Shared Decision Making

Distribute information and decision-making authority to those whose lives are most affected by what we are doing in schools
“This is where we find expertise and solutions, close to the ground, close to experience. The communities who have direct experience of an issue are by far the best experts on it.”

Decolonizing Wealth (Villanueva, 2018)
Levels of Engagement

Co-Creation
Stakeholders affected by the work and often not included in the decision-making regarding strategies for improving outcomes take the lead in making decisions and taking action.

Collaborate
Stakeholders are partners in identifying and developing assumptions for change and component strategies of the program/practice through two-way engagement with program leadership and an emphasis on co-learning. Stakeholders share in decision-making.

Involve
Stakeholders are part of the process in identifying assumptions for change and component strategies of the program/practice needed. Stakeholders identify various alternatives for strategies through two-way engagement with program leadership and decision-makers, but do not contribute to decision-making.

Consult
Stakeholders are asked to provide feedback on the assumptions for change and component strategies for improving outcomes. Stakeholders have a limited role, whereby they are asked questions and provide a response.

Inform
Stakeholders are informed of the work, including core assumptions for change and component strategies, for improving outcomes. Stakeholders are engaged using pull communication (information is made available and onus is on stakeholder to find it) or push communication (information is actively broadcasted to stakeholders).

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Stakeholder Engagement Process

Create readiness for stakeholder engagement by:
- Giving clear direction and purpose of change
- Facilitating a conversation on what types of stakeholder perspectives are needed and why. Consider including stakeholders with varying degrees of direct experience and knowledge of the issue and population
- Naming potential enablers and barriers

### Key Questions

**Identify**
- Who will contribute to this objective?
- Who will benefit from it?
- Who will be affected by it? Consider who may be affected yet their voice is often not included.
- Who can influence it, directly or indirectly?

**Analyze**
- How are they affected?
- What will we need from them?

**Map**
- What is the appropriate level of engagement?

**Plan**
- What are the barriers and enablers of engagement?
- What is the engagement plan?
- Who is responsible?

### Tools & Resources

- Stakeholder Engagement Plan (Column 1)
- Stakeholder Engagement Plan (Columns 2-3)
- Stakeholder Engagement Plan (Column 4)
- Stakeholder Levels of Engagement Pyramid
- Stakeholder Engagement Plan (Columns 5-8)

### Stakeholder Engagement Plan - Template

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>How does it affect them (directly or indirectly?)</th>
<th>What will we need from them?</th>
<th>Level of Engagement</th>
<th>Potential Barriers to Engagement</th>
<th>Potential Enablers of Engagement</th>
<th>Engagement Plan</th>
<th>Responsibility for Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders</td>
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</tr>
</tbody>
</table>

- Key questions:
  - What could be their level of engagement?
  - How can they be involved?
  - How can they collaborate?

- Examples of engagement strategies:
  - Workshops
  - Focus groups
  - Community meetings
  - Social media

The Active Implementation Hub is a free, online learning environment for use by any stakeholder — practitioners, educators, coaches, trainers, surveyors — involved in active implementation and scaling up of programs and innovations. The site goal is to increase the knowledge and improve the performance of persons engaged in actively implementing any program or practice.

While AI Modules and Lessons offer activities well-suited for many human service fields, the site currently focuses on active implementation and scaling up in the field of Education. Most e-learning content is appropriate for implementation teams, implementation specialists, administrators and technical assistance/professional development providers at any level in a system (e.g., district, region, state, national).

Online Learning Includes:

- **Modules**: Check out internet based training on active implementation, including content, activities and assessments, designed to be self-paced or blended with in-pre-service or in-service training.
- **Lessons & Short Courses**: AI Hub Lessons and Short Courses will get you and your team started using implementation tools and practices, so that you can build implementation skills and capacity. These resources can be used for self-paced learning or professional development in a team setting.
- **Resource Library**: Find just-in-time active implementation resources and tools (e.g., planning tools, handouts and video clips).