I think secondly, it's to understand also what are the red lines for people. People may want something, but they also have red lines.

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00:14:50.640 --> 00:15:15.529
Christine Kormann: So, it's also very important to identify those, those red lines. And, in the how, I would say, from my experience, one of… sometimes it's difficult is to, is to find what stakeholders actually need versus what they say. So, it takes time, it takes maybe this whispering, as Van mentioned, to have these bilateral conversations, also to, to understand, really.

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00:15:15.530 --> 00:15:16.990
Christine Kormann: what is behind?

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00:15:16.990 --> 00:15:28.780
Christine Kormann: what people say and the real need in order to fulfill in the best way possible the real need, and also to check back to those needs. I had recently a project where

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00:15:28.960 --> 00:15:44.379
Christine Kormann: for one key stakeholder, it was a timing that was really essential, and then when there were scenarios presented, the teams put, you know, like, all criteria together, and then we rechecked, you know, what do you think between the scenarios? And it was, again, the timing which came back, and

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00:15:44.380 --> 00:15:49.789
Christine Kormann: You know, if I identify this as a big criteria, then it shifts also the conversation.

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00:15:49.790 --> 00:15:54.969
Christine Kormann: So, having all this informal conversation to confirm what are the…

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00:15:54.970 --> 00:16:13.269
Christine Kormann: the big needs and the big, the underlying, needs, I think, is really, really important. So it is a lot of work to identify those priorities, talking with big groups, but also individually, really assessing, at the beginning, and assessing over time.

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00:16:13.270 --> 00:16:16.440
Christine Kormann: What are the priorities of the different stakeholders?

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00:16:18.270 --> 00:16:26.389
Ariana Keyman: really interesting, and I think that resonates a lot, and I think sort of speaks to this, you know,

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00:16:26.500 --> 00:16:45.059
Ariana Keyman: need to keep the conversation going, and sort of instead of leaning out, leaning right in, right, if there's… if there's any kind of disagreement, or any kind of, misalignment that… that you're sort of trying to… trying to… trying to maybe manage or… or starting to feel, amongst stakeholders. And I think…

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00:16:45.060 --> 00:16:58.709
Ariana Keyman: maybe along the lines of, or kind of in the same theme of kind of communicating and leaning in on that. Ella, when two people disagree strongly about the same situation, how do you begin to understand where each of them is coming from?

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00:17:00.250 --> 00:17:07.730
Ella Dorfman: Great question, thank you. So, just to reiterate, by day, I'm designing digital services.

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00:17:07.730 --> 00:17:25.509
Ella Dorfman: not quite by night, but kind of in addition as a voluntary role within government, I'm mediating workplace disputes, so when colleagues have a disagreement, they can enter into a mediation to kind of… to share things, and so that becomes at the right… at the…

85
00:17:25.910 --> 00:17:30.279
Ella Dorfman: The spiky end of when two colleagues disagree.

86
00:17:30.520 --> 00:17:33.339
Ella Dorfman: And…

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00:17:33.470 --> 00:17:56.360
Ella Dorfman: to… the process of mediation is quite interesting, though, because I found that the skills that you learn through that training and the kind of methods that you apply can actually be used in your kind of day-to-day work. So, I think the most important thing when people to dis… disagree is, making sure that they are both… both, or if there's more than two people.

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00:17:56.360 --> 00:17:57.970
Ella Dorfman: A group of people are heard.

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00:17:58.070 --> 00:18:12.880
Ella Dorfman: And so having that protected speaking time for people where, they can share their position or their feelings, emotions, how certain experiences have impacted them.

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00:18:13.060 --> 00:18:22.869

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Ella Dorfman: their opinions, depending on the specific context. You know, that's got to be the starting point. So, as someone who is trying to, kind of.

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00:18:22.870 --> 00:18:36.599
Ella Dorfman: help resolve any kind of conflict or disagreement. It's really crucial that you use active listening at that point, so that's, like, really listening to hear. Often when we

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00:18:36.600 --> 00:18:51.569
Ella Dorfman: are listening, we are just… we are thinking to respond, which kind of works quite… quite well on a… in a scenario like this. I've got… got a question, and I've got to quickly say something in response, but… but when you're in that position with… with two people who disagree.

93
00:18:51.790 --> 00:18:55.289
Ella Dorfman: Giving it that time to hear what they have to say.

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00:18:55.610 --> 00:19:14.680
Ella Dorfman: And not… not jumping into… to a response. And if you do… if you do reply, or when you, when you do come to say something, when you're using active listening, often you're not necessarily trying to add something new into the conversation, you're just trying to… to summarize what you've heard, and double… double check.

95
00:19:14.680 --> 00:19:17.419
Ella Dorfman: That you've heard correctly.

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00:19:17.420 --> 00:19:24.940
Ella Dorfman: what someone's opinion is. And also make that the other person who may not agree fully has had.

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00:19:25.670 --> 00:19:31.120
Ella Dorfman: Because, you, you, you can at least…

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00:19:31.790 --> 00:19:45.299
Ella Dorfman: start from a position where everyone understands where they are. Sometimes, if you start unravelling a disagreement, there wasn't a disagreement at all in the first place, and so that's a win in itself.

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00:19:47.830 --> 00:19:52.859
Ariana Keyman: Oh, thanks for that. That's really, that's really interesting, and I love…

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00:19:53.490 --> 00:19:59.109
Ariana Keyman: I love the framing of sort of listening to hear versus listening to respond, I think.

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00:19:59.640 --> 00:20:10.419
Ariana Keyman: everyone, I'm sure, in this room is guilty of the latter, often. I know I am, and and this thing about, sort of, often what people

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00:20:11.060 --> 00:20:21.609
Ariana Keyman: what Stakeholders really need to be able to kind of move forward in a conversation is to feel heard, and that in itself is actually quite powerful. It's really resonant, so thanks, thank you for that, Ella.

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00:20:22.310 --> 00:20:41.709
Ariana Keyman: to move on, and perhaps sort of… I guess once we know what each side wants, the next question is kind of who gets to decide. So we'll look at how to clarify authority and challenge senior direction when it doesn't fit the work in the next set of questions, and I think one of the things that came out of the poll was.

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00:20:41.830 --> 00:20:54.789
Ariana Keyman: Actually, kind of folks in this room, feeling that it was difficult to, to have the confidence to, you know, challenge, perhaps, senior

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00:20:54.790 --> 00:21:02.979
Ariana Keyman: senior decision makers, or senior, sort of, people's, kind of opinions in a room, or senior stakeholders in a room. So.

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00:21:02.980 --> 00:21:06.170
Ariana Keyman: Samar, maybe we'll start with you.

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00:21:06.250 --> 00:21:13.370

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Ariana Keyman: How do you challenge a senior stakeholder's direction when people closer to the work believe a different approach is needed?

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00:21:14.510 --> 00:21:36.720
Samar Qatarneh: yeah, usually in my role, my starting point always is to understand the intention behind the senior stakeholders' decision, whether it is securing a donor, or responding to an urgent need, or expanding the outreach. Understanding the intention helps me propose a different approach that serves the same objective.

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00:21:36.720 --> 00:21:51.669
Samar Qatarneh: I'll give you a real example. It happened a couple of years ago with our chairman. He committed to a partner that we would include a particular school, since we work here in Jordan in education, with a school… with a teacher training program.

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00:21:51.670 --> 00:22:13.949
Samar Qatarneh: that year. However, the school was outside the approval phase. Our foundation follows specific selection criteria and require Ministry of Education approval in Jordan. So, adding, the school meant, like, changing an agreed plan and seeking further coordination with so many parties at approvals.

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00:22:13.950 --> 00:22:31.699
Samar Qatarneh: So here we have the chairman with his authority and the strategic perspective, the donor with the resources and expectation, and the implementation team, which I… here in the foundation, where they have the experience and the particular knowledge of the ground, the field on the ground.

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00:22:31.700 --> 00:22:35.339
Samar Qatarneh: So, my role was,

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00:22:35.400 --> 00:22:44.060
Samar Qatarneh: to bring all these perspectives together before challenging the senior management and our chairman with his commitment. I asked…

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00:22:44.060 --> 00:22:56.440
Samar Qatarneh: So many questions to the implementation team to clarify the constraints, whether we can change the… do an exception, for example, if that was possible, and…

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00:22:56.440 --> 00:23:00.460
Samar Qatarneh: What approvals or support needs to move forward.

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00:23:00.460 --> 00:23:22.490
Samar Qatarneh: Then we had this discussion privately with the chairman and the executive team members to explain the consequences and, the changing of the approval plan, and propose, alternative and realistic time frame to, to, yeah, find a common ground with all the three parties.

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00:23:22.550 --> 00:23:28.260
Samar Qatarneh: And, we, as Ella said, we need to hear everybody.

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00:23:28.480 --> 00:23:43.360
Samar Qatarneh: the disagree people and the agreed people. And find alternatives. So, at the end, we suggested alternative plan with realistic time frame. We had sacrificed so many things. When… when was…

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00:23:43.360 --> 00:23:52.129
Samar Qatarneh: when was it possible? And then the training was ultimately delivered with a revised plan, while the, we…

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00:23:52.130 --> 00:23:56.780
Samar Qatarneh: yeah, I mean, we made… in preserving the donor's trust and relationship.

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00:23:56.780 --> 00:24:08.830
Samar Qatarneh: And, and, as, it's always need to be, we need to be very constructively challenging, yeah, both, everybody, both, both the, the chairman commitment and the implementation team initial position.

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00:24:08.830 --> 00:24:19.319
Samar Qatarneh: By always asking everyone what would make this possible, how we can move forward, and how we can challenge everybody without, like, sacrificing the core of the job.

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00:24:19.320 --> 00:24:40.589

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Samar Qatarneh: And, I made it clear that I represented the team and the implementation team concerns accurately, giving them credit on the going out of their way, and finding solution with revised, like, timeframes and so on, and explain the final decision and the implication to every… to everyone.

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00:24:41.570 --> 00:24:42.520
Samar Qatarneh: Yup.

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00:24:43.390 --> 00:24:59.750
Ariana Keyman: Thank you so much, Samar, for that super rich, example and response. There's a lot… there's a lot in there, but I love how you kind of started off by framing kind of understanding the intention, behind perhaps this kind of senior stakeholder in this context.

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00:24:59.900 --> 00:25:15.279
Ariana Keyman: To then, you know, help propose perhaps a different approach to get closer to what they're saying they… they want, perhaps, but to reach the same objective, ultimately, right? So that kind of comes back to the,

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00:25:15.280 --> 00:25:21.699
Ariana Keyman: that comes back to the kind of, perhaps Christine's framing of, like, diplomacy in action, so how do we kind of…

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00:25:21.700 --> 00:25:38.990
Ariana Keyman: hear them, and also bring together perspectives of people closer to the work to actually get to the objective that we want to get. So, thank you for that. And Christine, over to you. When stakeholders have competing priorities.

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00:25:39.000 --> 00:25:44.040
Ariana Keyman: How do you establish whose input should shape a decision, and who has the final say?

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00:25:45.580 --> 00:25:48.860
Christine Kormann: Well, thanks for the question. I think…

131
00:25:49.460 --> 00:26:06.329

Christine Kormann: Primarily, it is a question of governance. So, in the Commission world, I've worked a lot on project management. We follow a project management methodology, which is called PM Square. I mean, there are many project management methodologies which are, I think, quite similar. It always includes the governance.

132
00:26:06.330 --> 00:26:17.079
Christine Kormann: So I think it's the time we take at the beginning to really set up, you know, the roles, the responsibilities, and to frame that, I think it is very important, and this governance

133
00:26:18.320 --> 00:26:28.839
Christine Kormann: should include also the… whether there is one person or a group of persons making a decision, and how it should make this decision. And I think this preparatory work is very… is very important.

134
00:26:29.110 --> 00:26:32.099
Christine Kormann: However, I think there are things that can go wrong.

135
00:26:32.600 --> 00:26:38.029
Christine Kormann: two things can go wrong. Either it's not reflected, or it's not the wrong… it's not the right one from the start.

136
00:26:38.200 --> 00:26:45.639
Christine Kormann: And I think, in my experience, I've had really several of those cases. So, in the first case, people just thought

137
00:26:45.870 --> 00:26:52.609
Christine Kormann: sort of how respected. I mean, you have a project that is running, and then it starts to have some problems, and

138
00:26:52.980 --> 00:26:56.240
Christine Kormann: And then I would ask, you know, but then who decided this?

139
00:26:56.550 --> 00:27:02.989
Christine Kormann: And it shows that people actually don't respect what was initially agreed, which was in this governance framework. So it's all…

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140
00:27:03.150 --> 00:27:12.270
Christine Kormann: sometimes you have quite lengthy, you know, projects. It's always good to go back to, you know, why? What did we want first? What did we agree? Who should decide?

141
00:27:12.610 --> 00:27:24.049
Christine Kormann: And, you know, just recording, coming back to what was decided initially, and it is already… I think it covers a few of the issues that cannot happen in this governance. The second

142
00:27:24.420 --> 00:27:28.699
Christine Kormann: I think the case is whether… if the government initially was not

143
00:27:28.950 --> 00:27:47.649
Christine Kormann: completely well set up, and I've had an experience of one of the digital transformation projects that I did in a previous position, and it was covering so many entities of our business needs that I had 12 units present in this steering committee.

144
00:27:48.830 --> 00:27:49.970
Christine Kormann: And we…

145
00:27:50.220 --> 00:28:09.910
Christine Kormann: Okay, it was designed like this for some reasons at the beginning, but we already knew it was going to be challenging. And then, okay, at some point, it didn't really work in terms of productization. That, you know, that was not functioning, that was delaying the project and generating some dissatisfaction. So.

146
00:28:10.050 --> 00:28:18.040
Christine Kormann: mid of the project, we actually decided to revamp the governance, and that's also a possibility. If your governance doesn't work.

147
00:28:18.210 --> 00:28:30.949
Christine Kormann: Then, okay, it's one of the issues, and then, so we changed it, we put the level up, in the sense of, you know, director level, so there were only two directors and a couple of people providing input.

148

apolitical

00:28:31.270 --> 00:28:43.740
Christine Kormann: And that worked much better afterwards. So, it's also to be critical, either you have a governance, you respect it, and if it doesn't work, then, okay, then it's okay to change it and to adapt. And of course, the

149
00:28:43.810 --> 00:28:53.119
Christine Kormann: you know, the smaller the group, the easier, in principle, it can be. I think I wanted to add one point, also in how,

150
00:28:53.430 --> 00:28:59.059
Christine Kormann: about the inputs, and there were several references to senior management, because,

151
00:28:59.530 --> 00:29:12.359
Christine Kormann: being a senior manager myself, now I'm also thinking, you know, what… what do I need to decide, and what, you know, what is the input that I get? And I think it's very important to put also the effort into the way you shape

152
00:29:12.500 --> 00:29:28.689
Christine Kormann: the proposals and the decisions to be made, present scenarios, present trade-offs. If you decide this, the consequence will be that, and you cannot have it… can never have it all. And I think the way, present scenarios with clarity.

153
00:29:29.050 --> 00:29:40.390
Christine Kormann: is something that is very, very important, and it's not always a thing that we also, that we get. So the effort to make… I mean, if you want a decision from senior management.

154
00:29:40.440 --> 00:29:56.350
Christine Kormann: then, you know, to really prepare the clarity of the options and the consequences of each option, I think this is very, very, worth putting the effort in. So, yeah, I think that's basically what I wanted to see.

155
00:29:57.570 --> 00:30:13.550
Ariana Keyman: Thank you, Christine. Another super rich example, and the digital transformation project example you gave with 12 teams sounds like a lot of stakeholder management, indeed. But the governance point is… is…

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156
00:30:13.550 --> 00:30:17.760
Ariana Keyman: Is, as you say, really important, and it did come up in our poll, as almost half of…

157
00:30:17.770 --> 00:30:22.550
Ariana Keyman: Participants sort of saw that as, Something that would help…

158
00:30:22.740 --> 00:30:28.260
Ariana Keyman: You know, kind of help ease stakeholder management and prioritization.

159
00:30:28.420 --> 00:30:41.369
Ariana Keyman: of perspectives, and, I think that kind of goes… goes to show that, you know, as you say, their governance frameworks often are perhaps not… not quite adequate to what's needed, or need to be revamped, so,

160
00:30:41.370 --> 00:30:49.459
Ariana Keyman: you know, the fact that you, in your example, kind of changed it halfway through the project, I think, shows a lot of, kind of, adaptability and smart work, so…

161
00:30:49.460 --> 00:31:01.489
Ariana Keyman: I think there's a lot to take from there, as well as the thing of how you kind of shape your proposals to senior management and be clear in how you're sharing scenarios, etc.

162
00:31:01.590 --> 00:31:10.879
Ariana Keyman: a lot in there to chew on, so thank you. I'll move us on to, into the next piece of the conversation, I suppose.

163
00:31:10.880 --> 00:31:23.770
Ariana Keyman: Knowing who decides doesn't always end the disagreement, as we know. So, so next we'll kind of explore how to handle difficult conversations and work out where there might be room to compromise.

164
00:31:25.300 --> 00:31:35.889

Ariana Keyman: And so with that, Ella, I'll come over to you. When people respond to disagreement in very different ways, how do you adapt your approach to the conversation?

165
00:31:38.090 --> 00:31:42.610
Ella Dorfman: A very good question. I think in terms of…

166
00:31:42.850 --> 00:31:51.799
Ella Dorfman: how you adapt your approach. It's really useful to think about the framework of understanding people's different conflict styles.

167
00:31:51.800 --> 00:32:05.659
Ella Dorfman: So that's something that we do in mediation, is think about how people are approaching, an argument or a disagreement, and there's a bit of a heuristic framework

168
00:32:06.130 --> 00:32:31.020
Ella Dorfman: And you can go online, actually, and do a quiz to determine what your conflict style is, which is quite fun to do. And obviously, it's just a… it's a bit of a framework, but, you know, you get different styles, such as accommodating someone who's always just trying to suppress their own needs in the service of others. You can get a kind of competing

169
00:32:31.020 --> 00:32:34.160
Ella Dorfman: style, which is, you know, my

170
00:32:34.230 --> 00:32:40.589
Ella Dorfman: my opinion goes, no matter what, I'm gonna kind of fight to the death for my… it's my way or the highway.

171
00:32:40.970 --> 00:33:00.860
Ella Dorfman: compromising is, you know, always sort of just trying to find something in the middle, never quite kind of getting what party A or Party B wants, and kind of something… something that's kind of… you can end up with something that nobody wants in that situation, and then avoiding…

172
00:33:01.460 --> 00:33:18.910

apolitical

Ella Dorfman: that's, obviously where you… you just sort of shut down in a conflict. You, some, someone might kind of show a kind of competing, temperament towards you, and you just say, no, sorry, can't, can't, can't… can't engage.

173
00:33:18.970 --> 00:33:33.450
Ella Dorfman: maybe you, don't add anything to the conversation, or you don't reply to the email or the message, or whatever. And then the fifth one is… I mean, they say this is kind of the one we're all aiming for, is collaborating, so that's kind of…

174
00:33:33.790 --> 00:33:39.089
Ella Dorfman: People ask, what's the difference between compromise and collaboration? And really, it's that…

175
00:33:39.090 --> 00:34:01.250
Ella Dorfman: it's kind of trying to find that third way. So, you know, if option A is no good for someone and option B is no good for the other person, perhaps there's an option C… C out there, you know, given some time and space. So yeah, it's quite fun to have a think about what conflict style you have. You might not have the same conflict style in different

176
00:34:01.250 --> 00:34:15.569
Ella Dorfman: environments, for example, work and home, your conflict style might change over time. You know, often there are things in your, you know, not to get too therapeutic, but there are things in your childhood or experiences that you had that sort of shape

177
00:34:15.830 --> 00:34:21.980
Ella Dorfman: Your personal approach to conflict, and other people's approach to conflict?

178
00:34:22.420 --> 00:34:36.050
Ella Dorfman: But certainly, kind of, having a view… view on that, you can kind of think, aha, and you can understand, and you can start to assess, power dynamics in that way. You know, if you need to…

179
00:34:36.239 --> 00:34:43.250
Ella Dorfman: Readjust the power, because you can see there's someone, a competing personality.

180

apolitical

00:34:43.389 --> 00:34:52.919
Ella Dorfman: married with an accommodating one or an avoidance one, you know there's going to be a bit of tension in between that, and so you want to perhaps encourage

181
00:34:53.389 --> 00:34:57.519
Ella Dorfman: That quieter voice to speak up, and things like that.

182
00:35:00.520 --> 00:35:05.050
Ariana Keyman: Thanks so much for that, for that, Ella, and

183
00:35:05.070 --> 00:35:18.070
Ariana Keyman: I think there's some folks in the room who'd be very interested in, including me, on the conflict-style quiz, so if you're able to share that in the chat, perhaps, that would be… would be really great.

184
00:35:18.070 --> 00:35:32.540
Ariana Keyman: But also, as a reminder to participants in the room, remember to ask Christine, Ella, and Samar questions in the Q&A tab at the bottom of your screens, so that's separate from the chat, so the Q&A tab.

185
00:35:34.040 --> 00:35:48.730
Ariana Keyman: Or you can read and upvote fellow, participants' questions. And just, just, Ella, one more thing I just wanted to say is I really love that framing of trying to find the third way, because I think…

186
00:35:48.850 --> 00:36:08.429
Ariana Keyman: at least that's my personal experience, is that when things feel like there's a gridlock, then it's a really kind of spacious way to think about, okay, then let's rise above that gridlock and see what else might be possible. So thanks for those reflections.

187
00:36:08.920 --> 00:36:18.550
Ariana Keyman: Samar, when stakeholders disagree on how a project should move forward, how do you decide what can change and what needs to stay fixed?

188
00:36:20.270 --> 00:36:42.050

depolitical

Samar Qatarneh: Again, as Ella said, there's different styles, and always trying to find a third way, but sometimes, especially with our stakeholders, I always bring the conversation back to the outcome we want to achieve, for example, as a foundation, because people can come attached to a particular approach.

189
00:36:42.050 --> 00:36:52.939
Samar Qatarneh: And I always ask myself, my team, the stakeholders, whether they're internal or external, what does this choice mean for children and communities we aim to support?

190
00:36:53.120 --> 00:37:03.139
Samar Qatarneh: So, in education partnerships, donors may prefer a particular geographical area. I'm giving you real examples so we can resonate. For example.

191
00:37:03.140 --> 00:37:10.790
Samar Qatarneh: Because their community's connections, or operations, or opportunities for their employees' involvement.

192
00:37:10.790 --> 00:37:29.659
Samar Qatarneh: These are legitimate interests, for example. This year, one of our, yeah, any major donor in the chemical manufacturing sector preferred supporting communities near its facilities in southern of Jordan, the area called Wadi Musa, as a way of giving back to this community.

193
00:37:29.740 --> 00:37:46.689
Samar Qatarneh: So I consider those interests, so they are, Yanni, and I challenge them alongside with, with, the educational needs for this area. And the, mini, and the, program minimum, Yanni,

194
00:37:46.690 --> 00:37:48.390
Samar Qatarneh: Selection criteria.

195
00:37:48.390 --> 00:38:11.510
Samar Qatarneh: So, for example, if we want to do a renovation public school library, I ask so many questions. Can we satisfy or accommodate what we cannot? Is the library suitable? Does the school have a librarian or a teacher there where they can interact with the, with the reading activities?

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196
00:38:11.510 --> 00:38:30.299
Samar Qatarneh: My role here to make these considerations clear to both the donor and the implementation team, helping them understand where there is flexibility to accommodate their ask or request. I distinguish between what we must protect as program.

197
00:38:30.300 --> 00:38:39.370
Samar Qatarneh: And our selection criteria, and the quality of the program, and what we can adapt, such as the geographical area or other asks.

198
00:38:39.510 --> 00:38:56.549
Samar Qatarneh: So, to be honest, not everyone will be fully satisfied, including our donor or stakeholders. Sometimes compromise is necessary, but the priority, we need to have priority, remain the intended impact for this program.

199
00:38:56.550 --> 00:39:02.450
Samar Qatarneh: So, here we need to be very transparent with everyone. Transparency is the key. To be…

200
00:39:02.450 --> 00:39:17.169
Samar Qatarneh: Transparent and clear of explaining the trade-off openly with them, making the final agreement clear to them, and helping the donor understand what we can accommodate and what we cannot.

201
00:39:17.380 --> 00:39:31.290
Samar Qatarneh: the aim is to find a workable solution, common ground, while protecting the ultimate goal, or the program quality, and maintaining trust within each other. But again, not every

202
00:39:31.440 --> 00:39:44.459
Samar Qatarneh: Sometimes we can sacrifice and compromise. Other times, no, there's priorities that we cannot, yeah, and compromise the quality or the, and we need to be very transparent and clear toward the common goal.

203
00:39:47.450 --> 00:40:03.349

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Ariana Keyman: Thank you so much, Samar. That, that was, that was really interesting. I… I love how you're kind of, framing, in some ways, your role as the sort of translator of perspectives, and also the, defender of clarity between,

204
00:40:03.350 --> 00:40:16.290
Ariana Keyman: priorities, as you say, that cannot be compromised versus ones that can be adapted, and that's a really kind of important role in any complex project with multiple stakeholders, so thank you for sharing that.

205
00:40:17.740 --> 00:40:35.460
Ariana Keyman: I'm going to move us on to the final piece of our conversation. This has already been so rich, so thank you, everyone. To finish, we'll look at how to build lasting support from rebuilding trust when things go off track, to seeing disagreement as a route to better solutions.

206
00:40:35.460 --> 00:40:40.800
Ariana Keyman: So, let me… let me start with Christine.

207
00:40:41.050 --> 00:40:47.579
Ariana Keyman: Christine, when a project is going off track and stakeholders are losing confidence, how do you rebuild their trust?

208
00:40:52.590 --> 00:40:59.870
Christine Kormann: Yes, thanks for the question. Yeah, it can happen that some projects have difficulties, and I think

209
00:41:00.200 --> 00:41:15.179
Christine Kormann: First, the communication is crucial, and it means regular communication, and communication at also different levels, to make sure that different levels have the right level of understanding of what is happening.

210
00:41:15.370 --> 00:41:21.940
Christine Kormann: I think it's really a question of, also honesty, that…

211
00:41:22.100 --> 00:41:34.739
Christine Kormann: clarity about what is happening, and to be really honest about it, putting the facts on the table. I want to relate to one experience I've had about a very difficult project.

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212
00:41:35.030 --> 00:41:50.930
Christine Kormann: IT project in the past, and there was a significant delay, and when I understood… we had reported about the delay, and when I understood about it, digging into the reality of the problem, realized that

213
00:41:51.400 --> 00:42:02.369
Christine Kormann: there was going to be more in-depth work to really identify what was the real problem and what was going to be the solution. So when we informed the steering committee.

214
00:42:02.510 --> 00:42:07.150
Christine Kormann: Actually, we are not in a position to commit to a new date, or

215
00:42:07.420 --> 00:42:23.120
Christine Kormann: let's put it maybe in a different way. I think the kind of bold decision was to come back to the steering committee to say that we could not, at this point, commit to a new date, because we didn't want to fail the deadline twice.

216
00:42:23.120 --> 00:42:39.980
Christine Kormann: Basically, so I think it was, at the time, it was quite a bold decision to do that, because it could be easier to say, you know, we don't deliver on this day, but we will deliver in 3 months, or in 4 months. Here, it was not this, it was to say, we have a real issue, we are

217
00:42:40.470 --> 00:42:42.190
Christine Kormann: Looking at it, we have…

218
00:42:42.610 --> 00:42:54.000
Christine Kormann: we are in crisis management mode, we are really thoroughly looking at it, and we will come back when we are sure, when we have a new date. And I think, by speaking the truth.

219
00:42:54.670 --> 00:43:09.529
Christine Kormann: it really, created this trust. Of course, the stakeholders were not happy about the situation. Nobody could be happy about the situation, but it was really creating this transparency.

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220
00:43:10.100 --> 00:43:20.130
Christine Kormann: So, that, from my experience, something that worked well. So then, you know, when we were able to come back with a new date, and of course that we made all efforts to respect

221
00:43:20.240 --> 00:43:39.159
Christine Kormann: this new date, deadline, then it was, you know, again, the trust, was, was coming back, and I can assure you that eventually the… the project was delivered, with, with satisfaction. But I think there was a very…

222
00:43:39.280 --> 00:43:47.619
Christine Kormann: problematic moment, but the way we dealt with this problematic moment, I think, could have been really a moment where

223
00:43:47.840 --> 00:43:49.909
Christine Kormann: The trust is completely destroyed.

224
00:43:50.000 --> 00:43:53.720
Christine Kormann: And we made it as a moment where

225
00:43:53.720 --> 00:44:10.169
Christine Kormann: we may… we… we maintain some trust, or we could rebuild some trust. So, there are these moments when I think they are quite, quite sensitive, but they are the transparency and the clarity of the communication and, are important, but,

226
00:44:10.170 --> 00:44:17.559
Christine Kormann: at the end of the day, the honesty, I think, pays off, and that you can build on this in the future.

227
00:44:17.590 --> 00:44:23.610
Christine Kormann: Well, I think, in experiments I wanted to share, that can be… Interesting. Well, hopefully fathers.

228
00:44:24.680 --> 00:44:38.550

depolitical

Ariana Keyman: Oh, I love that. Thanks, thanks for that, that very wise message of, kind of, honesty pays off, and for that response, Christine. Samar, how do you get colleagues or partners to support a project when you have no formal authority over them?

229
00:44:39.320 --> 00:44:47.959
Samar Qatarneh: As Christine said, communication, always a key, and I like always to give examples from what I'm doing. So, in my current role.

230
00:44:47.960 --> 00:45:06.749
Samar Qatarneh: I manage strategic partnerships for the foundation and lead coordinated fundraising from a shared pool of major partners across 8 affiliated organizations. So we share the same, the broad vision, but each organization has its own leadership, and I have no authority over them.

231
00:45:06.750 --> 00:45:15.970
Samar Qatarneh: So, to build support, I make sure that everybody's contributions are represented fairly, and invite

232
00:45:15.970 --> 00:45:31.059
Samar Qatarneh: the teams to… to shape our approach, if we want to share to a donor. I, I always explain that coordination strengthen our collective voice, and, while ensuring the individual priorities are heard.

233
00:45:31.060 --> 00:45:54.940
Samar Qatarneh: For example, whenever we prepare a joint project for proposal or final document, I explain the opportunity, why their expertise matters, and exactly what support is needed, and always remain willing to adjust my own approach while having… and, being clear. Clarity also is a key.

234
00:45:55.090 --> 00:46:05.979
Samar Qatarneh: also as communication. Yanni, we don't give general requests. You have to always be clear of why we're doing this for the ultimate goal, and

235
00:46:06.120 --> 00:46:21.249
Samar Qatarneh: the purpose is clear. And above all, it's all… the influence always depends on trust, and trust will never come from one day or one… one… it's built through everyday interactions.

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236
00:46:21.250 --> 00:46:44.769
Samar Qatarneh: So I, I always follow through my commitments, represent everything with my colleagues, accurately, share credit, understand each character, and, and keep them informed about whatever's happening in the job. It's always good to keep them involved, and hear what happened, and what…

237
00:46:44.770 --> 00:47:07.799
Samar Qatarneh: their contribution helped in shaping, the mission and the ultimate goal for the foundation. So people always will support someone you rely on. We need to trust each other, they need to rely on me, and always, because there's no authority, so we need to understand their pressure.

238
00:47:07.800 --> 00:47:21.420
Samar Qatarneh: make clear requests for, for the, the, the, the work environment, and over time, that builds cooperation without having formal authority over, over, over them.

239
00:47:23.860 --> 00:47:37.380
Ariana Keyman: Thank you so much, Samar, for that. And, now moving over to Ella for the final question, and maybe the million dollar question. What can people do to turn a disagreement into an opportunity for a better solution? Ella?

240
00:47:38.240 --> 00:47:47.859
Ella Dorfman: million dollar question, so no, no pressure, then. So, turning… turning it into an opportunity,

241
00:47:48.540 --> 00:48:07.089
Ella Dorfman: you've got to get your mindset right in terms of conflict in the first place. So, we… when we think about conflict, sometimes I do this activity with people where I say, you know, post in the chat, you know, what words do you think of when you… when you think of conflict? You know, you can or can't… don't have to do that now, right at the end of the session, but…

242
00:48:07.090 --> 00:48:16.140
Ella Dorfman: You know, those words can be quite, quite negative, I find. You know, it's something that we have, been taught to fear.

243

00:48:16.400 --> 00:48:34.300
Ella Dorfman: But, you know, more and more there is, kind of, literature out there about, kind of, healthy conflict or creative conflict, and, you know, the importance of disagreement. So, one of the, resources I'm gonna make sure is in the, kind of, community after this is…

244
00:48:34.300 --> 00:48:39.830
Ella Dorfman: is just a short sub-stack by Jeff Morgan, who talks about healthy, healthy friction.

245
00:48:39.840 --> 00:48:49.720
Ella Dorfman: You know, actually, the debate is so important, to kind of progress and change. And so…

246
00:48:49.960 --> 00:48:57.770
Ella Dorfman: really, I think that comes down to having… having that governance, like Christine spoke about, and having… having frameworks.

247
00:48:57.970 --> 00:49:07.150
Ella Dorfman: to manage conflict. A bit like mediation does… does that. It's a kind of… it's a… it's a trained process that you kind of go through.

248
00:49:07.190 --> 00:49:17.150
Ella Dorfman: Those kind of guardrails, those rules around it can kind of help people behave, really, and kind of keep, keep focused

249
00:49:17.150 --> 00:49:36.290
Ella Dorfman: So it is really interesting as we learn more about how to manage conflict. We've clearly not got it right in the world, because there's so much, you know, violent, destructive conflict out there. But, you know, but we're learning more and more about… about how to disagree agreeably.

250
00:49:36.830 --> 00:49:45.560
Ella Dorfman: so not being… not being afraid of it, and also trying to not take things too personally, you know?

251
00:49:45.560 --> 00:50:00.690

Ella Dorfman: take the heat out of things sometimes can be really, really helpful. taking a step back, and making sure that there's always perspective, when it comes to disagreements.

252
00:50:02.450 --> 00:50:09.769
Ariana Keyman: Thank you, Ella, for that wonderful, closing response.

253
00:50:10.170 --> 00:50:27.009
Ariana Keyman: Yes, and thanks so much to our amazing panel for this super rich discussion. We… because of how, you know, rich our responses have been, we're running a little bit short on time for the Q&A, so I'll just say a few things.

254
00:50:27.010 --> 00:50:39.860
Ariana Keyman: About… about resources available to you on the Apolitical, platform with regard to the topics we've discussed today, and then we can jump right into a couple of… a couple of questions.

255
00:50:39.940 --> 00:50:52.629
Ariana Keyman: But before we dive into your questions, I wanted to let you know, that we've also, as I said, created a great follow-on resource to today's topic that we think you'll find useful. It's a short introduction to Apolitical's

256
00:50:52.810 --> 00:51:11.849
Ariana Keyman: a very popular Stakeholder Engagement 101 course, which shows you how to sort your stakeholders by influence and interest, so you know whose priorities come first and how to keep everyone on board. To receive your link to this learning resource, do head to the Life and Government community after the event.

257
00:51:11.850 --> 00:51:28.440
Ariana Keyman: and comment on the post pinned at the top of the page. With one tactic, you'll try to balance competing stakeholder demands. We'll send you the resource by email a few days after today's event. And my colleague has also shared a link to the post in the chat. Thank you for that.

258
00:51:28.440 --> 00:51:42.830
Ariana Keyman: Okay, on, on to the Q&A. So we had a bunch of, great questions. I will, I will, bring one up that, I don't know was discussed, explicitly in the discussion.

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259
00:51:42.880 --> 00:51:52.830
Ariana Keyman: How do you deal with a sta… and maybe, Ella, this maybe is for you, how do you deal with a stakeholder who appears to be a passive supporter, but you suspect may be in opposition?

260
00:51:56.000 --> 00:52:01.680
Ella Dorfman: such a good question, and not… not easily, I think.

261
00:52:01.900 --> 00:52:13.119
Ella Dorfman: with the… what I can do is speak about the mediation process that we go through, and how it works in that setting. So, when we have two colleagues who have a disagreement.

262
00:52:13.120 --> 00:52:23.769
Ella Dorfman: you will first have a one-to- you'll have a one-to-one with each of them. So you will speak first with… with the… with the first person, and then… and then with the second person separately.

263
00:52:23.770 --> 00:52:33.339
Ella Dorfman: And then in the afternoon, you bring them together to explore things. And I guess that build-up, where you have that one-on-one time with someone.

264
00:52:33.340 --> 00:52:49.309
Ella Dorfman: and you get their side of the story, really helps, because, that's… we make clear to people that that's a safe space where they can share what they like. We're not necessarily going to bring that up in the afternoon session with the other person. That's up to them.

265
00:52:49.460 --> 00:52:57.260
Ella Dorfman: you know, what they want to share. But you've kind of… you've coached them a little bit in… in that session, if you… if you get the sense that they are…

266
00:52:57.260 --> 00:53:17.040
Ella Dorfman: going to be quite timid or, you know, hold back in that afternoon session. They've been given a warm-up, to just to kind of get their thoughts and feelings in order beforehand. So that's certainly something that could be tried. You know, in a… in a kind of

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267
00:53:17.430 --> 00:53:24.640
Ella Dorfman: meeting itself, where there is a disagreement. You know.

268
00:53:24.640 --> 00:53:45.840
Ella Dorfman: trying to reduce the hierarchy in the room in whatever way possible, so if that's in terms of, like, your terms of reference, or the way that you kind of set up the facilitation of a kind of workshop, if that's the kind of format that you're… that you're in, you know, trying to say… in UK Civil Service, at least, we have this… we have grades

269
00:53:45.840 --> 00:54:00.209
Ella Dorfman: Possibly in other regions too. So, we sort of say, leave… we're leaving our grades at the door for this session, you know, everyone's voice is… is… is, relevant.

270
00:54:00.600 --> 00:54:06.179
Ella Dorfman: But, you know, at the end of the day, it's got to be…

271
00:54:06.380 --> 00:54:17.949
Ella Dorfman: Person-led, and so, you know, if someone is deciding to be avoidant in that situation, it can be… it can be challenging to manage.

272
00:54:18.900 --> 00:54:27.720
Ariana Keyman: Yeah, thanks for that, Ella. I'm gonna move us on to another question that got a few votes. What is the best approach

273
00:54:27.730 --> 00:54:40.499
Ariana Keyman: for, and this is for Samar, what is the best approach for engaging stakeholders who are largely neutral about a project progressing, but whose support is critical to securing successful delivery?

274
00:54:41.120 --> 00:54:42.760
Ariana Keyman: What would you say to that, Samar?

275
00:54:48.290 --> 00:55:11.619
Samar Qatarneh: we always… we need always to understand, and identify the donor. Not everyone will agree with what we're doing, or be, like, excited. So we need always to bring,

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share with them what matters, what is the Altiliani, how their support will change and do a big difference for the cause and the mission we are trying to achieve.

276
00:55:11.620 --> 00:55:33.529
Samar Qatarneh: and giving them evidences. It's always based on evidences, and sharing authentic, real, and honest… it's not always positive. You have to share the positive and the negative with the stakeholder, and always engaging them, even if at first they won't respond to us.

277
00:55:33.530 --> 00:55:37.459
Samar Qatarneh: Engaging them, sharing with them information, keeping them involved.

278
00:55:37.460 --> 00:55:52.029
Samar Qatarneh: Sometimes, like, just share… dealing with them as… giving them the ownership of sharing their input, and what really they want to see from us.

279
00:55:52.030 --> 00:55:57.920
Samar Qatarneh: to do in the communities and in the education sector, for example. So,

280
00:55:58.370 --> 00:56:04.119
Samar Qatarneh: Especially if they don't know, they cannot see the full picture from

281
00:56:04.120 --> 00:56:28.120
Samar Qatarneh: Minister of Education, from the government, especially if they are private sector. So sometimes they only want to do what is, they're expecting, they have high expectations, or sometimes they are not interested, it's not part of their core of their CSR. So it's always good to share the impact reports, giving… engaging them with our news, what we're trying to do.

282
00:56:28.120 --> 00:56:40.850
Samar Qatarneh: just trying to… to get their buy-in, not necessarily the same year, or this year, and it's not like transactional mechanism. It's just hearing what we're doing, maybe

283
00:56:41.120 --> 00:56:56.439

Samar Qatarneh: after a couple of years, or one year, second year, maybe just volunteering activities, it's not necessarily always fun, inviting them to our activities, events, and that kind of, like, being clear and transparent.

284
00:56:56.510 --> 00:57:06.589
Samar Qatarneh: The more you're authentic, clear, transparent, sharing your challenges, sharing what is… and being specific, what exactly you want.

285
00:57:06.840 --> 00:57:13.540
Samar Qatarneh: From, from them, sometimes help them just to change and adjust their, their, their mindset.

286
00:57:13.690 --> 00:57:18.499
Samar Qatarneh: And, yeah, these are the top of my mind.

287
00:57:19.650 --> 00:57:44.179
Ariana Keyman: Thank you, Samar, for that very rich response. I'll pull the, kind of, one other question that was sort of the top upvoted, and this one's for you, Christine, no pressure. But, maybe, and also just in one or two minutes, because we're running out of time, how would you navigate competing stakeholder interests when accommodating the priorities of one stakeholder may come at the expense of others?

288
00:57:44.280 --> 00:57:46.389
Ariana Keyman: How would you respond to that, Christine?

289
00:57:47.280 --> 00:57:51.870
Christine Kormann: Yeah, clearly that's not an easy one, but I think that…

290
00:57:52.100 --> 00:58:05.890
Christine Kormann: at the end of the day, maybe some things we have already mentioned today can serve the purpose. It's first the overall goal, because people are stakeholders in initiative, in principle, I mean, there is an overall goal that's

291
00:58:05.890 --> 00:58:14.939
Christine Kormann: people can agree on, that will be the ultimate interest of the initiative. So I think there, it's putting the level

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292
00:58:15.630 --> 00:58:35.539
Christine Kormann: of the discussion, so that, it is, there is a level where I think a positive effect can be for everybody, and it is, you know, can be values, it can be, you know, societal benefit, it can be an economic benefit, but I think it's finding the level where I think there can be some kind of alignment.

293
00:58:35.540 --> 00:58:41.590
Christine Kormann: That's one thing we need to, to, to look, upon. Another thing, maybe.

294
00:58:41.840 --> 00:59:06.840
Christine Kormann: also, I think what's… I think what Ella mentioning, the third, this third way, the Plan C, and I think this is sometimes, you know, not just the most pragmatic approach, but I think it's an approach that people will be more open to, so that there is not a win-lose, also psychological effect. So, if it's a Plan C, nobody is really directly attached to this plan, so I think this is also something

295
00:59:06.840 --> 00:59:09.400
Christine Kormann: something that was mentioned that I think is very…

296
00:59:09.400 --> 00:59:14.009
Christine Kormann: It's very important, and and sometimes it's,

297
00:59:14.150 --> 00:59:25.789
Christine Kormann: I think setting the frames so that, there are also small steps. At some point, you may be a little bit in the deadlock, so the third way may be possible, but I think,

298
00:59:25.950 --> 00:59:34.350
Christine Kormann: going with the small steps may be the only way to go, to move forward at some point. That will also

299
00:59:34.480 --> 00:59:35.480
Christine Kormann: you know.

300
00:59:35.520 --> 00:59:46.489

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Christine Kormann: start something very small, and then this one is not, you know, a win-lose situation, and out of this, you may be able to build the next steps. So sometimes the visions may be too high.

301
00:59:46.490 --> 01:00:01.470
Christine Kormann: You need to come down to something much more tangible, either it's a small product, it's a small project, but on this, there will be more agreement, and then you… if all the stakeholders are really necessary to put on board.

302
01:00:01.470 --> 01:00:14.290
Christine Kormann: this small thing that is… if it works, if it's appreciated, I think will… will, at the end of the day, pave the way for maybe more ambitious, projects. So, sometimes more steps are just…

303
01:00:14.400 --> 01:00:19.260
Christine Kormann: The only possible way, and we have to just, acknowledge it.

304
01:00:20.480 --> 01:00:37.480
Ariana Keyman: Amazing. Thank you, Christine. And we've had some incredible wisdom from each of our speakers, and I'd like to ask you all to join me in giving Christine, Ella and Samar and Samar a virtual round of applause, and most importantly, thanks to you, to our audience.

305
01:00:37.480 --> 01:00:46.049
Ariana Keyman: and audience investing in learning and being so engaged in this topic. Thank you so much. It really, is such a joy to be here with

306
01:00:46.060 --> 01:01:10.179
Ariana Keyman: with members of our network on these kind of discussions. Sorry that we couldn't get to more of the questions, but hopefully you got a lot out of the discussion today. So, my team has gone ahead and pulled up a quick poll to find out how you felt about today, which will help us continue improving our content, so if you can take a minute, we really appreciate your responses.

307
01:01:10.250 --> 01:01:30.400
Ariana Keyman: And while you're responding to that poll, I wanted to share a few more events that you can register for to join us again soon. If you're not available to be there live, remember

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that you can always register for the event in order to get sent the recording to catch up whenever suits you. And my colleague will post the upcoming events in the chat.

308
01:01:30.400 --> 01:01:32.900
Ariana Keyman: Okay!

309
01:01:33.240 --> 01:01:49.229
Ariana Keyman: This is all that we have time for today. Thank you again, and keep an eye out for the email coming your way with today's recording and resources. Don't forget to find my post in the community, and we hope to see you at another Apolitical event very soon. Have a great day, and goodbye.

310
01:01:50.210 --> 01:01:50.720
Christine Kormann: Thank you.

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