# NATIONAL LEADERSHIP CONSORTIUM
## ON DEVELOPMENTAL DISABILITIES

# RESEARCH BRIEF

## Stakeholder Input into Organizational Governance
Using data from the Organizational Priorities and Practices Inventory (OPPI)

Organizations in the disability service sector are ultimately responsible to people with disabilities, their families, regulators, and funders so it is critical for organizational success to ensure that all governing and management practices are informed by people with disabilities and their families.

This brief describes field trends in practices related to Stakeholder Input in Organizational Governance from the responses of 820 professionals in disability organizations nationwide on the Organizational Priorities and Practices Inventory (OPPI). The findings underscore the pivotal role of stakeholder input in shaping organizational practices and ensuring alignment with evidence-based approaches and disability rights.

Critical elements of Stakeholder Input in Organizational Governance on the OPPI include: Stakeholder Input, Participation in Governance, Inclusive Strategic Planning, Approachable Leadership, Operating Materials and Employee-Related Materials Input, and Stakeholders' Collaboration. Previous research underscores the significance and influence of these factors on enhancing the effectiveness of disability organizations. This brief identifies related areas that, if improved, can enhance the quality of services provided to people with disabilities.

March 11, 2024

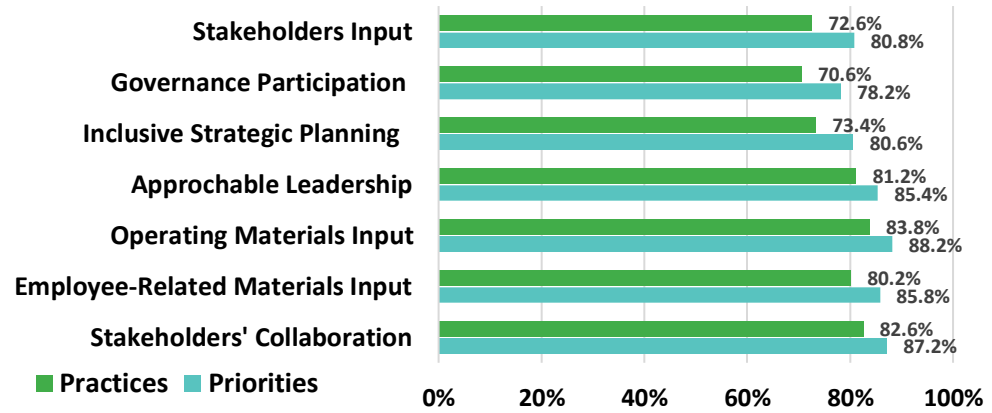By: Monica Mesa-Alvarez, *Research Associate*
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**Questions? Comments? Contact Us!**
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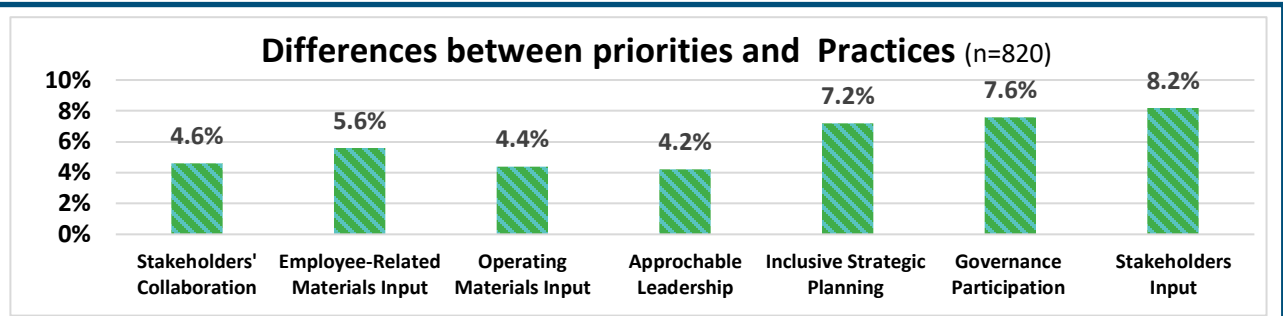
To learn more about upcoming Leadership Institutes or workshops, email Nicole Jones at njones@natleadership.org

Contact Cory Gilden at cgilden@natleadership.org with questions related to our research.

### Stakeholder Input into Organizational Governance (*n*=820)



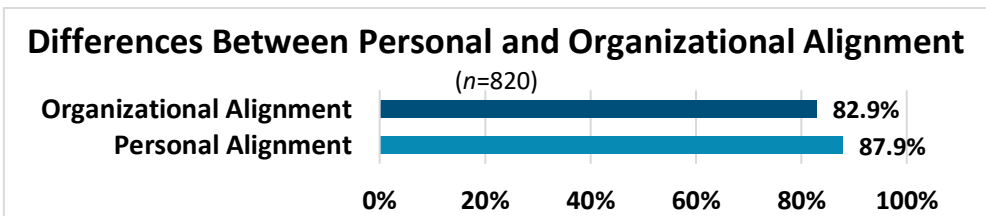| Indicator | Practices | Priorities |
|---|---|---|
| Stakeholders Input | 72.6% | 80.8% |
| Governance Participation | 70.6% | 78.2% |
| Inclusive Strategic Planning | 73.4% | 80.6% |
| Approachable Leadership | 81.2% | 85.4% |
| Operating Materials Input | 83.8% | 88.2% |
| Employee-Related Materials Input | 80.2% | 85.8% |
| Stakeholders' Collaboration | 82.6% | 87.2% |

■ Practices  ■ Priorities

- Priorities were rated higher than Practices for all indicators
- Organizations highly prioritize and implement practices related to including stakeholders' input into operating Materials since the *Operating Materials Input* indicator has the highest priorities and practices rates
- Organizations should prioritize and improve stakeholders' *Governance Participation* since it has the lowest priorities and practices rates.

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## Differences between priorities and  Practices (n=820)

| Category | Value |
|---|---|
| Stakeholders' Collaboration | 4.6% |
| Employee-Related Materials Input | 5.6% |
| Operating Materials Input | 4.4% |
| Approchable Leadership | 4.2% |
| Inclusive Strategic Planning | 7.2% |
| Governance Participation | 7.6% |
| Stakeholders Input | 8.2% |

- The average difference between priorities and practices is approximately 6% scale points
- The differences between priorities and practices are statistically significant for all indicators
- On average, organizations closely prioritize and implement practices that ensure and promote stakeholders' easy access to agency leadership. The area of *Approachable Leadership* has the smallest difference between priorities and practices rates
- On average, organizations loosely prioritize and implement practices encouraging stakeholders to formal and informal input into our organization's decisions. The area of *Stakeholder Input* has the largest difference between priorities and practices rates

- To enhance *Stakeholder Collaboration*, organizations can actively involve individuals with disabilities, family members, and friends in decision-making processes through collaborative workshops, planning sessions, and communication channels (Lantz & Marston, 2012)

- To promote *Input into Employee-Related Materials*, organizations can integrate language emphasizing choice, control, community engagement, and self-determination in materials such as job descriptions, training, and development (Kendrick, 2011)

- To facilitate *Input into Operating Materials*, organizations can incorporate language highlighting choice, control, community engagement, and self-determination in mission statements, strategic plans, and policies (Bailey et al., 2018)

- To ensure *Approachable Leadership*, organizations can implement an open-door policy, allowing easy communication and access to agency leadership for service recipients, family members, and staff (Chauven et al., 2016)

- To promote *Inclusive Strategic Planning*, organizations can conduct sessions involving input from people with disabilities and their families through surveys, focus groups, and consultations (Klein et al., 2019)

- To improve *Participation in Governance*, organizations can actively recruit individuals with disabilities and family members for board positions and ensure meaningful participation in decision-making processes (Kendrick, 2011)

- To enhance *Stakeholder Input*, organizations can establish regular venues, such as town hall meetings or advisory groups, where individuals with disabilities and family members can provide input on organizational decisions, including service delivery and policies (2014 study by the World Federation of Public Health Associations)

## Differences Between Personal and Organizational Alignment
(*n*=820)

| Category | Value |
|---|---|
| Organizational Alignment | 82.9% |
| Personal Alignment | 87.9% |

- Personal alignment is rated higher than organizational alignment
- There is a statistically significant difference of 5.0% scale points between personal and organizational alignment
- There is gap between how employees perceive their engagement with leadership best practices and how they are organizationally implemented

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