

A network diagram background consisting of a light blue grid of thin lines. Scattered throughout are various colored circles (nodes) in shades of purple, green, red, orange, pink, and blue. The nodes are connected by thin blue lines, creating a complex web of relationships. The text is overlaid on a white rectangular background that is slightly offset to the right and bottom.

HOW WELL ARE YOU INFLUENCING THE INFLUENCERS?

STAKEHOLDER ENGAGEMENT WORKSHOPS
FOR GLOBAL ORGANISATIONS

DISCERNING WHOM TO LISTEN TO IN OUR VOLATILE ENVIRONMENT.

'Geopolitical threats are starting to sap executives' confidence in the global economic recovery', according to the FT/Economist Global Business Barometer survey, Aug 2014.

In today's inter-connected and volatile world, the future of your organisation may well depend on the ability of key decision-makers to navigate the direct and indirect impact of highly complex geopolitical factors.

People are rightly asking why the world's most brilliant experts and their sophisticated methodologies and data did not forecast the global financial crisis, annexing of Crimea, and explosion of Islamic State onto the world stage.

No single party has all the answers. Senior management must mitigate against cognitive biases common to both experts and decision-makers, and access the latent 'wisdom' across their organisations.

How well do your regional people know and relate to the most important individual stakeholders - ranging from politicians, civil servants, media proprietors, academics, military, and non-profit leaders - in their respective countries?

COLLABORATIVE THINKING. COLLECTIVE ACTION.

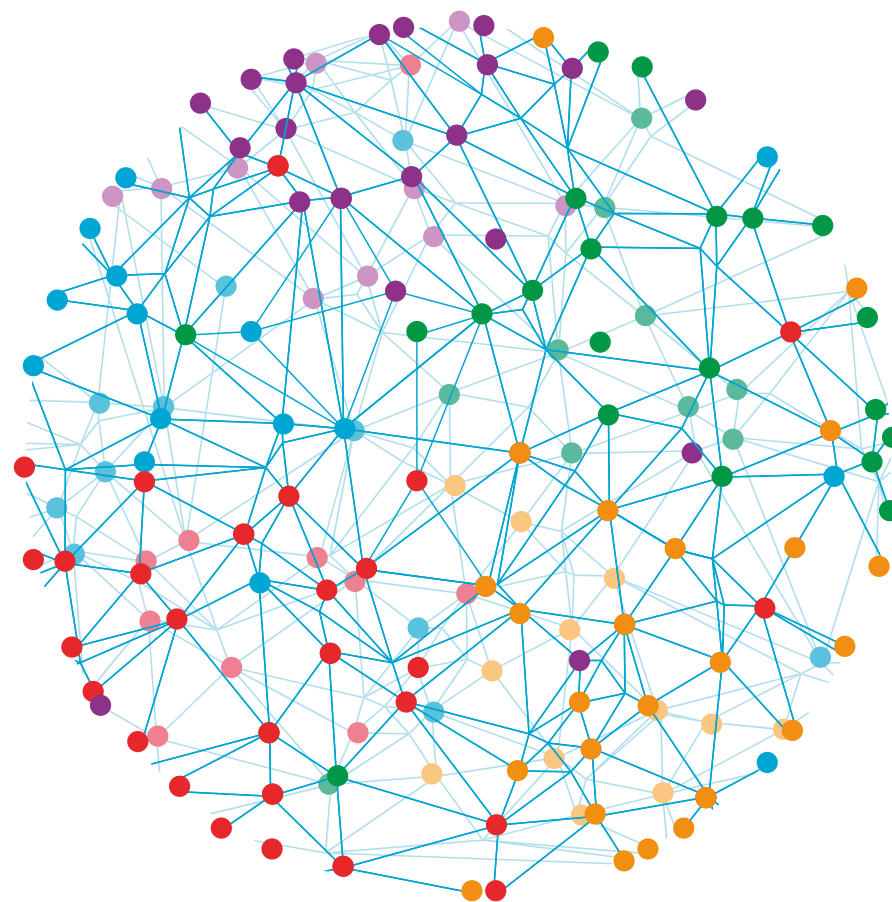
Well informed local employees are the most valuable means of anticipating important shifts most likely to impact your activities. Through bespoke assignments, we help to unlock the value of diverse perspectives and connectivity of employees, customers, suppliers and partners.

We work with carefully selected groups across organisations to review their 'influence on the influencers', and then look forward to refocus and re-energise their stakeholder engagement strategy. We have created a highly interactive and replicable 1-day workshop, using a practical 6-step process and mapping toolset, to aid this process.

Through a guided conversation, our experts bridge the gap between geopolitics and internal decision-makers. To avoid simply creating another administrative burden, participants are helped to discover for themselves how to incorporate best practice in this area into their 'business as usual'.

The workshops are designed not only to improve understanding, but also to inspire and enable pre-emptive planning and action. The discussion is conducted in no nonsense terms that clarify rather than confuse.

For more information, please contact workshops@beechwood.net.



What can we learn by reflecting on past geopolitical changes?

In 1989, the year that Beechwood International was established, a convergence of critical events occurred. The revolutionary wave across Eastern Europe swept communism away, Presidents Bush and Gorbachev jointly announced the end of the Cold War, the USSR pulled out of Afghanistan, Ayatollah Khomeini sentenced Salman Rushdie to death, thousands were killed in Tiananmen Square, de Klerk became President of South Africa to release Mandela a year later. Economic highlights included the U.S. Government providing \$150b to bail out hundreds of savings and loan associations, UK interest and inflation rates nearing 8% and 15%, and the Tokyo stock market crash ending Japan's long period of high economic growth. On the technology front, new releases and launches included the first of 24 GPS satellites, the fourth generation microprocessor, Microsoft Office, Sky TV, Nintendo's Game Boy, and The Simpsons. The wheel continues to turn, but not always in the direction we anticipate...

EXPERTISE. EXPERIENCE. STRATEGY. COLLABORATION.

Through our alliance, we blend perspectives from key actors and a deep first-hand knowledge of the technical issues, with innovative practical methodologies. We are also able to stay abreast of the rapidly changing landscape through our extensive informal and formal networks.

An example of our workshops involved country and regional managers from an international organisation wishing to deepen their strategic approach to stakeholder engagement and expand the toolkit required.

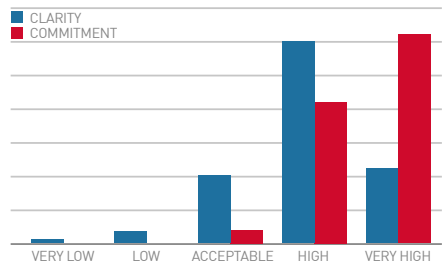
Gatehouse experts made brief presentations to stimulate and guide dialogue between small groups and plenary, facilitated by Beechwood practitioners to maximise productivity and maintain engagement.

The benefits of a more methodical approach were explored, using analytical tools and learning through interaction. Case studies weaved throughout raised the question of how to exploit the company's 'points of leverage', such as the value of the brand and history, and the trust generated with key stakeholders in industry, government and amongst clients.

Opportunities to improve were identified, including being less defensive and reactive, more consistent in messaging, and more specific about the challenges involved. People understood the benefits of taking a more deliberate approach to stakeholder engagement without necessarily imposing too heavy a format or bureaucracy on the subject.

Participants were asked for immediate anonymous feedback to the following questions at the end of the workshop, with pleasing results.

- How clear are you about how our company can improve its stakeholder engagement?
- How committed are you to bring a more rigorous approach to life in your country/region?



BEECHWOOD
INTERNATIONAL

 Gatehouse

Beechwood International is a London-based strategy consultancy that brings together disparate groups to address difficult problems. Its associates combine subject matter expertise and first-hand practical experience with a strategic perspective and a unique workshop-based collaborative capability called **TEAMWIN**.

Gatehouse Advisory Partners, founded by Sir Jeremy Greenstock and Sir David Manning, work with businesses to expand their awareness of the changing geopolitical landscape and upgrade their capacity to interpret and mitigate external and lateral risk.

