



TOOL: MATCH ENGAGEMENT TO INFLUENCE

The goal is not to maximize engagement in every situation. The goal is to choose the most honest and useful form of engagement for the decision at hand.

Before beginning engagement, teams should pause to determine how much influence participants can realistically have. Not every change can or should be co-designed. Sometimes a decision has already been made, is required by government, is constrained by policy or budget, or rests with senior leaders. In these cases, inviting people to “shape the decision” can feel tokenistic if the real opportunity is only to understand concerns, reduce harm, clarify implementation needs, or communicate what will happen.

Use the following definitions and the tool on the next page to match the level of engagement to the stakes of the decision and the amount of influence available.

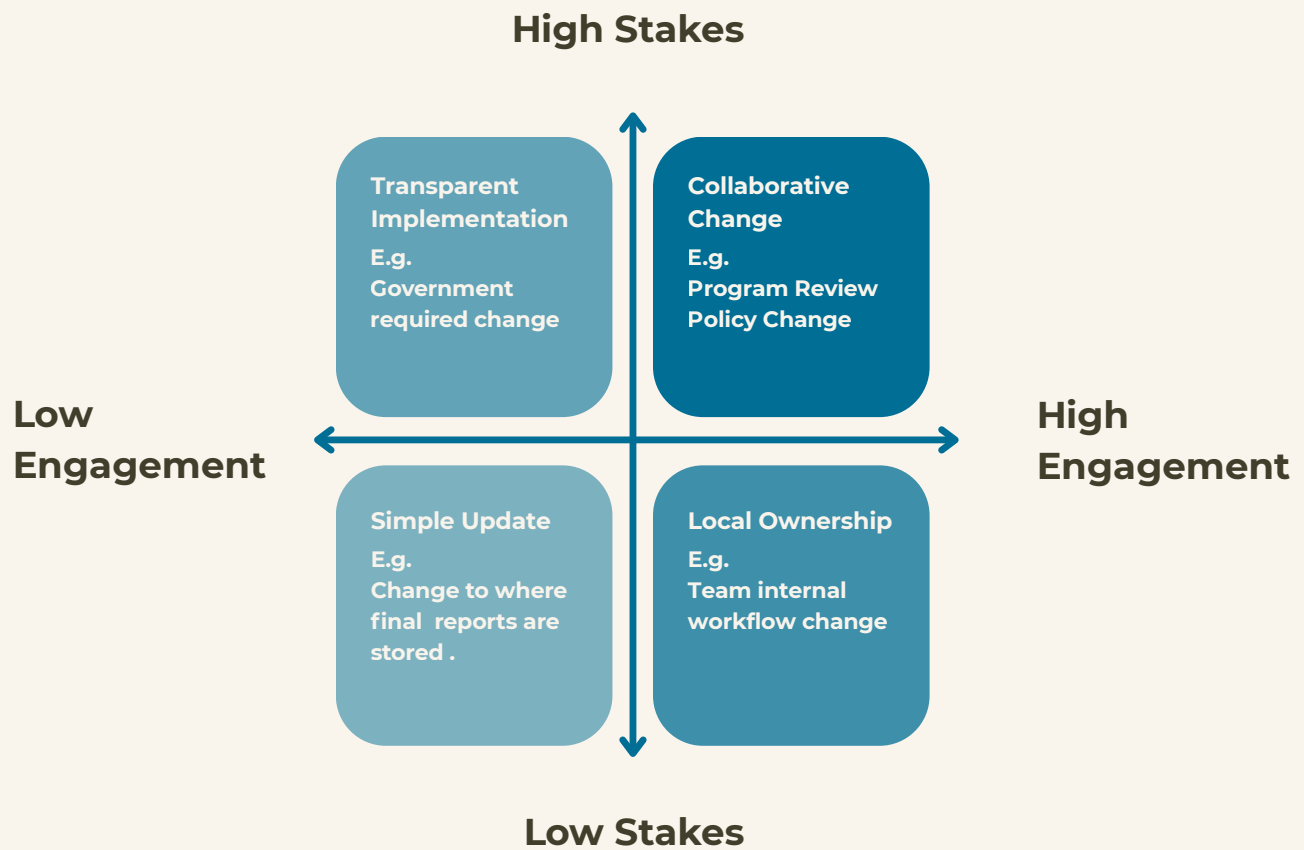
High-stakes changes may involve political sensitivity, significant resources, major impacts, or external requirements.

Low-stakes changes may be smaller, less visible, or limited to a team or process.

High-engagement approaches are appropriate when people can meaningfully shape, co-design, or make decisions.

Low-engagement approaches are more appropriate when the decision is fixed and the honest purpose is to inform, consult on implementation, or support people through the change.

Plot where your change falls using the definitions on the previous page.



Describe the reasoning for the chosen engagement type.