

# Paving the Road for Internal Stakeholder Buy-In

## 1. Visualize the project.

Once you have a specific goal or project in mind, it can be useful to consider it from a macro perspective before jumping right in. Jocelyn Mathiason, government permitting consultant and former Assistant City Manager of Bellevue, WA, suggests hosting whiteboarding sessions and team discussions—visualizing a project step-by-step—to analyze and break-down why the task could not be done. Simply make a list of all the reasons the goal is unattainable, and address them one at a time until the project seems doable to everyone in the room.

## 2. Get more information!

Digital networks and online marketplaces allow local governments to research new technology solutions by learning about the success stories and lessons learned from other municipalities facing similar challenges. Online innovation hubs like The Atlas and ELGL enable government decision-makers to increase their breadth of knowledge around current product offerings, as well as look to cities and towns all over the country, rather than being limited by geographical proximity.

## 3. Break large projects down into simple, less risky tasks.

The smaller and more manageable you can make a project, the easier it will be to complete and show positive impact. Mathiason gives the example of a mayor setting the goal of taking a municipality paperless for environmental and cost savings reasons. It sounds like an incredibly large, unwieldy task—you can't possibly take a city paperless overnight. Instead, Mathiason suggests tackling the issue of electronic forms with electronic signatures as a first step. That way, you can begin to see progress toward the larger goal to go paperless, by addressing a more specific, tangible action.

## 4. Communication, done well on all fronts.

An organizational culture centered around trust makes it much easier to successfully take a project over the finish line. Not only do whiteboarding sessions and group discussions throughout the process help keep everyone working toward a common goal, but they also make people feel like they are part of the conversation, and that their input matters. Frequent and purposeful communication will enhance employees' sense of ownership over the project, ultimately driving better engagement and adoption.



**“Oftentimes, the most meaningful innovations are actually really about changing the people and processes more than technology.”**

**Mariel Reed,**  
Founder, CoProcure