National Grid: Stakeholder engagement around smart grid pilot project

**Goal**

Help National Grid further shape, refine, and execute on a stakeholder engagement strategy

**Activities**

- **Research**
  - Interviews & meeting observation sessions
  - Analysis of internal materials & external practices

- **Bottom-up: Project specific analysis**
  - Identify, interview and map stakeholders
  - Prioritize stakeholders
  - Identify and track gaps in key stakeholder perceptions

- **Top-down: The entire systemic analysis**
  - "Adaptive leadership framework"
    National Grid and stakeholders must work together
  - "The ladder of inference"
    Help National Grid drill down to stakeholders’ beliefs based on quotes obtained from interviews
  - "Competing values framework"
    Understand the necessity of organizational culture adaptation

**Insights**

Map and monitor the relationships between stakeholders and how they influence each other - this will help develop consistent messaging and outreach

- **Relationship**
- **Prioritization**
- **Engagement**

- **Project oriented thinking**
- **System oriented thinking**

**Lessons**

- Track stakeholder attitudes not only regarding Smart Grid, but also attitudes regarding National Grid and sustainability for better accountability
- Review internal processes and incentives to help National Grid align organizational culture