



Built for Zero Building the Will

Learning Session Breakout

March 28, 2019

10:45-12:00

Introductions



Dawn Moskowitz
Improvement Advisor



Anna Bialik
Improvement Advisor

Outcomes for this Hour

- ★ To try some new tools to build the will connected to your current BFZ work.
- ★ To help communities start to identify and prioritize key stakeholders to engage
- ★ To brainstorm some next step engagement strategies tied to your aims.

Why do you need will right now?

Build the will among community leaders toward your shared aim.



Who's Got the Big Red Ball





Who do you need to move that Big Red Ball?

Who do you need right now?

- Who you have.
- Who you DON'T have.
- Who you DON'T need.



In your Built for Zero work, what are you trying to accomplish now?

Once you clarify your aim and phase of work, you can identify the stakeholders — the people, organizations, agencies, coalitions, etc. who are involved. These could be people who are currently contributing OR people who are NOT YET contributing, but who you need to contribute.

Stakeholder Faction Analysis

A faction analysis will help you determine which stakeholders you need to have on board, and which ones you can focus less on.

The Factions:

- **Leaders** - People who traditionally are seen as leaders for the work. They play the main coordinating role, set strategy, make decisions. You either need them on board or need to have a strategy for them not to stand in the way.
- **Contributors** - Will not lead the effort but are willing to participate and do work with you if you have a clear message, a plan and some leadership. They provide concrete action or resources for success.
- **Gatekeepers** - you just need them to not be against you, so your efforts should be focused on making sure you're at least keeping them neutral. Gatekeepers might also be supportive of your efforts, but they don't need to be active or take a hard step to work with you. Their support or opposition unlocks key contributors or adversaries.
- **Bystanders** - their support is immaterial. Bystanders might seem important but actually they have no power and neither help nor hinder your work. You don't need to spend time getting a bystander to work with you.
- **Adversaries** - Two types - positive adversary and negative adversary. With a positive adversary, you stand to gain something from their opposition (the fact they are against you actually drives others to work with you). Negative adversaries require you mitigating their resistance, muting them or turning them into a bystander (what would it take?)

Who's Will Do You Need to Build?

Stakeholder Faction Analysis

LEADERS



THE
GATE KEEPERS



BYSTANDER



CONTRIBUTORS



ADVERSARIES



Stakeholder Faction Analysis Worksheet

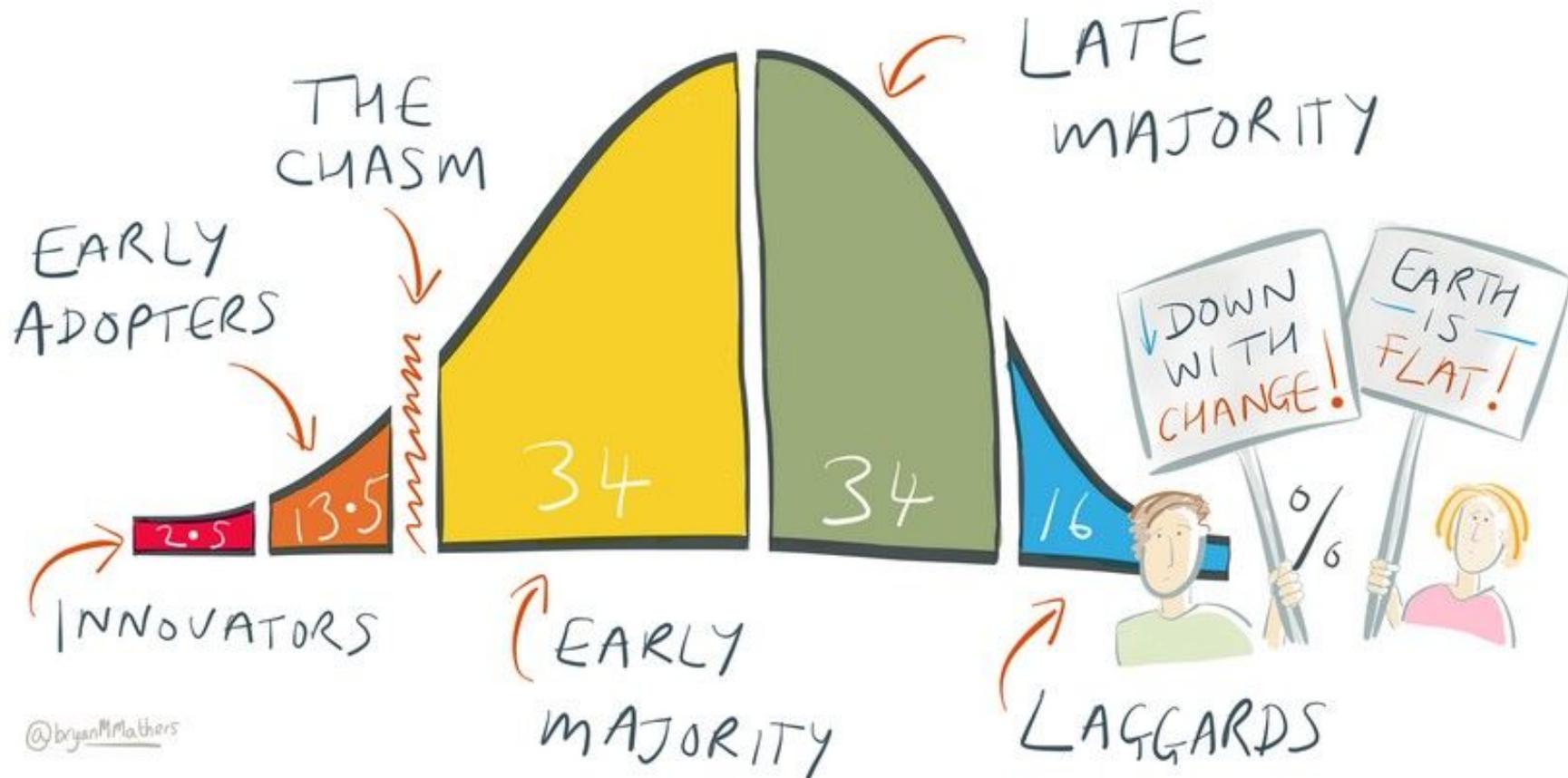
- Think of some organizations or stakeholders that are currently at the table, as well as those who are not at the table.
- Complete the table below, listing the stakeholders within their faction.
- Think about each stakeholder you've listed, and identify "What's In it For Me" — **from that stakeholders perspective**, what do they gain by coming to the table?
- This table should reflect your understanding of each stakeholder in a category and what will motivate them to join you in your effort.

Faction Type	Your Stakeholders	What's In It For Me? <i>(from the STAKEHOLDERS perspective)</i>
Leaders		
Contributors		
Gatekeepers		
Bystanders		



Put yourself
in your
stakeholder's
shoes
come up
with their
"What's in
it for me"

DIFFUSION OF INNOVATION



Who do you need?



Start
with
your
Innovators!



Don't focus on your **Laggards**
(or naysayers) at the beginning
no matter how big and
important they seem



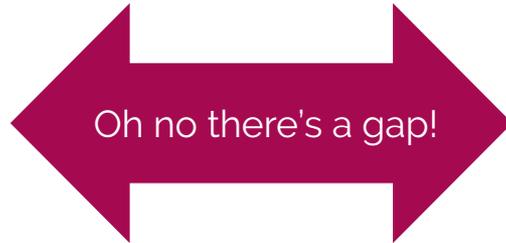
Secure your “Early Adopters” to reach
your tipping point and build your
“Early Majority”



What contributions do we need?

CURRENT

What do your stakeholders contribute?

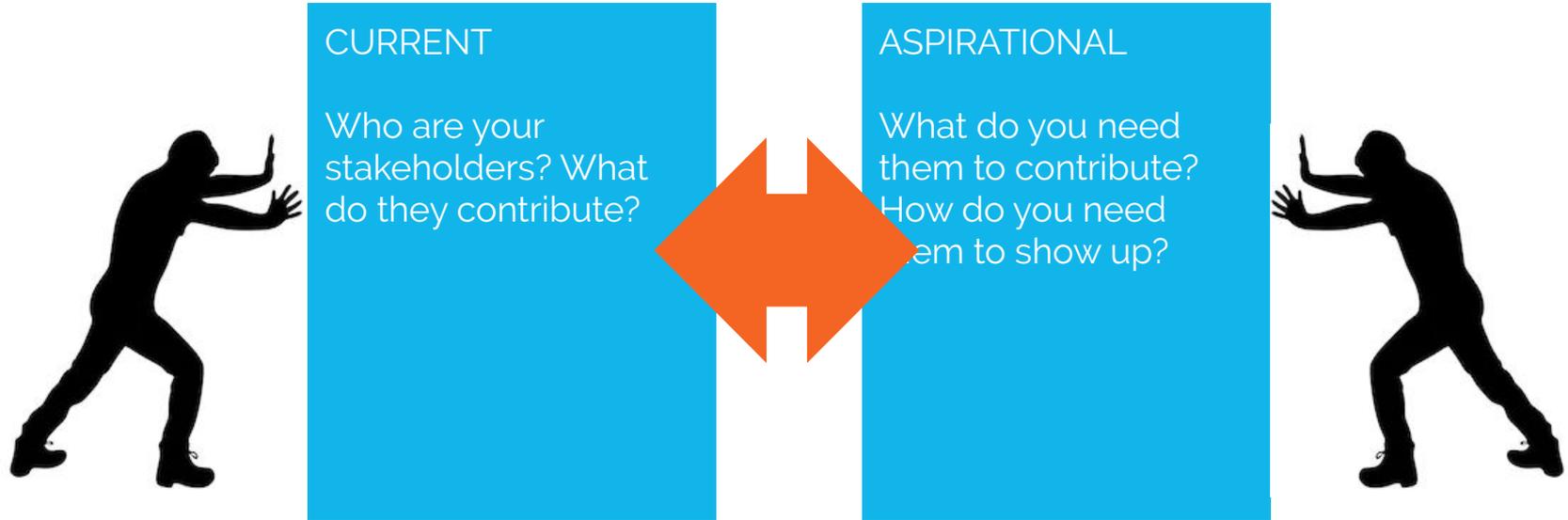


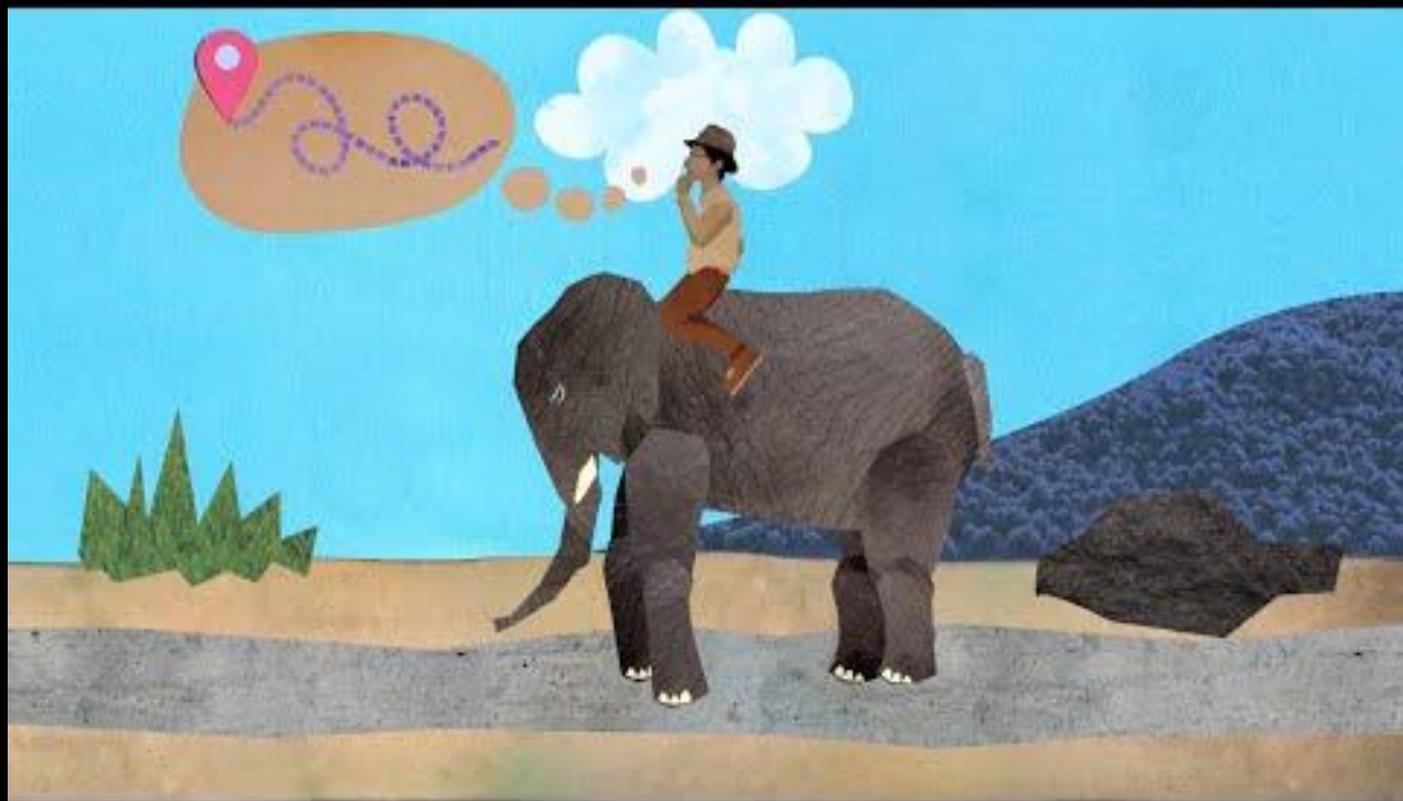
ASPIRATIONAL

What do you need them to contribute?

How will you get them on board?

Engagement Strategies

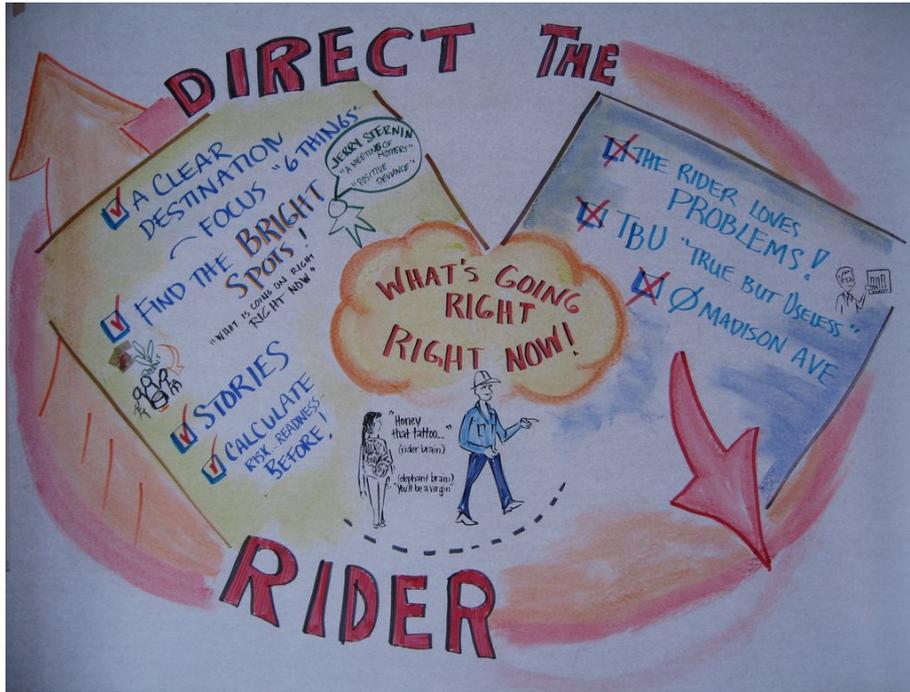




Rational Brain vs. Emotional Brain

- Who among your stakeholders will respond to a **rational or logical** appeal?
- Who will be more motivated by **emotions**?
- Can **you improve the environment** to make change easier?

“Direct the Rider”



1. Create a crystal clear vision of the outcome
2. What's going right, right now?
3. Use SMART goals - specific, actionable, measurable, relevant, timebound

“Motivate the Elephant”

1. Shrink the Change
 - Getting to the minimum “yes”
2. Find the feeling.
3. Grow your people.
 - Shared identity



“Shape the Path”

1. Focus on improving your process
2. Co-design with the stakeholder.
3. Make it simple (step-by-step guidance, training)
4. Provide support groups; Pair up people with mentors
5. Create momentum among peers.



Stakeholder Analysis: Contribution Needed and Engagement Strategy



Start with innovators, secure early adopters to cause a tipping point. Don't concentrate on naysayers at the beginning no matter how big and important they seem. Develop an engagement strategy with the stakeholder's perspective in mind (their "What's in it for me?").

Stakeholder	Current Contribution	Current Faction	Needed Contribution	Aspirational Faction	Engagement Strategy

Stakeholder	How do they contribute?	Current Function	How do you need them to contribute?	Aspirational Function	Strategy
City	Set regional strategy	Leader	No change needed		
County	Convene other stakeholders				
Local Shelter	Participates in case conferencing Contributes data to BNL	Contributor	No change needed		
Local Veterans Administration	Occasional data contributions Spotty attendance at case conferencing	Contributor / Bystander	Contribute data more regularly, attend case conferencing, participate in strategic decision-making and problem solving	Leader / Gatekeeper	
Mayor	...	Bystander	No change needed		

Great ideas go here.

Stakeholder Analysis: Action Planning



What are your next action steps with your stakeholders? What can you do next week? What can you do by the end of April?

Stakeholder	Next Action	Person Responsible	By When?

Expecting Challenges

- Resistance to change
- Maintaining momentum
- Competing interests
- Death by democracy
- Competing leadership
- Moving forward without certainty



Closing Tips for Building Will

- Identify stakeholders based on your current aim
- Prioritize stakeholders using the faction analysis and innovation curve
- Put yourself in your stakeholder's shoes
- Start small, test different motivational strategies
- Don't forget about shaping the path! How can processes be simplified, improved, co-designed?
- Anticipate Challenges