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# GUIDELINES ON STAKEHOLDER DIALOGUE

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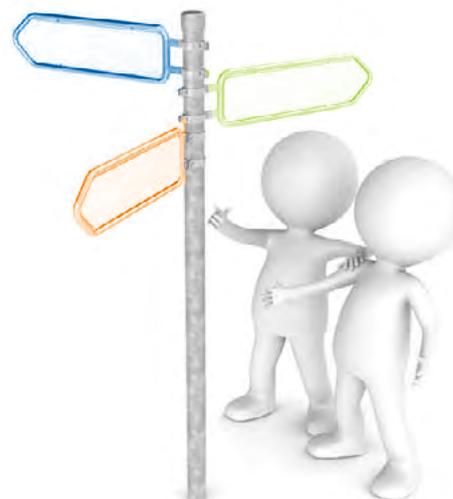
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# GUIDELINES ON STAKEHOLDER DIALOGUE

On 28 June 2016, FORATOM organised a workshop on stakeholder dialogue (SHD) in the framework of its Communications Task Force (CTF). Participants focused on the basics of SHD strategy and on three main case studies. The first was from an operator, Slovenske Elektrarne of Slovakia, the second from the UK nuclear developer, NuGeneration Limited, and the third from an industry association, the Swiss Nuclear Forum. Participants were split into two working groups to study various SH dialogue scenarios.

The workshop was attended by Stéphane Travert, a socialist member of the French Parliament. Mr Travert represents the constituency of La Manche, which has three nuclear facilities: the Flamanville NPP (EDF), La Hague's reprocessing plant (Areva) and a waste repository run by ANDRA, the French waste management agency. Mr Travert has significant experience of dialogue, especially through his area's Local Information Committee (CLI).

As a deliverable from the workshop, FORATOM has issued this new booklet, which provides a list of good practices, tips and pitfalls identified during the workshop. It is not meant to be comprehensive, but should be read as basic tool on do's and don't's for communication professionals.



## WHAT IS A STAKEHOLDER ?

A person or a group having an interest in the operation of an organisation, or having responsibilities towards it and its success.

Examples of stakeholder groups: clients, owners, employees, suppliers, partners, trade unions, professional organisations, regulatory authorities, employees, local populations ...

Some are known, some are unknown.

Whatever the circumstances, you have to engage in and maintain a dialogue with them. Stakeholders hold keys to your environment, and to the performance of your organisation.

## STAKEHOLDER DIALOGUE: KEY PRINCIPLES

SHD is a process you venture in "from awareness to engagement".

6 steps have been identified:

1. Define objectives (turn them into specific concrete measurable actions)
2. Identify audience (key audience, their perceptions, needs, barriers ...)
3. Develop strategy (test it)
4. Engage (seek feedback)
5. Implement and monitor
6. Analyse and adapt

Final objectives:

To raise awareness, build support, ensure mobilization, learn from an open dialogue.

## MAPPING OF STAKEHOLDERS (SOME GUIDANCE)

When mapping stakeholders you have to respond to the following questions:

- Are they aware of your issues?
- What are their expectation? Main concerns?
- What are their motivations?
- Who influences them?
- What are their sources of information?
- Whose advice do they trust?

## DO'S



## MANAGEMENT

### *Key principles: clarity, trust, dialogue*

#### *Develop a tailored communications strategy*

- Identify your key audience (including influential bloggers), their perceptions, needs and barriers to further involvement. An audit can help support your communications strategy by providing insights into your audience.
- Analyse your regional environment and explain the context.
- Understand the expectations, desires and concerns of your target audience through an open dialogue.
- Set clear objectives and translate them into specific and measurable actions; create ambassadors, on-line influencers, broaden your alliances.
- Mobilise your target audience to become actively involved in supporting and promoting your cause.
- Rely on third party networks to produce information.
- Consider your employees as your best ambassadors (they are stakeholders themselves).
- Be connected with local and national authorities.
- Broaden your perspective (e.g. from local to regional level, or from individuals to family concerns in general: education, roads, jobs...).
- Educate the media from the very beginning.
- Remember that dialogue never ends. It is a full engagement.

#### *Stick to core values and skills*

- Discipline your people messaging.
- Be a good and credible citizen/ player in your region or country; be active in community engagement.
- Behave in an exemplary manner and keep your integrity.
- Tell the truth and show it. Focus on evidence.
- Remember the importance of making it personal and human.
- Take emotions into account. Demonstrate empathy.

### ***Inform, listen and consult***

- Inform
  - Collect information and evaluate.
  - Assess the information and look at who else is providing similar information and what added value you can bring.
  - Spread your messages via the stakeholders that are trusted by your audience.
  - Provide accurate and timely information on anything that may interest stakeholders.
- Listen
  - Establish and maintain an open dialogue.
  - Build trust.
  - Learn from it (two way communication).
  - Create opportunities to meet locals and connect with them.
  - Engage community leaders to meet and discuss this with managers on a regular basis.
- Consult
  - Do your best to reach the whole community (e.g. go to local schools, do mini-consultations).
  - Bring on board people who are not from the nuclear industry.
  - Develop an appealing and accessible narrative, using messages and key words that resonate with your target audience.
  - Let people know that they can have their say.
  - Raise awareness of an issue, explain developments to your target audience.
  - Respond quickly.
  - Go back to the main debate (remind people what you intend to do). You never consult enough. People may forget.
  - Expect the unexpected.

## **ORGANISATION**

- Stakeholder mapping:
  - Internal stakeholder including trade unions, locally elected employees.
  - External stakeholder including NGO's, local authorities, national authorities, nuclear associations.
- Flowchart.
- Feedback/Evaluation.
- Monitor the progress of the communications strategy.
- Seek feedback, buy-in and support of your internal and external stakeholders.
- Analyze the impact and effectiveness of each element and adapt where necessary.

## **TOOLS**

- Innovate. Use creative and friendly elements for users (videos, infographics, storytelling).
- Humanise the sector by showing nuclear workers.
- Make use of tools to show the public your plans from their own perspective (3D modelling).
- Prepare materials to implement the communications strategy and monitor its progress.
- Establish a transparent corporate social responsibility platform to support local projects.
- Disseminate information on (digital) and off-line.
- Be active in social media.
- Participate in events and exhibitions.
- Organise media trips to nuclear facilities during which journalists can speak freely with experts.

# PITFALLS



- Don't be secretive or arrogant.
- Don't be over confident: "When in doubt, be cautious".
- Don't walk away from your values and responsibilities.
- Don't be defensive all the time; make the mood more positive mood (e.g. What does the nuclear industry do for society?). Be clear about the benefits.
- Don't work alone and don't think the nuclear sector stands alone.
- Don't forget to have a global picture.
- Don't forget to listen and to have empathy.
- Don't neglect any of your stakeholders.
- Don't forget that stakeholders need to gain from your relationship with them.
- You are wrong if you consider you don't need to communicate because everything is fine.
- Don't let others provide more competitive narratives or solutions than yours. Speak on any occasion.
- Don't think that informing elected people is enough. Do your best to reach the general population as well.
- Beware of delivering on needs. Focus on the stakeholder's personal perspective.
- Don't consider people are used to being consulted. They may forget or misunderstand the process.
- Don't forget your employees.



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