



**UPSTREAM
MANAGEMENT
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GOING UPSTREAM NEWSLETTER – OCTOBER 2026

Why Stakeholder Engagement Doesn't Always Deliver Results

Strengthening Relationships, Organizational Intelligence, and Regulatory Effectiveness

Stakeholder engagement has become a routine part of regulatory practice. Consultations, surveys, advisory groups, working groups, and stakeholder meetings are now common across strategic, policy, and operational initiatives.

Yet many organizations continue to ask a difficult question:

If we are engaging more than ever before, why don't we always see better results?

The challenge is rarely a lack of engagement activity. More often, it is a lack of integration.

The strongest organizations increasingly view stakeholder engagement as an organizational capability rather than a collection of activities. Stakeholders are not simply consultation participants. They are sources of intelligence, implementation partners, and long-term relationship investments that can help organizations better understand changing professional practice, emerging issues, implementation realities, and evolving stakeholder expectations.

This month, we'll explore how regulators can strengthen stakeholder relationships, improve organizational intelligence, and increase the value created through engagement.

UPCOMING EXECUTIVE INSIGHT BRIEFING

Why Stakeholder Engagement Doesn't Always Deliver Results – October 21, 2026, 1-2pm EDT

Many organizations measure stakeholder engagement by the number of consultations, meetings, or participants involved. The more important question may be: **What value is being created through those activities?**

This month's Executive Insight Briefing explores:

- why engagement activity does not always translate into better outcomes;
- the relationship between stakeholder engagement, organizational intelligence, and regulatory effectiveness;
- how co-creation can strengthen policy development and implementation;
- common breakdowns in engagement systems; and
- practical approaches for building stakeholder engagement capability.

👉 **Register [here:](https://us06web.zoom.us/meeting/register/qageRUOPTNmkdDMM6k2Uag)** (<https://us06web.zoom.us/meeting/register/qageRUOPTNmkdDMM6k2Uag>)



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FEATURED ARTICLE

Why Stakeholder Engagement Doesn't Always Deliver Results

Stakeholder engagement is often viewed as a consultation or communications activity. Increasingly, regulators are recognizing that it also supports relationship-building, organizational intelligence, implementation, and more effective regulation.

This month's article explores why some engagement efforts create significantly more value than others—and how organizations can move from managing engagement activities to building engagement capability.

Not every stakeholder engagement challenge requires the same type of response. Some can be addressed through focused advisory support, while others benefit from a broader systems review or capability assessment.

👉 Read the full article: [\[Link\] \(https://7a220a59-ade7-489f-8a3b-e59f7b000bb8.filesusr.com/ugd/f62d7f_fac81e7fd2a64722979ed6f6eea9ea46.pdf\)](https://7a220a59-ade7-489f-8a3b-e59f7b000bb8.filesusr.com/ugd/f62d7f_fac81e7fd2a64722979ed6f6eea9ea46.pdf)

SEPTEMBER'S REGULATORY SIGNALS: MAKING REGULATORY EXPECTATIONS PRACTICAL

September's regulatory signals suggest that modernization is increasingly showing up not only in major policy and program changes, but in the practical infrastructure of regulation — how professionals enter practice, understand their obligations, maintain competence, and apply regulatory expectations in day-to-day practice. Across the sector, regulators are standardizing entry-to-practice pathways, introducing digital tools, clarifying professional obligations, strengthening public-protection guidance, and providing more practical resources to support safe and responsive practice.

The signal is a growing focus on how regulatory expectations are understood and applied in everyday practice. Standards, reporting duties and insurance requirements matter most when professionals can recognize what they require and act on them. Consultation, case examples, learning opportunities and plain-language public information can help regulators close the gap between stated expectations and their practical effect.

ALSO PUBLISHED: ORMI Q3 2026 INTELLIGENCE BRIEF

For a view of the issues reaching regulators' governing bodies, our new Brief examines 107 significant items from 25 Board and Council meetings involving 23 Ontario regulators. It identifies five patterns in the modernization work visible during Q3. [Read the Brief.](#)



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FEATURED PRACTICE AREA

Stakeholder Influence & Integration Capacity

Strong stakeholder engagement is more than consultation. It is the organizational capability to identify the right stakeholders, gather meaningful perspectives, integrate those insights into decision-making, and build relationships that strengthen regulatory effectiveness and public confidence.

The **Stakeholder Influence & Integration Capacity Practice Area** helps regulatory organizations develop structured approaches to stakeholder mapping, engagement planning, evidence integration, and relationship management. Whether your organization is addressing a specific initiative or strengthening its overall engagement capability, the goal is to ensure stakeholder perspectives become an informed part of organizational decision-making—not simply an exercise in communication.

[Learn more about the Stakeholder Influence & Integration Capacity Practice Area →](#)

Reflection Question

Are we primarily managing engagement activities—or building engagement capability?

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