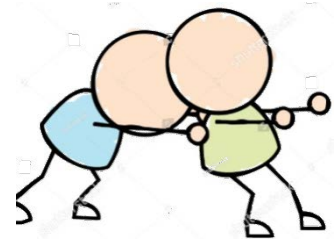


EAUC Sharing Series

Engaging Resistant Stakeholders

As sustainability professionals we all come across resistant Stakeholders who we need to bring around to our way of thinking. Some may not be overtly resistant, just busy, either way engaging them in the positives to be gained from Sustainability is key to success.



Influencing Senior management

Set out your vision

Creating a business case: communicating strategic benefits as key to the success of the institution such as Improved reputation; reduced costs; generate income; mitigate risk and meets regulation.

4 key factors:

- Financial resilience and opportunities
- Societal Impact
- Student Outcomes
- Research & Innovation

What you communicate is important, but also think about how and when you communicate. Think about your audience, what other decisions they are making and when.

Think through the risks and how to manage these.

Build evidence for claims over time (these may be anecdotal) and focus on long term benefits and statistics where possible.

Communicate Clearly and concisely

Your case is weakened by too much technical language and unnecessary detail. Start by communicating what you want up front, specifying benefits, opportunities and specific risks. Too much detail is distracting. You can always make supplementary detail available on request.

Bring them with you

- Senior leaders juggle lots of priorities, find out what information appeals to them, what drives them and use this to frame your ideas.
- Find a champion, preferably a peer to 'sell' the ideas.
- Present your ideas as solutions and opportunities while building consensus and finding common ground.
- Celebrate successes, early wins to help demonstrate positive outcomes
- Finally let senior leaders see projects for themselves: Seeing is believing

EAUC Sharing Series

Influencing Students

Start by looking at current levels of awareness and try to understand how students might like to engage with Climate Action. Once you have this insight there are various ways to encourage students to consider sustainability both in their personal and work futures.

Personal Opportunities to connect

- Show students that beyond vocational opportunities there are opportunities to improve well-being, confidence, critical thinking and community.
- Help student to explore sustainability in terms of their own interests and talents to show how this builds resilience.
- Look for links with local more personal actions.

Vocational Opportunities

- Students need an opportunity to scrutinise the impact of Sustainability and incorporate this into a more holistic approach to their chosen subject and their broader development and how this affects their personal and peer's future.
- Opportunities provided by exploring the future of work and how Climate change will impact the future both personally and economically

Getting them to engage

- Encourage ownership and agency
- Focus on students as producers
- Work in partnership with them to develop programmes
- Look at awards where projects can be recognised and celebrated

Helping them navigate the pitfalls

- Engage staff expertise and passions that mentors have
- Look at mentoring opportunities, both within their study department and with other students.
- Work with other departments within your institution to explore practical examples of work already being done in their chosen field and understand some of the practical existing implications.

Finally, students have influence on institutional leadership. Help them to feed into both the local community and institution to help shape strategic direction for an institution.

Resources and Guides

- [Making the Business Case for Sustainability: A Guide for Sustainability Leaders](#)
- [Sustainability: The Key to Long Term Institutional Success. A Guide for Members of Governing Bodies](#)

[Visit the EAUC Sharing Series](#)