

Stakeholders Wheel

Facilitator's Guide

After years of working with a wide variety of partnerships at the state and local level, the Forum for Youth Investment has concluded that communities and states that have well-functioning, well-coordinated partnerships attending to a range of issues (from coordinating early childhood education to preventing risky behaviors to increasing workforce readiness) also have two other things: engaged individual stakeholders and an empowered leadership group charged with keeping the vision and coordinating the multiple efforts.

Stakeholders is the overly formal term used to refer to the range of individuals or organizations that have a stake in an outcome. In this case, the outcome is improved young lives. The Stakeholders Wheel (next page) is a graphic representation of many of the stakeholders commonly associated with children and youth. Children and youth don't grow up in programs, they grow up in families, communities and cultures (the first ring). They and their families, however, are profoundly influenced by the quality and accessibility of the services, supports and opportunities created by formal and informal institutions (the second ring). These, in turn, are shaped and shifted by larger societal structures and forces that have important albeit indirect influences on the institutions that directly support children and families (the third ring).

The Stakeholders Wheel exercise gives a group a quick picture of who is at the table and who is missing. Participants self identify their roles related to children and youth. They may have more than one role and work at different levels.

Introduction

A range of actors touch the lives of children and youth. Some – like parents, teachers, youth workers – have a steady hand in the lives of youth. Others – like health care workers – may have a lighter touch but be no less important. Still others – like community leaders, policy makers, funders and researchers – may be focused on improving the overall context for children, youth and their families. To really change the odds for youth, you need a range of stakeholders. At the Forum, we refer to the allied youth fields to show the range of players needed – across roles (e.g., policy, research), services & systems (e.g., child care, education, parks & rec), and other key settings (e.g., family, community). Young people are not only the focal point of the wheel, but they are key actors as well. Each of these rings are really independent dials; they are not fixed – for example, you can have researchers that are focused only on juvenile justice. But together, they make up the allied youth fields.





Facilitator's Note: Have tables set in advance with table-sized versions of the wheel plus assigned seating lists for each table. Prior to this exercise have someone take a quick look at attendees and note if any adjustments to seating are needed.

Instructions:

- ❖ **Step 1.** Group Sharing (30 minutes). Please find your assigned table. At your table you will see a Stakeholders Wheel *AND* mapping instructions. Introduce yourselves to one another as you eat and identify yourself and where you fall on the Stakeholders Wheel. With each role also identify your level of involvement. Feel free to map yourself into more than one area, but if it is really a secondary role for you,

mark the shape with the number “2.” Only use a blue diamond only if it is your primary role. Please add in any “categories” that you feel are missing.

On your tables you will find sticky shapes & mapping instructions:

-  Red circles = top-level leaders
-  Yellow squares = mid-level managers
-  Green triangles = frontline workers
-  Blue diamonds = community members, parents/family, young people

Facilitator’s Note: Please limit use of the “blue diamonds” to your primary role. Most of us could describe ourselves as community members or parents (and we’d all like to think of ourselves as “young people!”) but is this the primary reason that you are in the room?

- ❖ **Step 2.** Report out (15 minutes). Send representatives from your table to add your shapes to the giant wall chart of the Stakeholders Wheel. Designate one representative to *quickly* introduce everyone and their roles from your table. (e.g., We have 2 business leaders – Bob Smith and Rita Vasquez . . .)

Facilitator’s Note: You will need to model and reinforce how to do this rapidly. If your reporters dawdle, the report out can take too long. You may wish to have each table post their dots on wall chart whenever they’re ready (so there’s no “waiting in line”) and then use their table charts to hold up for the table introductions/summaries.

- ❖ **Step 3.** Full group observations & discussion (10-15 minutes). What do you see in the Stakeholders Wheel? Where do we have a lot of horsepower? Did you find any missing “categories” that you think should be added to the wheel? Who’s missing (or underrepresented)? Any thoughts on what it would take to get them in the room? Note that we will be talking about this more when we get to action steps.

Facilitators’ Notes:

- ❖ **Prep:** This activity works best if the table groupings are diverse. If possible, the facilitator should “map” in advance who they think is coming into the room and develop assigned seating at tables for this activity. Especially given the assigned seating, this activity works well at the start of the day or at lunch.

Estimated time:

20 minutes Step 1 Table Sharing
15 minutes Step 2 Report Out
35 minutes Total

Materials needed:

Stakeholders Wheels
10-12 table sized; 1 wall sized
Sticky shapes (assorted at tables)



Stakeholders Wheel

Engaged Stakeholder Instructions:

Use the following chart to count who you engage with and at what level they are operating.

- **Column A:** List the Partners you are working with by organizational name. Also, highlight and put a star (*) next to the stakeholders on your core team (if you have one).
- **Column B:** List the different services and systems, roles and settings that those specific stakeholders work in. Refer to and select from the Stakeholders Wheel on the flip side of this sheet. Add any categories that you think are missing from the wheel.
- **Column C:** Indicate the number of each type of participant under the applicable sub-headings.
- **Column D:** Rate each stakeholder on each engagement category and on overall engagement, from 1 (low) to 5 (high).

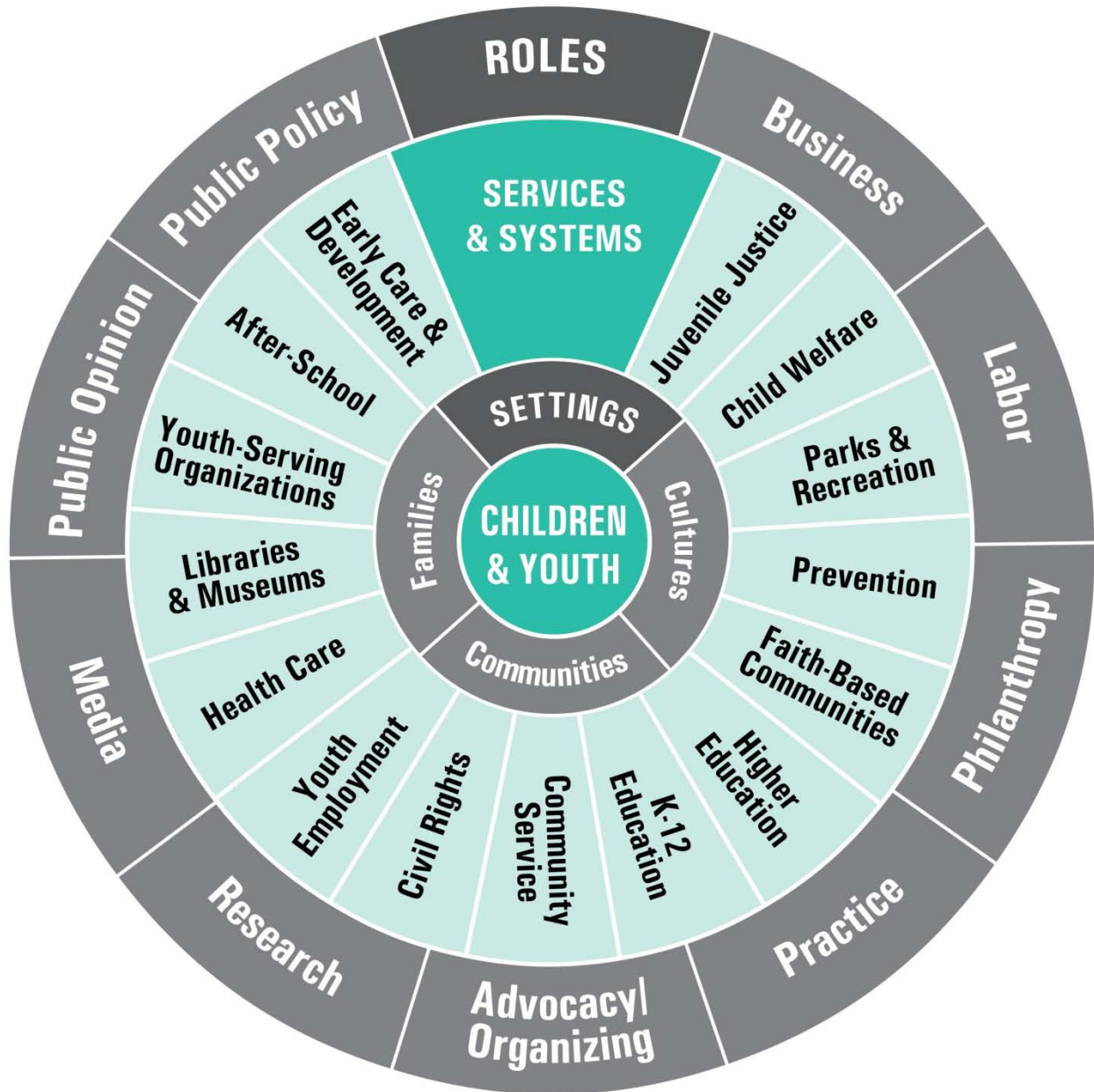
Target Stakeholder Instructions:

List who you want to engage that is not already at the table. If you do not have specific names or organizations, fill in Columns B and C only. Add extra rows as needed.

ENGAGED STAKEHOLDERS													
A	B	C						D					
PARTNERS BY ORGANIZATION	SERVICES & SYSTEMS, ROLES / SETTINGS	HOW MANY?						HOW ENGAGED? 1 (low) - 5 (high)					
		Top-Level Leaders	Mid-Level Managers	Front Line Workers	Community Members	Parents	Youth	Urgency	Commitment	Collaboration	Big Picture	OVERALL	
<i>Example 1: Boys and Girls Club</i>	<i>Youth-Serving Organization</i>	1	2				2						
<i>Example 2: City Council</i>	<i>Policy</i>	1											

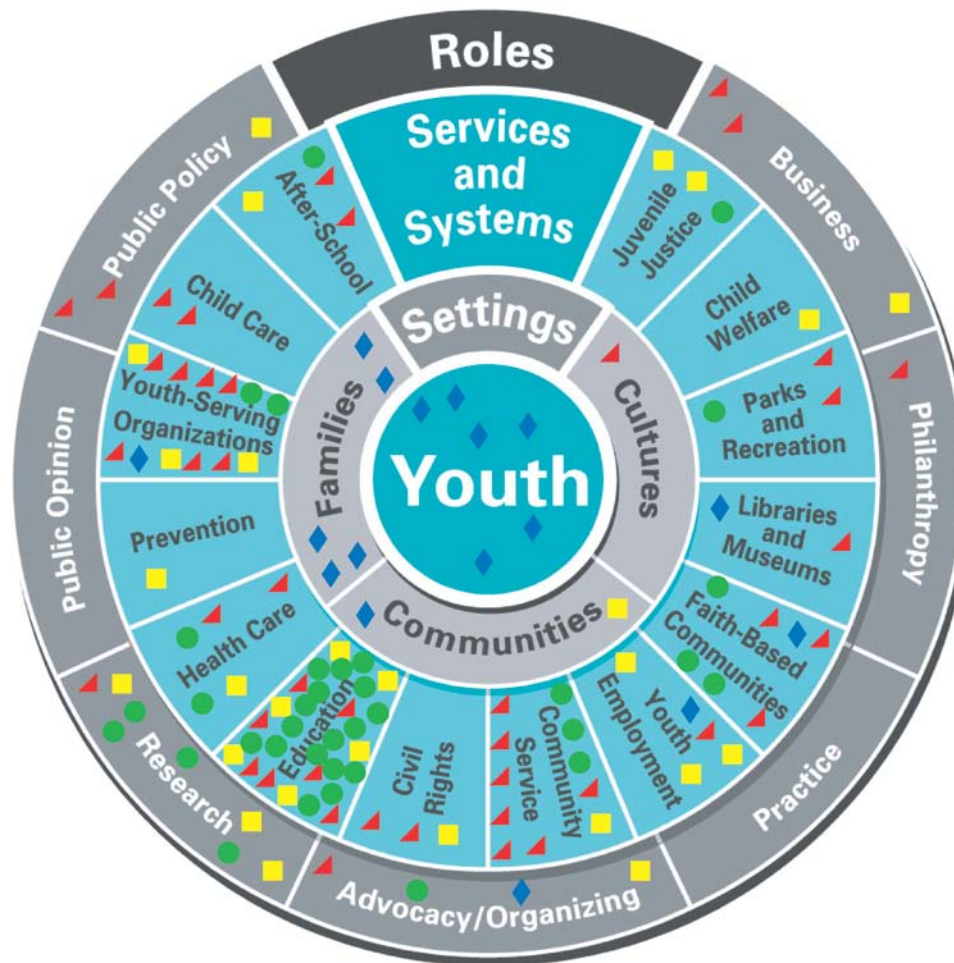
Stakeholders Wheel

In your discussions with partners and teams, mark this wheel by hand. You can then produce an electronic version for future use based on responses from the flip side of this sheet.



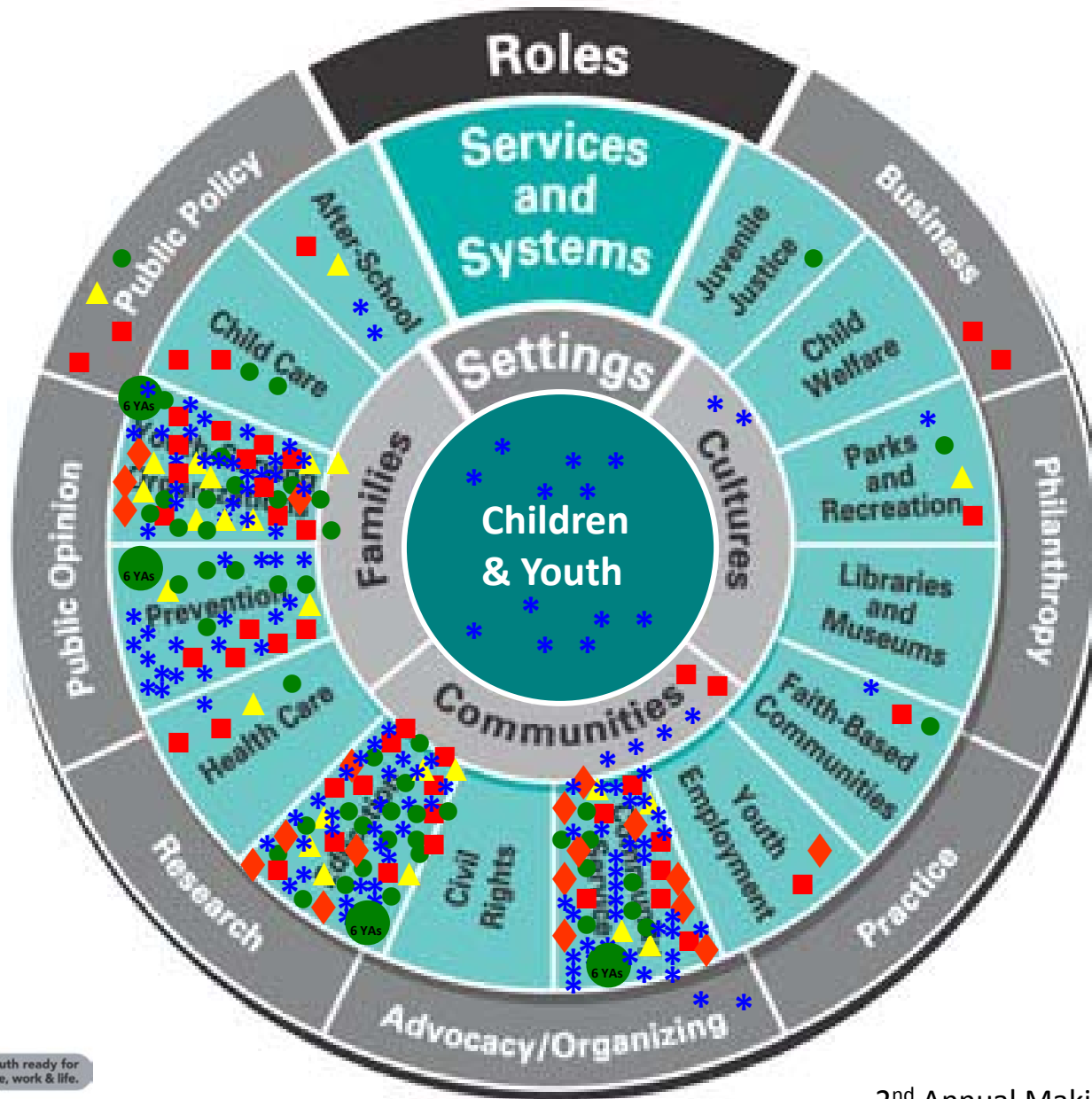
SAMPLE KEY		Example
Top Level Managers		●
Mid-Level Managers		■
Front Line Workers		▲
Community, Parents and Youth		◆

Georgetown Divide Ready by 21 Coalition as of April 2006

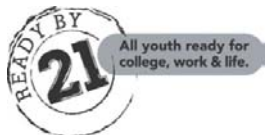


- ▲ Top Level Leaders
- Mid Level Managers
- Front Line Workers
- ◆ Community, Parents and Youth

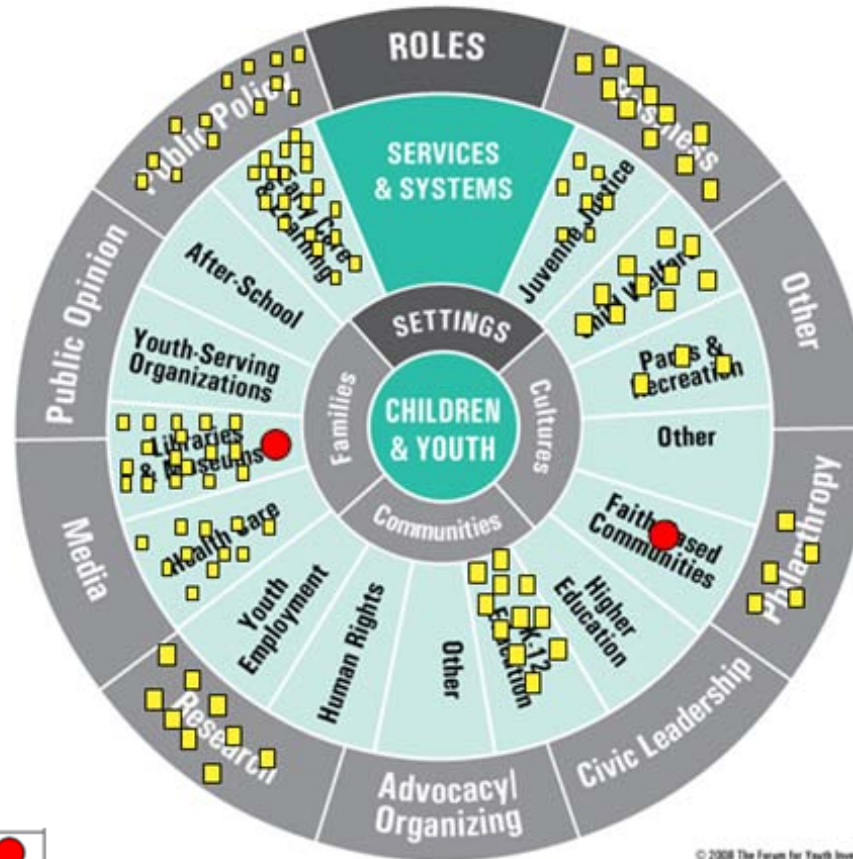
Georgetown Divide Ready by 21 Coalition as of 2007



Key	
Top Level Leaders	■
Mid-Level Managers	▲
Front Line Workers	●
Community, Parents	✱
Youth	◆
Youth Advocates- 6	● (6 YAs)



Sample Stakeholders Wheel as Engagement Tool



Targeted		●
Engaged		■