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We Speak Regulator

Why Stakeholder Engagement Doesn't Always Deliver Results



Strengthening Relationships, Organizational Intelligence and Regulatory Effectiveness

UMS Executive Insight Briefing

October 21, 2026

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Key Regulatory Challenge

More Engagement

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Advisory Groups

Meetings

Consultations

Surveys

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Not Always Better Outcomes

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How Do We View Stakeholders?





Outsiders

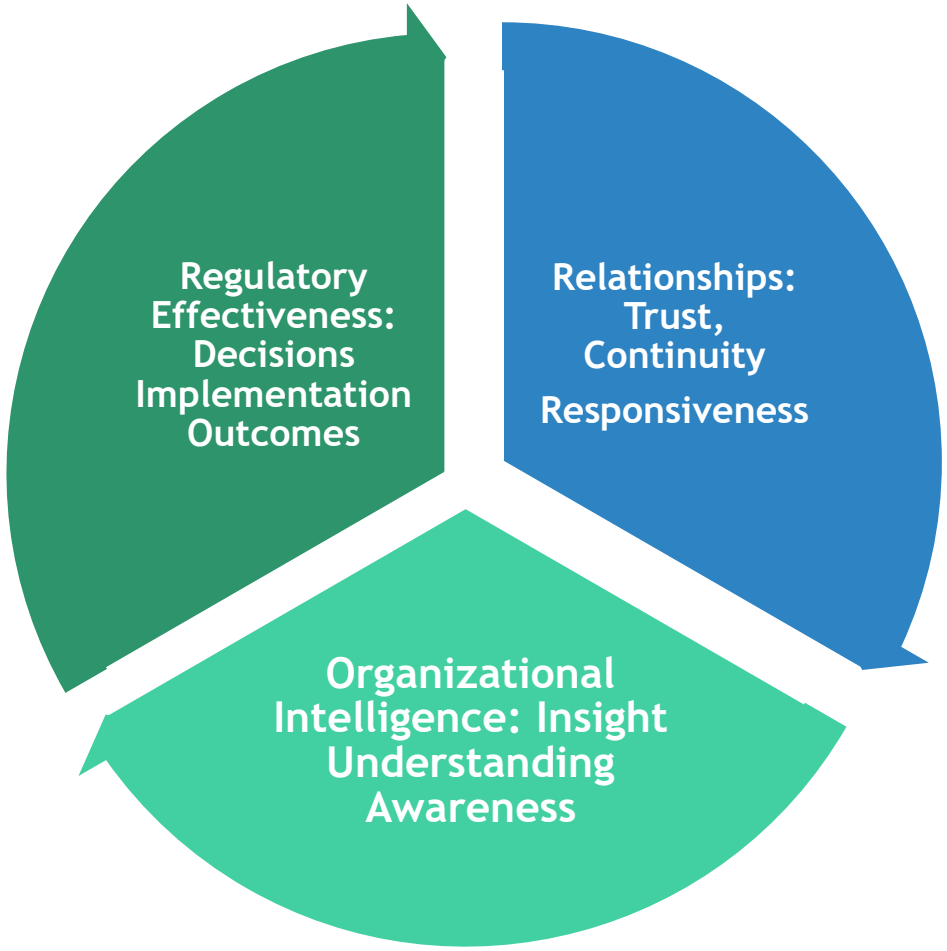
- Feedback
- Consultation
- Communication
- Compliance

Partners

- Intelligence
- Co-Creation
- Implementation
- Learning

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Three Foundations of Successful Engagement



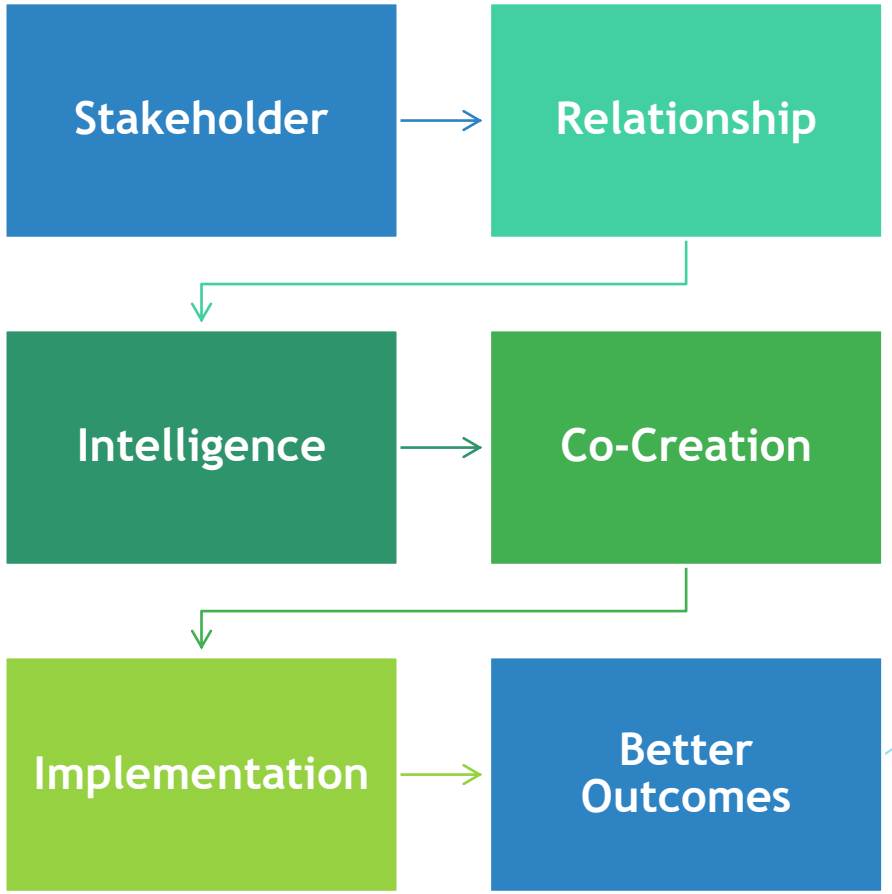
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Beyond Consultation

Traditional Model

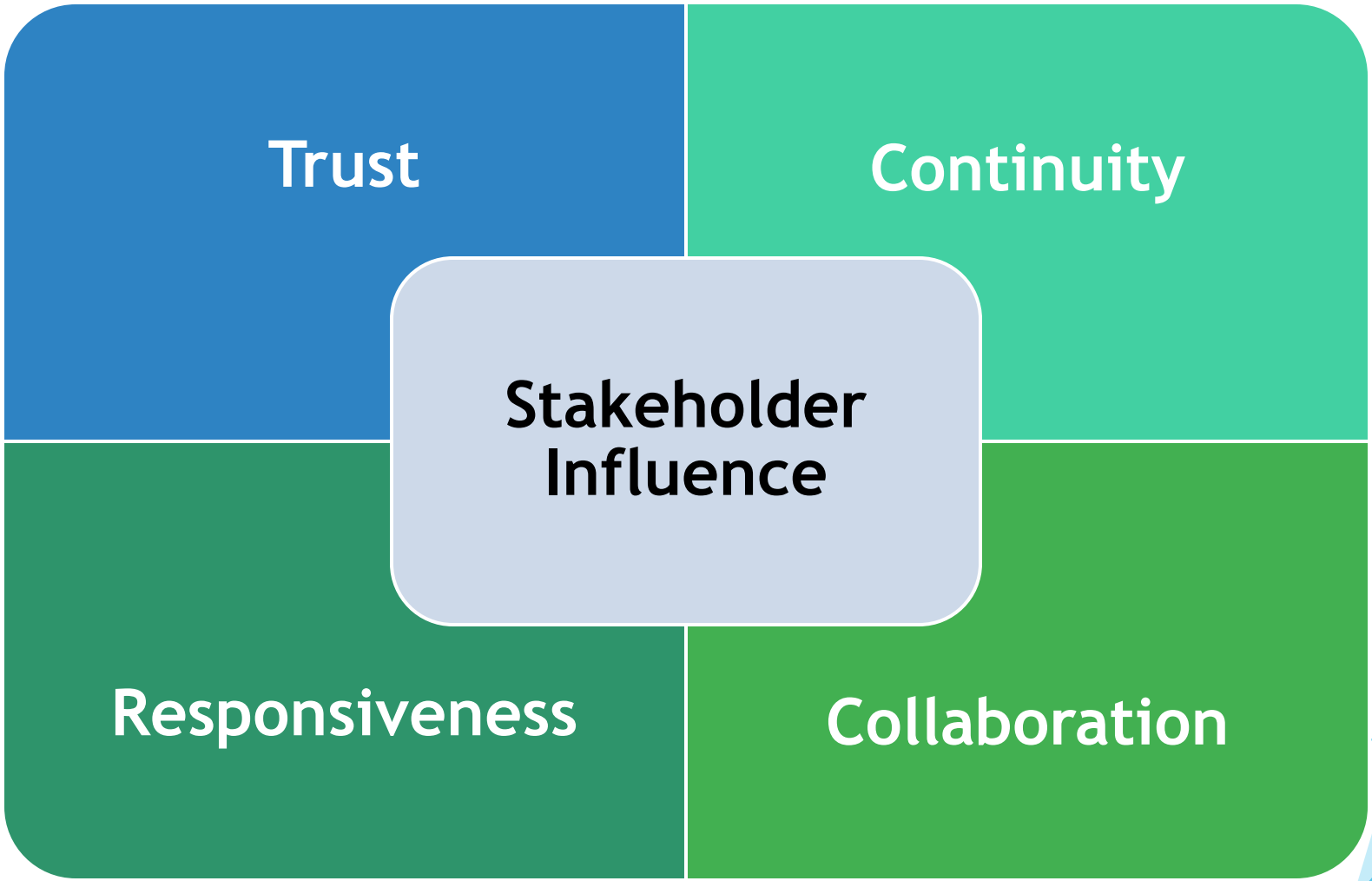


Capability Model



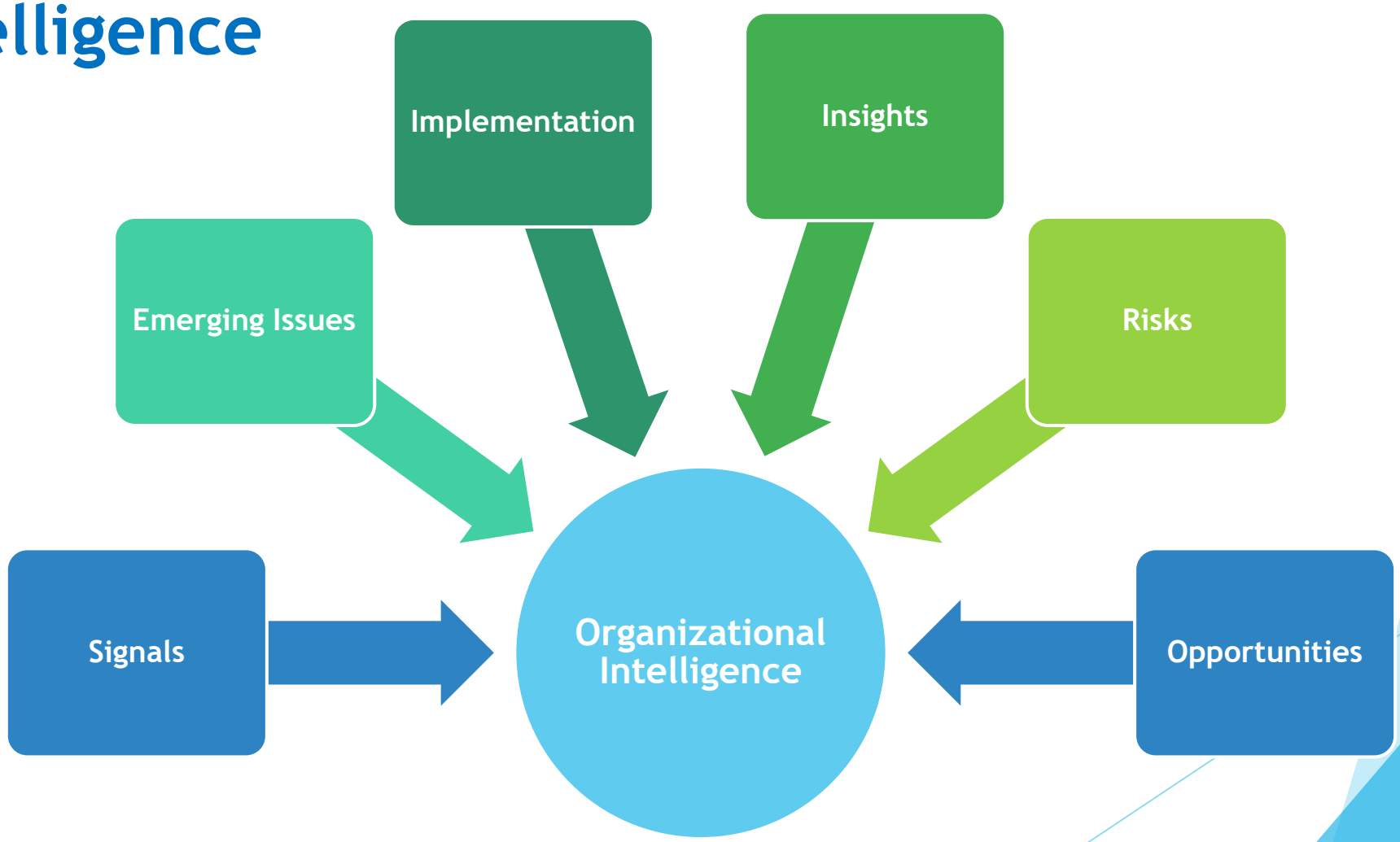
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Relationships Matter



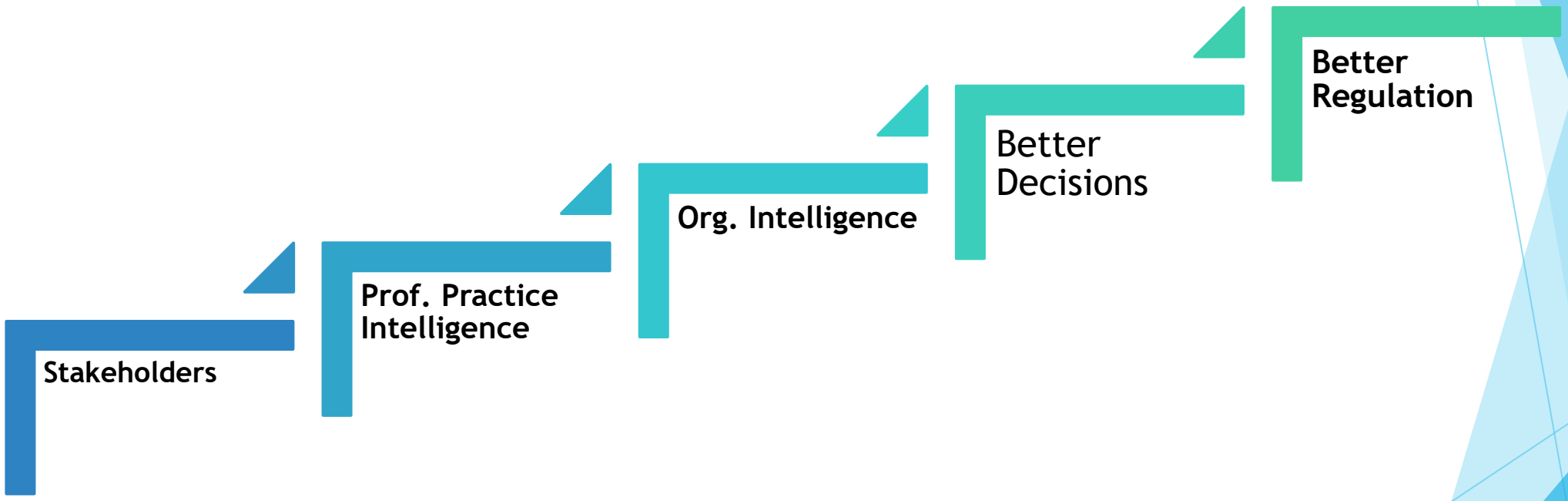
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Stakeholders as Sources of Organizational Intelligence



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Understanding Professional Practice



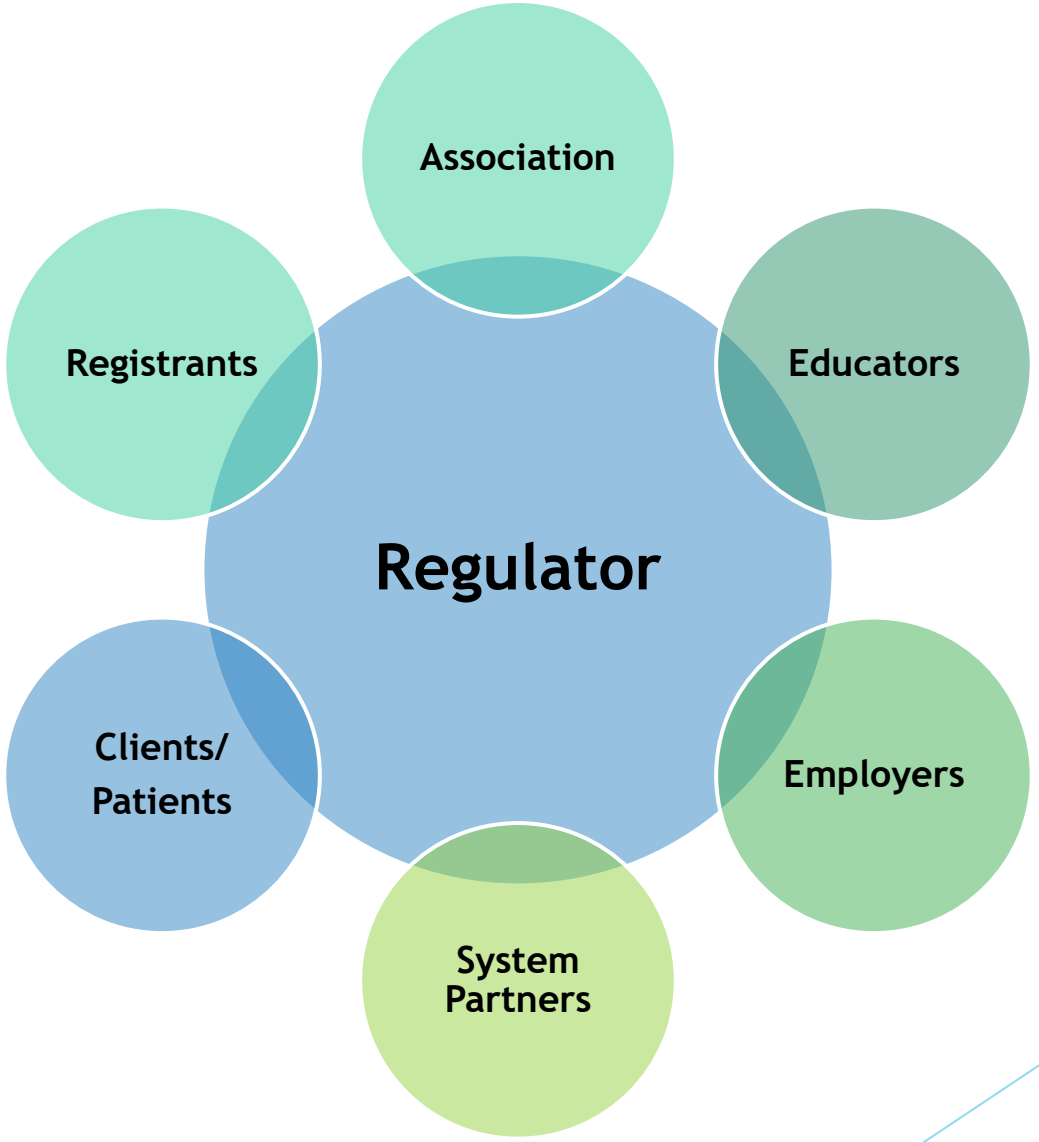
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Beyond Feedback: Co-Creation

Traditional Consultation	Co-Creation
React to proposals	Help define problems
Comment on solutions	Explore options
Respond to change	Shape solutions

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Stakeholders as Implementation Partners



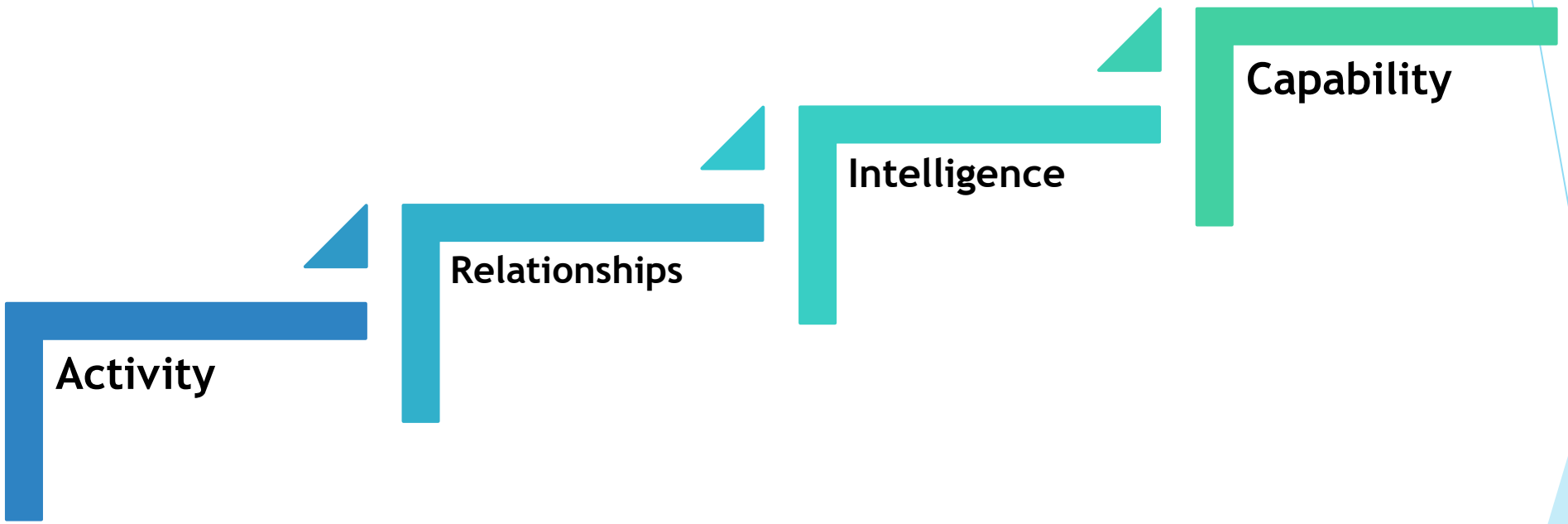
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Common Breakdowns in Engagement Systems

- Often Rooted in a Common Assumption:
  - Stakeholders as outsiders (rather than as intelligence sources, implementation partners, and long-term relationship investments)
    - Too late in process
    - Transactional/*Pro forma*
    - Not integrated
    - Week feedback loops

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Building Engagement Capability



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Stakeholder Engagement as a Governance Capability

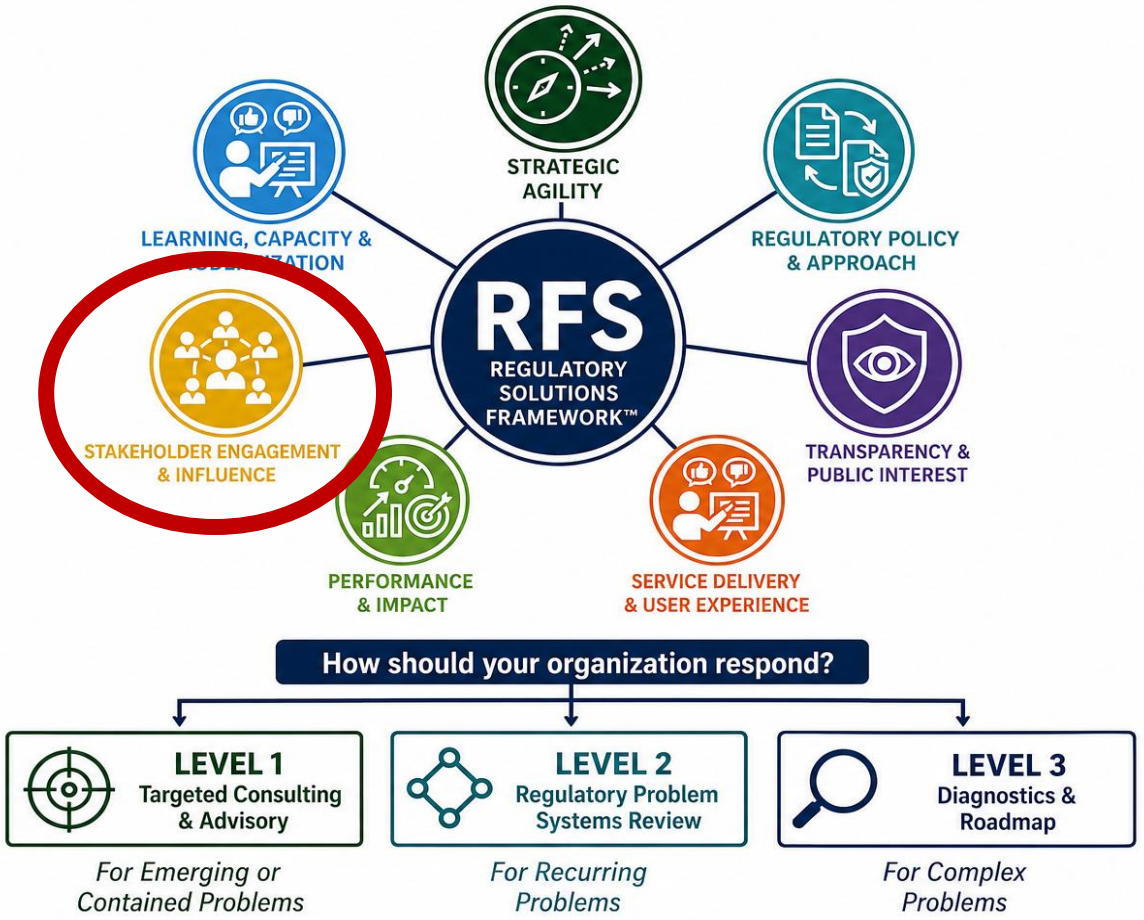


Board Questions and Oversight

- What stakeholder intelligence are we receiving?
- Which relationships are strategically important?
- How is stakeholder insight influencing decisions?
- What engagement risks should we be aware of?
- How do we know engagement is effective?

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Regulatory Solutions Framework™



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How should your organization respond?

LEVEL 1
Targeted Consulting & Advisory

For emerging, defined, or contained stakeholder engagement challenges.

Examples:
- Stakeholder Mapping Review
- Consultation Review
- Engagement Workshop

LEVEL 2
Regulatory Problem Systems Review

For recurring stakeholder engagement problems with underlying system causes.

Examples:
- Low participation
- Recurring complaints
- Same stakeholders

LEVEL 3
Diagnostics & Roadmap

SIIC Diagnostic & Roadmap – For strengthening enterprise-wide stakeholder engagement capability.

Not every challenge requires the same response.
Choose the approach that best matches the nature and scope of the problem.

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Key Takeaways

- Engagement Is More Than Consultation
- Stakeholders Provide Intelligence, Not Just Feedback
- Strong Relationships Support Better Implementation
- Capability Creates More Value Than Activity

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Discussion & Reflection

Are We Primarily Managing Engagement Activities—

Or

Building Engagement Capability?

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For more information, contact

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Other Resources

📖 Going Upstream Monthly newsletters

📽️ Webinar Recording

📧 Regulatory Capacity Brief

📄 SIIC Diagnostic & Roadmap