

**CONSTITUENTS &
COMBATANTS: AN
AUDITOR'S GUIDE TO
MANAGING STAKEHOLDER
RELATIONSHIPS**

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Overview



- What's a stakeholder?
- Who are the stakeholders?
- Why can't we all just get along?
- Why do we care about managing these relationships?
- How do we do it?

What's a stakeholder?

Dictionary:

stake·hold·er - 'stāk, hōldər/
noun

1.

(in gambling) an independent party with whom each of those who make a wager deposits the money or counters wagered.

2.

a person with an interest or concern in something, especially a business.

Auditor Humor:

:

- Which definition is closest to the mark for us?
- Let's walk through the two definitions

What's a Stakeholder?



- Key concept:
 - ▣ They have an interest of their own
 - ▣ Their interest is real and must be taken seriously

Who are the stakeholders?



- The public
- Related government units
- The press

Who are the stakeholders?

The public

Related
Government
Units

The Press

- ▣ What is their interest?
- ▣ How is it unique?

Why can't we all just get along?

Politics, Politics, Politics:
Capital "P"

Politics, politics, politics:
small "p"

- Competing interests of people who need to get elected and the personnel who work for them

- Competing interests of human beings who may or may not like each other

Why do we care about managing these relationships?

- Because we protect taxpayers and institutions
- Because lawmakers need truth
- Because the press will report no matter what, why shouldn't we control the story?

How Do We Do It?

The
Superman
Factor

The Batman
Factor

The Lincoln
Factor

- Yes, I will explain!
 - Quiz:
 - Why is Superman the ultimate Superhero ?
 - Why is Batman the baddest Superhero?
 - What's Abe's nickname? And what was his genius?

The Public

- How do we apply our Factors Here?
 - ▣ Superman: we remember that we serve an altruistic purpose
 - ▣ Batman: we organize our offices and train our personnel to be prepared for public concern
 - ▣ Lincoln: we tell the truth

The Public – Some Specifics



- Be accessible
- Be responsive
- Be respectful
- Be transparent
- Be right

Other Governmental Units

- How do we apply our Factors Here?
 - ▣ Superman: we operate with clean hands
 - ▣ Batman: we are prepared for the opposition's argument
 - ▣ Lincoln: wise as serpents, gentle as doves

Other Government Units- Some Specifics

- Have clean hands
- Look for opportunities to be magnanimous
- Don't oppose just 'cause
- Don't expose just 'cause
- Create relationships with front line people
- Be respectful in your demeanor and tone
- Meet face to face
- Show the ability to exercise judgment – be evenhanded

The Press

- How do we apply our Factors Here?
 - ▣ Superman: we are in the right
 - ▣ Batman: we are prepared for the questions (never off the cuff)
 - ▣ Lincoln: become their resource for the truth; respect their role; fear their power

The Press: Some Specifics

- Remember that they need a story – give them one
- Remember that they will tell a story anyway
- Give them something they can use – make their job easy
- TELL THEM what you want them to say
- TELL THEM what you don't want them to say
- Use them. They don't mind.

Concluding Thoughts



- Embrace the new potency of our role in an era of fiscal crisis
- Embrace the opportunity to influence good government
- Be proactive – you're not support staff; you're a player