

Navigating Multi-Stakeholder Partnerships: Critical Emotional Incidents and Practices of Engagement

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1.00pm - 2.00pm

12th Floor Boardroom

Rutherford House

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Wellington

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Abstract

This presentation explores how multi-stakeholder partnerships - formalized arrangements between organizations from public, private and not-for-profit sectors - are navigated by their diverse partners. Through an analysis of the development of one multi-stakeholder partnership between a multinational corporation and local indigenous peoples, we found that the partnership development process was both non-linear and shaped by unanticipated and highly emotional incidents, which led to outcomes unforeseen by all parties. We found that the practices used by the partners to navigate the partnership incorporated a high level of emotional content that complemented the rational "best practices" widely described in the partnership literature. We theorize on the role that critical emotional incidents and emotional engagement practices play in the development of multi-stakeholder partnerships.

Presenter

David Oliver is an Associate Professor of Management at HEC Montreal, where he teaches courses in strategic management, strategy tools, and management skills in the MBA and MSc programmes. His research interests include organizational identity, the practice of strategy, and stakeholder engagement, and he is a member of the HEC Montreal Strategy-as-Practice Study Group. Prior to joining HEC Montreal, he was a Research Fellow at the Swiss-based Imagination Lab Foundation (www.imagilab.org), where he conducted research using materials such as LEGO® to explore innovative perspectives on strategy development and organizational identity. Dr. Oliver's publications have appeared in management journals such as *Organization Studies*, *British Journal of Management*, *Human Relations* and the *Journal of Business Ethics*, and he is co-author of the book *Striking a Balance: Complexity and Knowledge Landscapes* (McGraw-Hill, 2000). He holds a Doctorate in Management from HEC Lausanne (Switzerland) and an International MBA from York University (Canada).

ALL WELCOME

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