

# Collaboration: Engaging Members and Partners



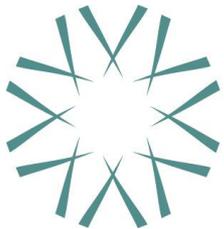
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# Rural Health Innovations' Purpose

Rural Health Innovations (RHI), LLC, is a subsidiary of the National Rural Health Resource Center (The Center), a non-profit organization. Together, RHI and The Center are the nation's leading technical assistance and knowledge centers in rural health. In partnership with The Center, RHI connects rural health organizations with innovations that enhance the health of rural communities.



NATIONAL  
RURAL HEALTH  
RESOURCE CENTER



# Rural Health Network Summit 2017



# Summit Findings: Six Common Roles of Networks

- Serving in a leadership capacity
- Facilitating continuous planning
- Identifying and providing meaningful education
- Connecting resources
- Collecting, analyzing and acting on data
- Convening and engaging stakeholders

# Convening and Engaging Stakeholders

Key network initiatives and actions	Resources to support network leaders
Building trust with consistent opportunity for dialogue	Help with documenting and communicating network mission, vision and planning efforts
Be transparent to community members and stakeholders about network mission, vision, strategic objectives and key initiatives to answer questions about what, how and why	Technology to support collaboration and communication efforts, i.e. collaboration software, website and social media
Provide education on what network is and its benefits to members for participating in network initiatives, projects and services	Process to identify “what’s in it for me” to help get organizations and providers to the table
Establish neutrality as a guiding principle of the network	Dashboard to identify critical measures; brag about successes to communicate value

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- Program Development Manager, University of Minnesota Duluth Continuing Education
- Sr. Manager Talent Management & Leadership Development, Cleveland-Cliffs
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- M.S., Industrial/Organizational Psychology
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# Learning Objectives

- Understand the factors that promote and inhibit engagement
- Adapt approaches and plans to meet the needs of stakeholders
- Plan and lead meetings that encourage engagement

# OR – We'll Answer These Burning Questions

- What promotes engagement? What gets in the way?
- How can I figure out what's important to my stakeholders, and what can I do to tap into what's important to them?
- What can I do before and during meetings to encourage engagement in the moment?

# Let's Agree...

Collaboration: Working together to achieve a goal

Stakeholders: Anyone actively participating in the work of the network

Engagement: Commitment to the network's goals and a willingness to participate in activities that help achieve goals

# What Does Engagement Look Like?

**SAY** Speak positively about the network  
Advocate for the network

**STAY** Continue to participate in meetings and activities after initial launch

**STRIVE** Speak up in meetings  
Propose ideas  
Volunteer to contribute  
Follow through on commitments

Source: Aon Hewitt

# Your Role in Engagement

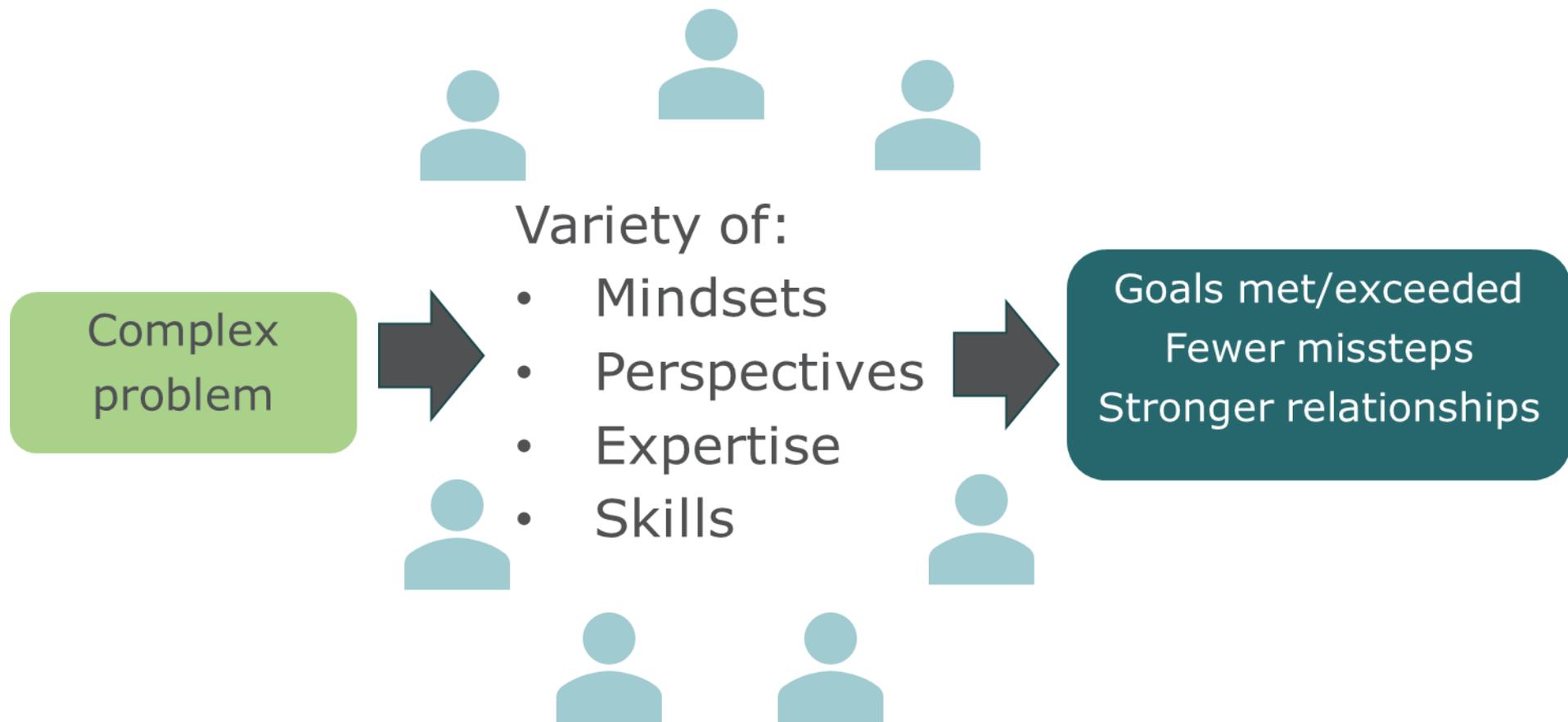


Ensure the environment is set up to increase the odds that stakeholders will feel and do what you're hoping for.

# The Basics

What do we know about collaboration and engagement in groups?

# Engagement Leads to Outcomes



# Summit Participants' Feedback

- Shares the workload of change
- Shares issues that amplify the needs of members
- Increases
  - Political voice & credibility
  - Opportunities for funding
  - Innovation
  - Community access to care
  - Connection with and access to subject matter experts

# What Promotes Engagement? The Foundation



- I have a clear understanding of the vision
- I know why I'm part of the group

# Shoring Up the Foundation

## Ask:

- How does the vision describe what we want to become?
- Do we feel that our goals and activities are aligned with the network's mission and vision?
- What unique contribution do each of us make to the achievement of the our mission and vision?

# What Promotes Engagement? The Building Blocks



- I feel that the group's values are in line with mine
- I feel valued by the group

# Strengthening the Building Blocks

Revisit the network's mission and vision

Ask:

- What about the mission and/or vision resonates with you?
- What aspects of the vision are meaningful or exciting to you?
- How do the mission and vision overlap with your goals?

# Making Connections

Connecting the network to the stakeholder:  
Stakeholder analysis

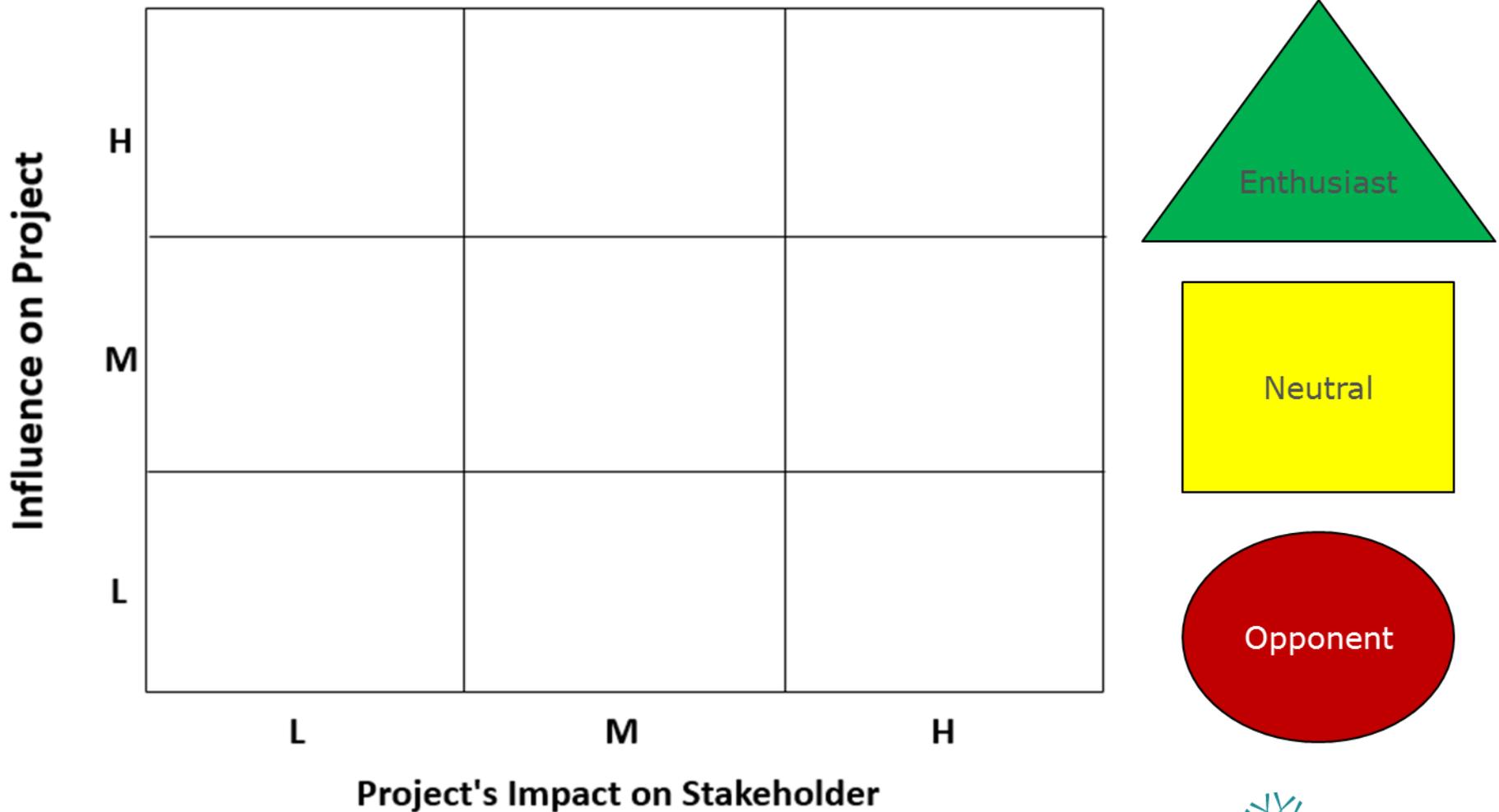
# Stakeholder Analysis



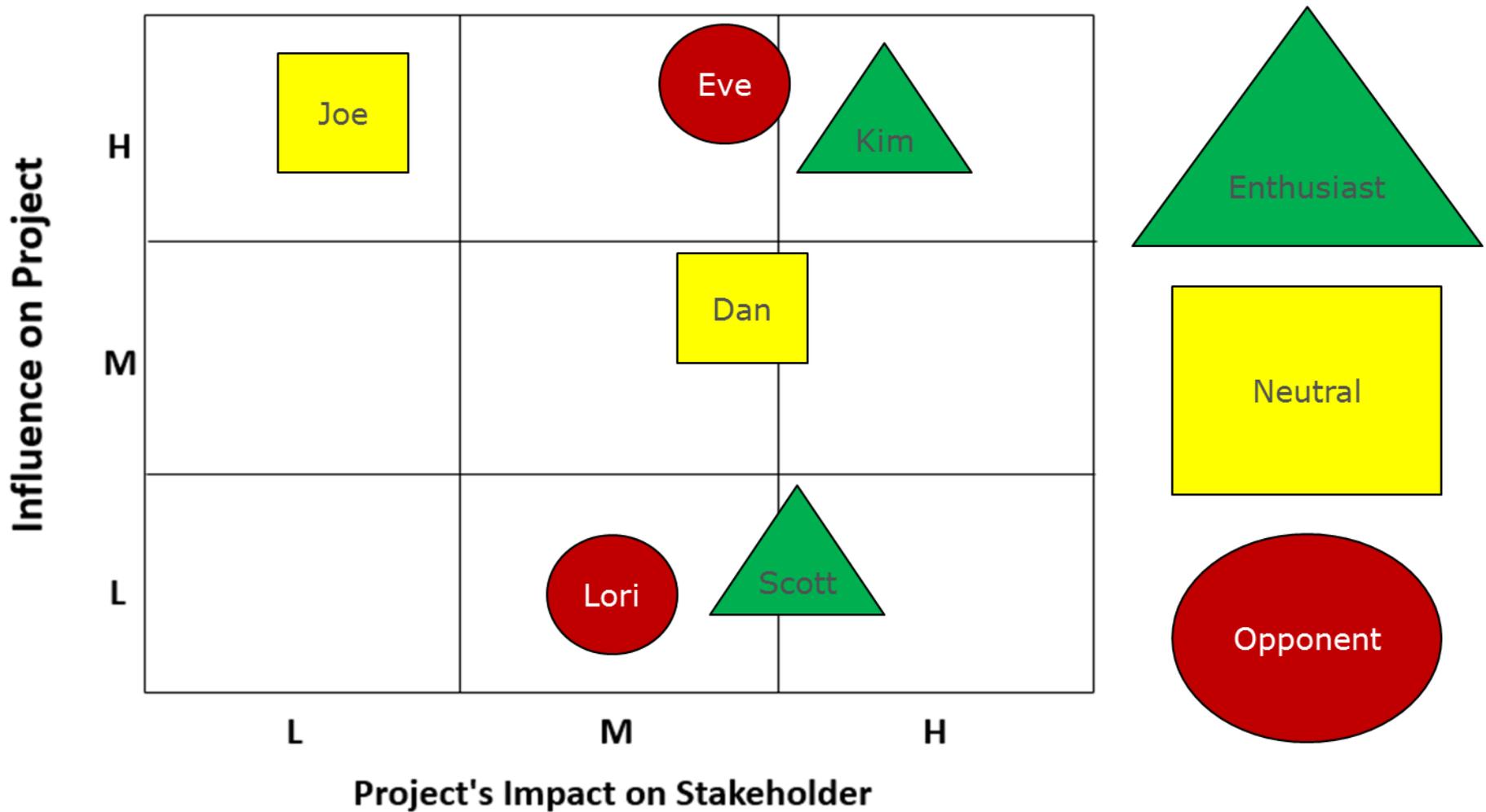
Making a concrete connection between the stakeholder and the work of the network

Explicit vs. Not Implicit

# Stakeholder Mapping



# Stakeholder Mapping Example



# Stakeholder Analysis Questions

1. What's important to him/her?
2. What does the network need from him/her?
3. How will the work of the network help him/her with what's important to him/her?
4. How can I (or others) clearly communicate the connection between the work of the network and what's important to him/her?
5. How can I (or others) modify what we're doing to fully connect the work of the network to what's important to him/her?
6. How will I know I'm making progress?

# Stakeholder Analysis Example

1. What's important?
2. What does the network need?
3. How will the work of the network help?
4. Clearly communicate the connection?
5. Modify what we're doing?
6. How will I know I'm making progress?

1. *Financial outcomes*
2. *Funding commitment*
3. *Increased reimbursement rate*
4. *Highlight increase in reimbursements by a comparison program*
5. *Move reimbursement-related activities earlier in timeline*
6. *Increased attendance at meetings*

# Switch

**What looks like a people problem is often a situation problem.**

~ Chip and Dan Heath, *Switch*

# Engagement in Meetings

Planning and leading meetings to maximize stakeholder engagement

# Engagement in Meetings: Still...



- Clear understanding of the goal(s) for the meeting
- Know why I'm here
- Feel that the group's values and goals align with mine
- Feel valued by others in the group

# Engagement in Meetings: Preparing

## Agenda

- Topics to be discussed
- Decisions to be made
- Time allocated to each
- Name(s) of those responsible

Send draft ahead of time

Connect with stakeholder priorities

Be realistic about timing

# Agenda Example#1

## **Agenda for the OPEN Board of Directors**

**Friday September 6, 2013**

**10:00 a.m. to 12:00 noon with lunch to follow**

**Location:** Network Office & Training Center, City, State

**Participation:** When a Member's designated Board Director cannot attend, **sending an Alternate Director is strongly encouraged**. Assuming primary Director authorization, he/she will have full voting rights.

**Ground Rules:** Everyone Participates – **No One Person Dominates**  
An Individual's **Silence Will be Interpreted as Agreement**  
Listen as an Ally -- **Work to Understand Before Evaluating**  
Helps to **Assume Positive Intent** First When Things Go Wrong  
Please **Minimize Side Conversations**

**10:00 am** **OPEN Board of Directors Call to Order** (Board President) *Enclosure #1*

- **Check In** with Members who are participating from remote locations
- **Consent Calendar** – The below consent agenda includes items for approval as well as items received. A Member may request any time on the consent agenda to be removed for separate consideration; it will then be considered after the consent agenda is adopted.

### For Approval

- **Board Agenda** (Members are encouraged to contact OPEN staff or the

# Agenda Example#2

**Agenda Title Here**

**Date:** x/x/xx

**Time:** 9am to 1:00pm (CST).

**Location:** Conference Room A

**Meeting Purpose:**

The overall expected outcome of the session is.....

Time	Topic	Outcome	Facilitator
10	Review action items from last meeting	Share information/status & clarify understanding	ML
10	Meeting topic #1	Share information/status & clarify understanding	ML
15	Meeting topic #2	Discuss & decide	ML
10	Meeting topic #3	Discuss & decide	ML
5	Review & document all action items identified (who, what & by when: 3Ws)	Clarify & verify 3Ws identified	ML

Action Item 3W's:			
	Who	What	When
1	Bill N.	Action example	6/10/15
2	Sue B.	Action example	5/31/15
3	Sue B.	Action example	6/14/15

# Engagement in Meetings: During the Meeting

Start and end the meeting on time

Follow the agenda as closely as possible allowing some flexibility

## Questions

- Ask open ended questions
- Pause after asking a question – resist the urge to fill the silence
- Avoid sharing your perspective first
- Call on quiet people
- Ask everyone to write down their top ideas, then go around the group to share

# During the Meeting: Additional Tips

Dominant group members: “Thanks for sharing your perspective, Joe. Let’s hear what others have to say.”

Tangents: Parking lot and/or offline chat, etc.

Before adjourning, review list of action items: Who’s going to do what, and by when?

# During the Meeting: Sharing Credit

Offer and/or share credit for ideas

**Accept less than your share of the credit, and more than your share of the blame.**

~ Arnold H. Glasow

# Engagement in Meetings: After the Meeting

Distribute meeting notes

Include action items

# Remote Meeting Participants

- Provide copies of all materials beforehand
- Start on time or 1 minute late
- Set ground rules
- Late joiners
- Allow sufficient pauses after asking a question
- Minimize noise
- Ask remote participants for input

# Helpful Resources

## **Books**

B. Kim Barnes, *Exercising Influence*

Chip & Dan Heath, *Switch*

Patrick Lencioni, *The Five Dysfunctions of a Team*  
(includes team assessment on each of the 5 dimensions and suggestions for overcoming)

Mario Moussa, *Committed Teams*

## **The Center's Website**

[Network Aim for Sustainability Portal: Collaboration Building Commitment Through Group Decision-Making](#)

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Get to know us better:

<http://www.ruralcenter.org>

