

Stakeholder engagement as a key to the success of every project

Building Successful International Partnerships

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What is 'stakeholder engagement'?

1. The degree to which someone with a vested interest in your project is committed to its success
2. The degree to which a project lead understands stakeholders and works with them on their terms

UCD - Ireland's Global University



Spotlight on UCD



FIRST CHOICE

among Irish
undergraduate
students



34,000+

students from 139
countries



9,000+

international students
in Dublin



Una Europa

11 research-intensive
universities



RESEARCH GRANTS

over €685M research income in
the last 5 years



PUBLICATIONS

From 2016 to 2020, UCD
researchers have co-
authored more than 19,000
research outputs



DIVERSITY

50% of our research staff
are international



GLOBAL

60% of papers co-authored with
researchers from more
than 150 countries

Global Engagement Strategy 2021-2024



1. Provide a Global Experience for All
2. Advance UCD's Global Impact

Erasmus+ KA2 Cooperation Strategic Partnerships



Network for Intercultural Competence to Facilitate Entrepreneurship

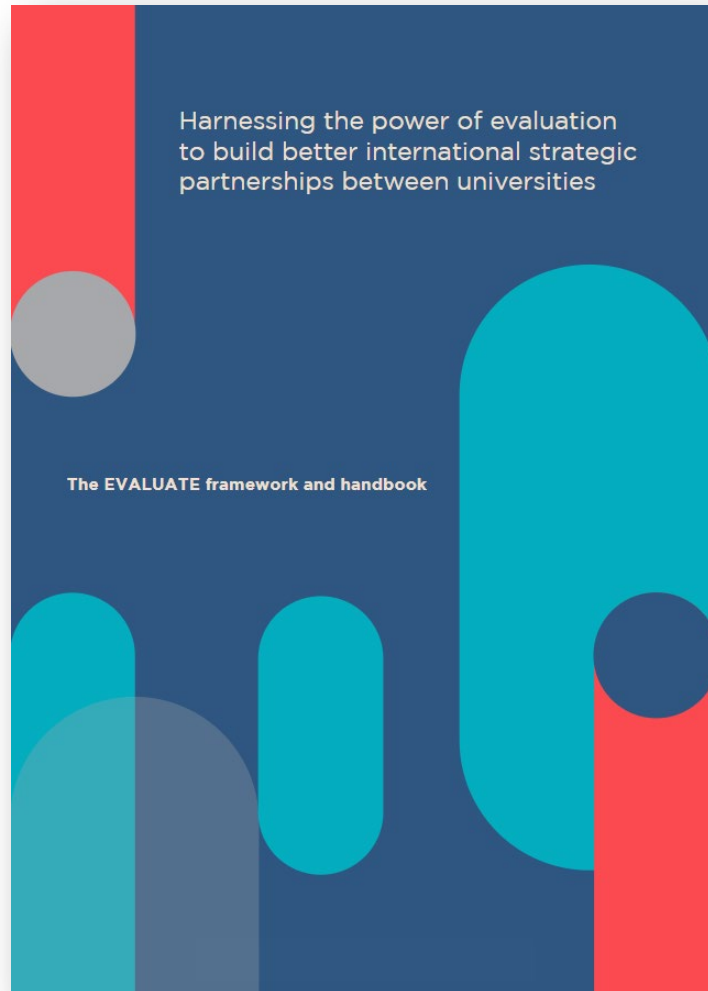


A Virtual Environment to support Students and Staff through each stage of the Mobility Cycle

EVALUATE

A Framework for the Evaluation of International University Partnerships

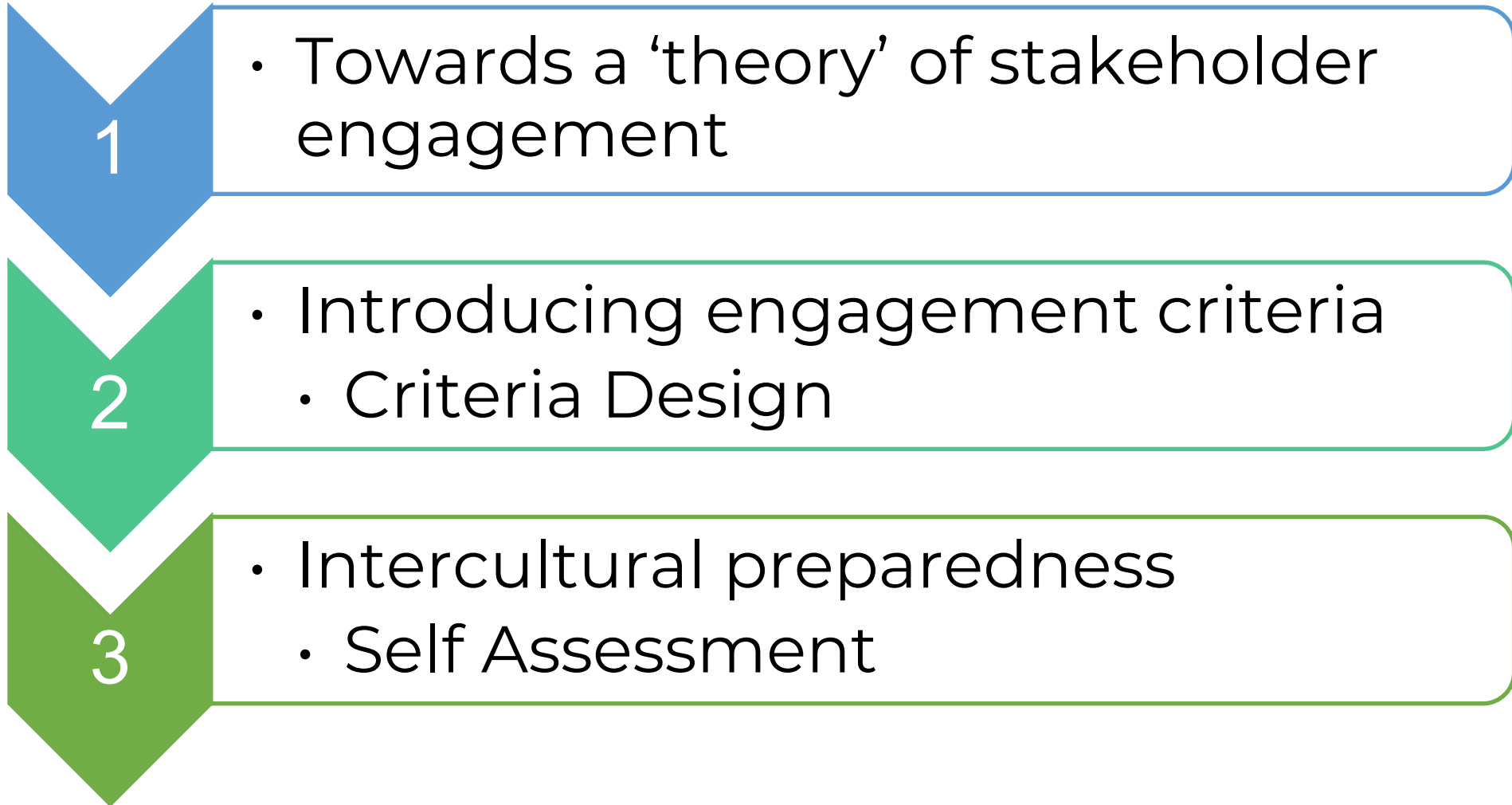
EVALUATE



Co-funded by the
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of the European Union



Stakeholder Engagement: A Preview





Towards a 'theory' of stakeholder engagement?



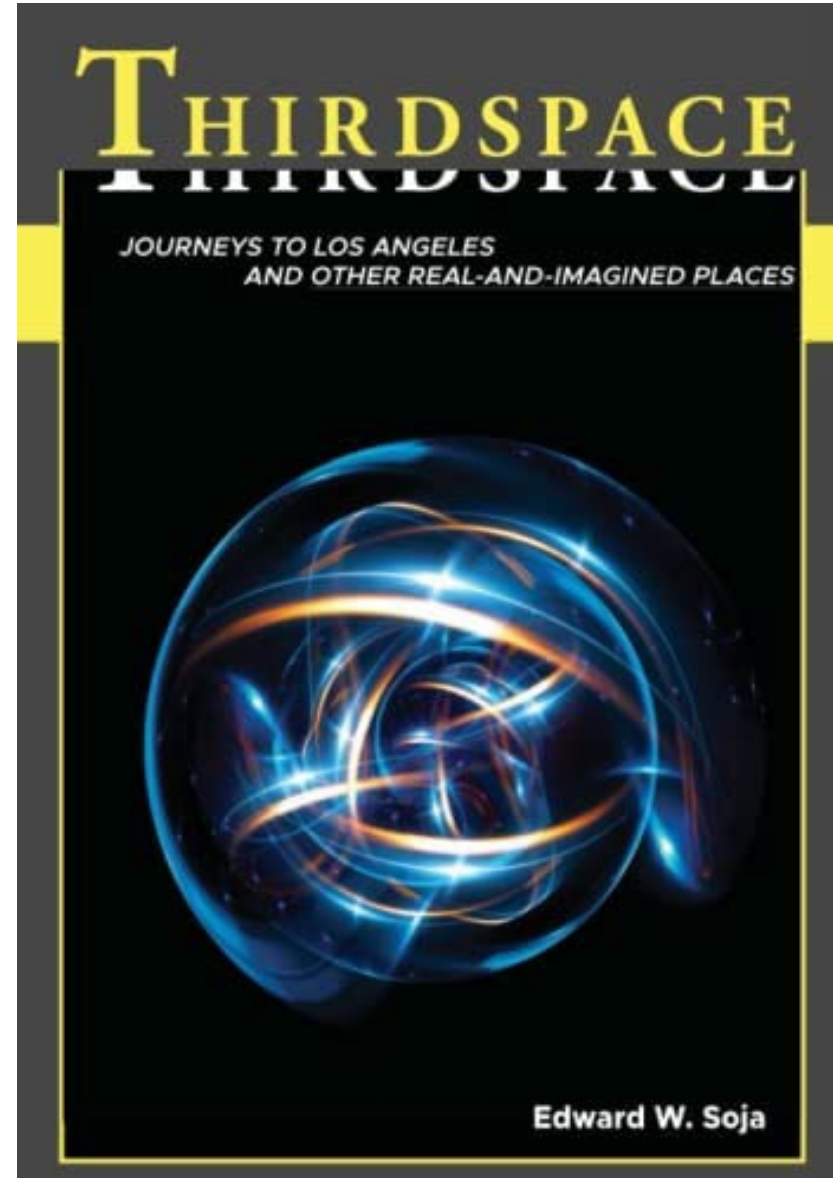
What is a Stakeholder?

An individual, organisation, agency, group, or specific cohort with an interest in or influence over an activity and its outcomes.

'Third Space'

'a simultaneously
real-and-imagined,
actual-and-virtual
locus of structured
individuality and
collective
experience and
agency'

Edward W. Soja
(1996)

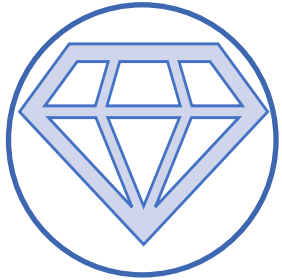




Stakeholder Engagement

A change process that creates common ground for collaboration and continuous feedback between stakeholders and partners.

Six Key Benefits of Engagement



The production of **value** to the project and its stakeholders



The growth of **reputation** for institutions, groups, and individuals



The sharing of **risk** between stakeholders



The **empowerment** of stakeholders to take on new responsibilities



The development of **trust** between stakeholders and partners



The creation of **impact** at local, institutional, and national levels





Introducing engagement criteria



Engagement Criteria

Any measurable factor illustrating an aspect of project performance against the ambitions and priorities governing a stakeholder's involvement.

Selection and development

1. **Buy in** from senior stakeholders
(so that they understand the choices made)
2. **Transparency** of review methods
(so everyone sees the same results)

Six Key Benefits of Engagement



The stakeholder **principle** –
e.g. research



The **activities**
representing
a principle's
performance
– e.g.
outputs



The **specific
indicators**
that will
measure
performance



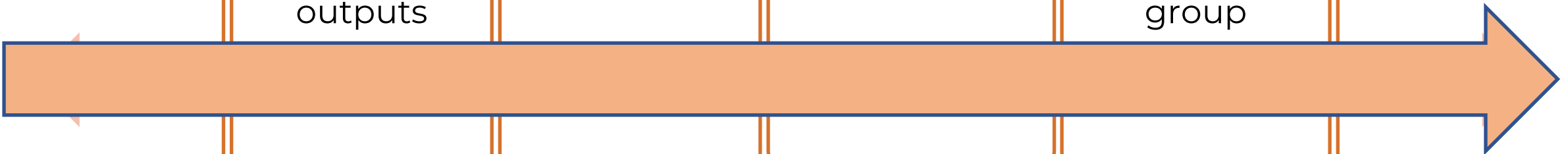
The **data
sources** that
will inform
each indicator



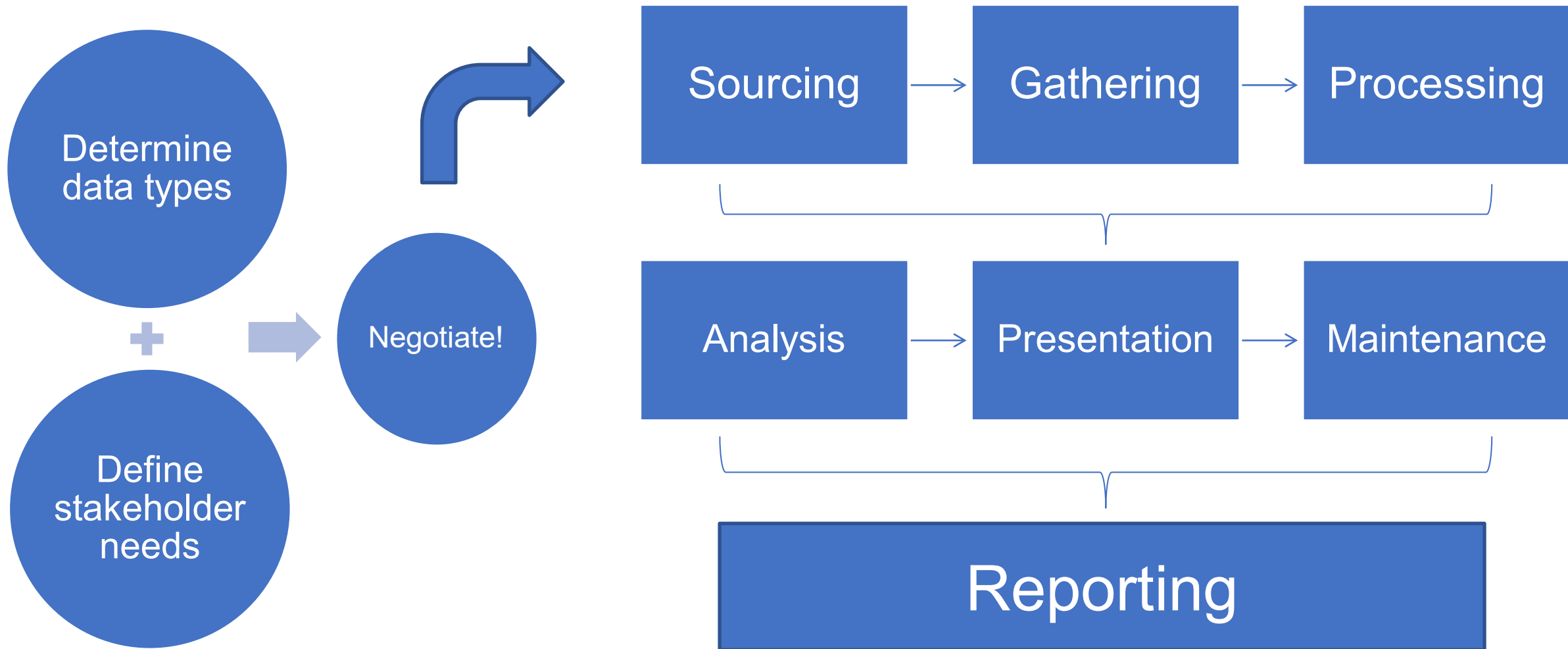
The **importance**
of each
indicator to
the
stakeholder
group



The **value** of
each
indicator to
the overall
project



Engagement criteria governance

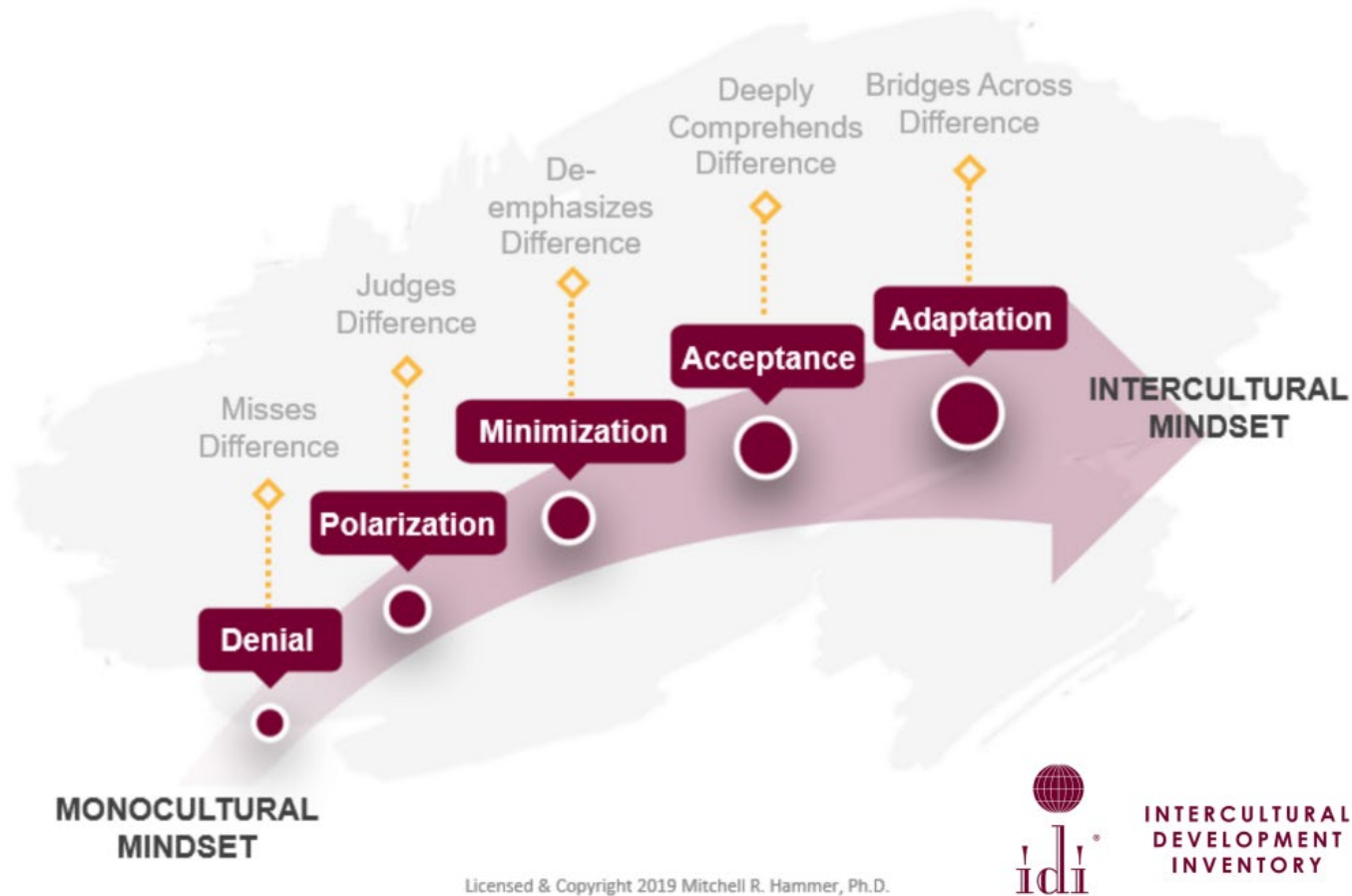




Intercultural Preparedness

Intercultural Competence

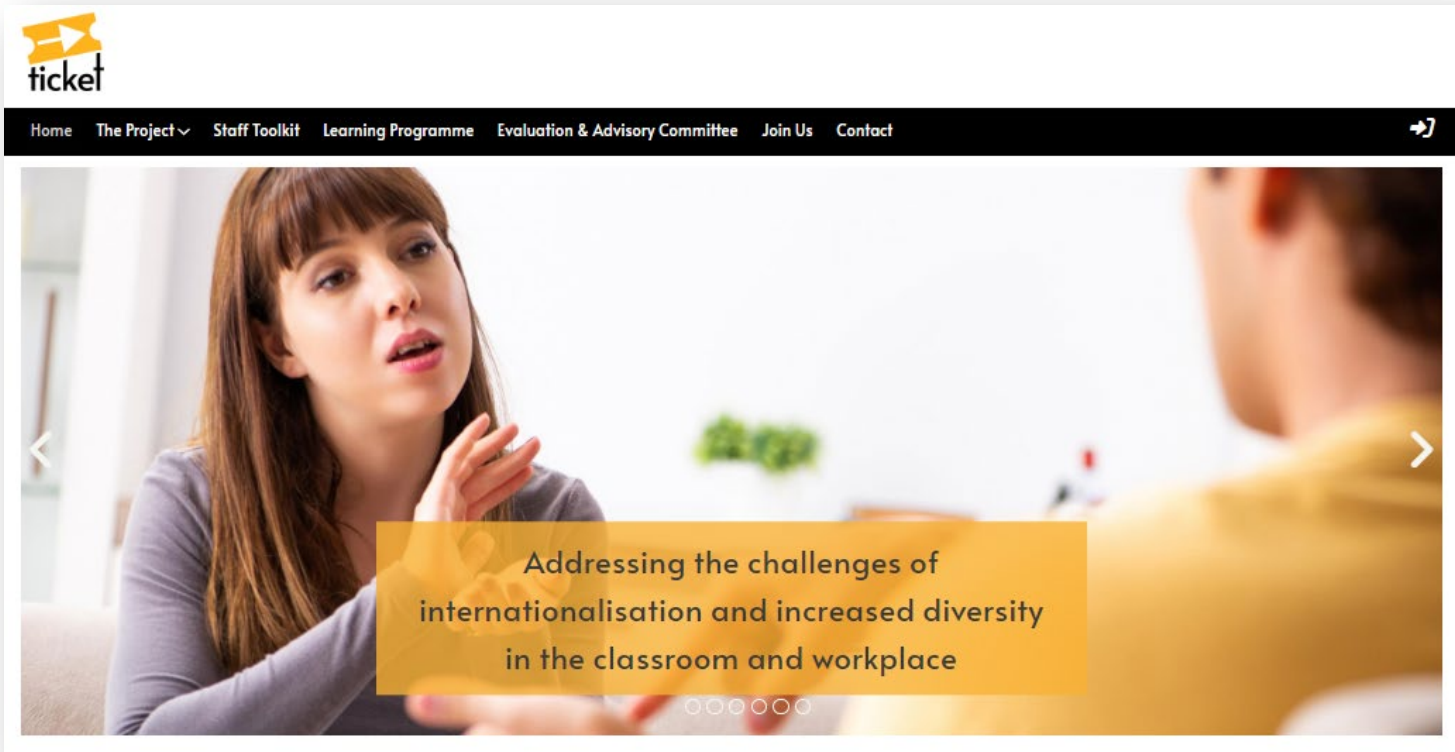
Intercultural Development Continuum (IDC™)



Intercultural Development Continuum

Denial to
Adaptation

Intercultural Competence



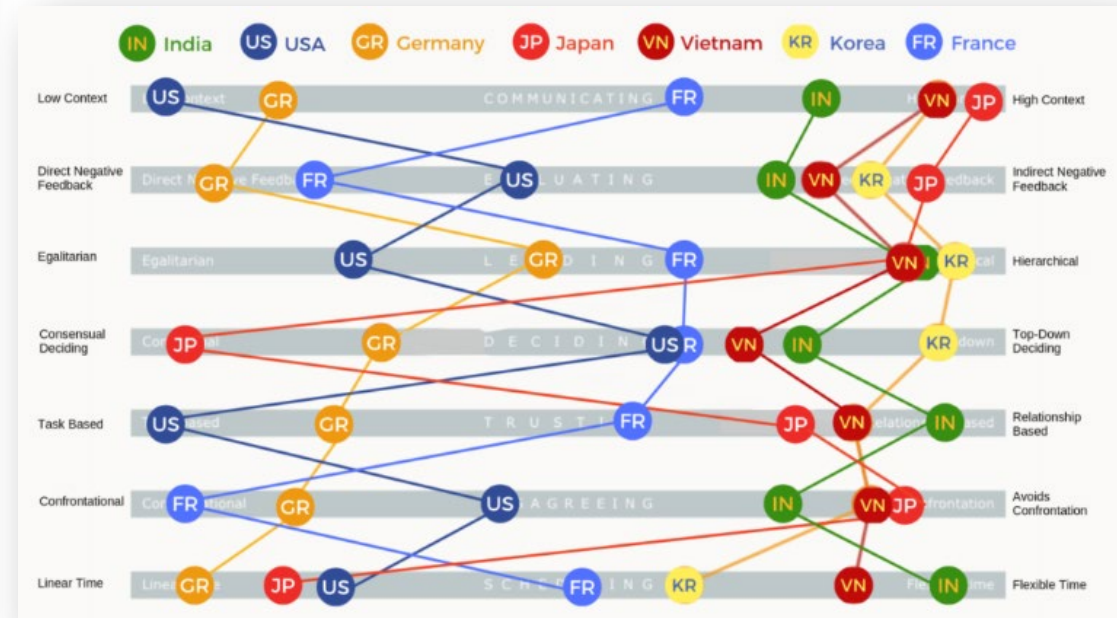
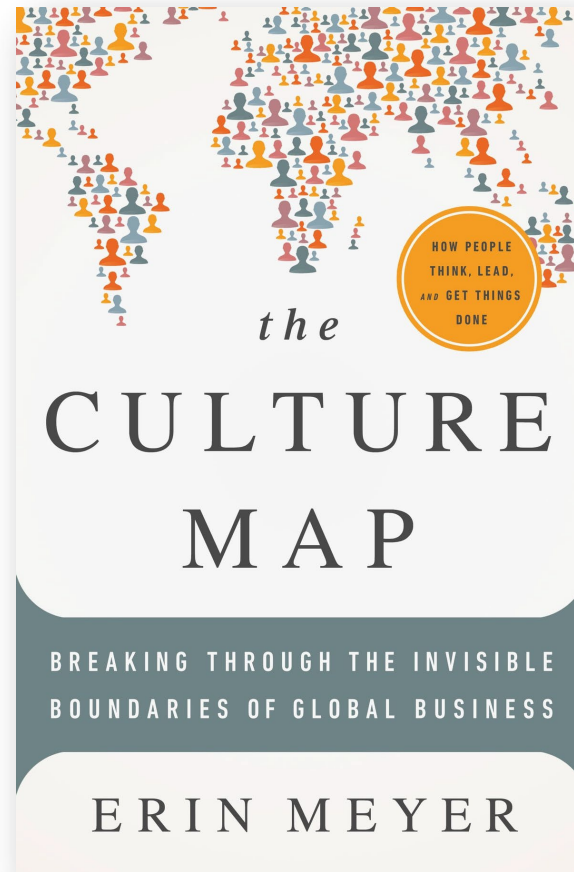
TICKET:

- An international Community of Practice (CoP)
- A modular training program to acquire intercultural competences.
- goabroadprojects@ed.ac.uk

The Culture Map

Eight 'cultural scales'

Erin Meyer
(2014)



Quiz Time!

Business Communication

What's Your Cultural Profile?

by Erin Meyer

August 14, 2014

Harvard Business Review

[Take the quiz](#)

Getting to know you





- Need one more core value (pink circle)
- How do they all connect in the overlapping areas.



Self Assessment

Group A Task

In which dimensions do you see a lot of similarities?

Select the three dimensions of strongest agreement and map your team **values** and **traits** in the Venn diagram to agree ways of working.

Group B Task

Where do you find the cultural differences of your team?

Identify the three dimensions of least agreement that could affect the work of your team and **agree on how to mitigate** against them.



Mile buíochas

