



Identifying and Addressing Stakeholder Concerns Worksheet

Use this worksheet to identify possible resistance factors for organizational change in general, and those that may be experienced when moving from a traditional to participatory model of evaluation. Opportunities for encouragement can be used for constructive problem solving.

Organizational Change Resistance	
Resistance Factor	Opportunity for encouragement
Self-Interest: Fear of losing the current self-benefits derived from the existing system.	Show how the change will either improve or maintain the person's perceived self-worth and status within the group.
Status Impact: Fear that status within the group will decrease.	Show how the change will either improve or maintain the person's perceived self-worth and status within the group.
Loss of Control: Fear that chaos will accompany change.	Introduce the change as a way of maintaining MORE control over the system.
Destabilization: Concern that changes will disrupt the ability of the organization to do business.	Demonstrate how long-term benefits outweigh any short-term disruption AND assure that supervisors provide support during the shift.
Bureaucratic Dissonance: Concern that current bureaucracy conflicts with new bureaucracy.	Look for points of overlap between the two models. Provide tools and resources for learning and adaptation for areas of bureaucracy do not overlap.
Values Dissonance: Concern that the new approach may degrade organizational values.	Articulate current organizational values (mission, vision, etc.) and point out how the new model fits into existing value system.
Participatory Evaluation Resistance	
Resistance Factor	Opportunity for encouragement
Negative Evaluation Experience: Prior negative experiences with evaluation tainted attitudes about participatory evaluation.	Openly identify concerns and, when appropriate, sympathize with their concerns.
High Commitment to Current Process: Stakeholders strongly identify and defend their current theory of change.	Focus on the importance of positive outcomes over the importance of defending the theory of change. Improving the safety of the community and the skills of coalition members and volunteers trumps the model.
Perceived Lack of Skills: Members may think they do not have the expertise to participate in the evaluation.	Limit engagement to each member's comfort level for participation. Discuss a clear plan for skill improvement based on their desire to achieve those skills. Include milestones to track progress.
Excessive Fear of Negative Outcomes: The potential that the evaluation will uncover negative outcomes.	Frame negative outcomes as important elements for improvement and learning. Accentuate positive outcomes.
Trust: Belief that internal evaluation is untrustworthy.	Explain the benefits of community – level participatory evaluation. Emphasize the skills and trustworthiness of the evaluation leadership.
Role Clarity: Members are unclear as to how participatory evaluation fits into what they current doing.	Work with the entire group to understand any member roles that will change and redistribute expectations.