



City Research Online

City, University of London Institutional Repository

Citation: Wenzel, M., Trittin-Ulbrich, H., Edinger-Schons, L., Castello-Molina, I. & de Bakker, F. G. A. (2025). Towards Holistic Stakeholder Engagement: Integrating Participation, Inclusion, and Democracy. *Business and Society*, 64(6), pp. 1055-1076. doi: 10.1177/00076503251341209

This is the accepted version of the paper.

This version of the publication may differ from the final published version.

Permanent repository link: <https://openaccess.city.ac.uk/id/eprint/35331/>

Link to published version: <https://doi.org/10.1177/00076503251341209>

Copyright: City Research Online aims to make research outputs of City, University of London available to a wider audience. Copyright and Moral Rights remain with the author(s) and/or copyright holders. URLs from City Research Online may be freely distributed and linked to.

Reuse: Copies of full items can be used for personal research or study, educational, or not-for-profit purposes without prior permission or charge. Provided that the authors, title and full bibliographic details are credited, a hyperlink and/or URL is given for the original metadata page and the content is not changed in any way.

Towards Holistic Stakeholder Engagement: Integrating Participation, Inclusion, and Democracy

Abstract

Research on the manifestations and hurdles of stakeholder engagement remains scant and fragmented. In this introduction to the Special Issue on stakeholder engagement, we conceptualize the concept through three related modes: participation, inclusion, and democracy. Each mode reflects different aspects of stakeholder engagement and can generate benefits for both organizations and their stakeholders. Yet, each mode also faces challenges. We propose an integrative framework that unifies these modes of stakeholder engagement, emphasizing areas of synergy and potential conflict. The article concludes by advancing directions for future business and society research on stakeholder engagement.

Keywords

stakeholder engagement, participation, inclusion, democracy

Introduction

Stakeholder engagement is a multifaceted phenomenon. Broadly, this process refers to *the symbolic or substantive involvement of and by actors within organizational activities in which they are interested, or by which they are affected*. Building on Greenwood's (2007) groundwork, prior studies have begun to examine aims, activities, and impacts of how organizations and their representatives create opportunities for stakeholders to contribute to organizational activities, practices, and strategies (Kujala, Sachs, Leinonen, Heikkinen, & Laude, 2022). However, in the view of stakeholder engagement proposed above, stakeholders may also engage themselves. For example, they may participate in democratic governance processes that shape an organization's policies and practices (Dawkins, 2015) or mobilize as activists (den Hond & de Bakker, 2007). Hence, stakeholder engagement can be initiated by an organization's managers, its various stakeholders, or both. This complexity makes stakeholder engagement a compelling yet challenging research topic.

Research on stakeholder engagement is more timely and more relevant than ever for at least two seemingly opposite reasons. First, stakeholder engagement has become a trend in organizational life. This trend shows up in areas such as strategy-making (Hautz, Seidl, & Whittington, 2017; Noland & Phillips, 2010), entrepreneurship (Hughes, Hughes, Hodgkinson, Chang, & Chang, 2022; Leonidou, Christofi, Vrontis, & Thrassou, 2020), innovation (Haumann, Güntürkün, Schons, & Wieseke, 2015; Trittin-Ulbrich & Böckel, 2022), and corporate social responsibility (de Roo, Wickert, de Bakker, & Elfring, 2024; Edinger-Schons, Lengler-Graiff, Scheidler, Mende, & Wieseke, 2020). The growth of stakeholder engagement in ever-more organizational processes is backed by prior work that has shown how involving stakeholders produces desired outcomes such as creativity and innovation (Loureiro, Romero, & Bilro, 2020; Wohlgemuth, Wenzel, Berger, & Eisend, 2019), adaptation (Griffin, Youm, &

Vivari, 2021), efficiency and efficacy (Scherer & Vögtlin, 2020), and compliance with moral obligations (Moriarty, 2014).

Second, current developments expose the precarious nature of stakeholder engagement, a process long taken for granted, especially in democratic societies. Growing inequalities, natural disasters, armed conflicts, mass migration, fake news, and societal polarization (Joaquim, Castelló, & Parry, 2024; Schoeneborn, Golob, Trittin-Ulbrich, Wenzel, & O'Connor, 2024) have contributed to the (re)rise of authoritarian and autocratic regimes, which seek to undermine or even eliminate stakeholder engagement (Sallai & Schnyder, 2021). These developments further intensify challenges with stakeholder engagement such as conflicts driven by divergent values and interests (Bundy, Shropshire, & Buchholtz, 2013), fragile common ground and commitments (Grimm & Reinecke, 2024), and the potential dilution of responsibilities and decisions (Couture, Jarzabkowski, & Lê, 2023). Given these threats to stakeholder engagement, focusing attention on the activities, practices and strategies through which stakeholders participate remains more relevant than ever.

Despite a growing interest in stakeholder engagement (Esper, Barin-Cruz, & Gond, 2024; Kujala et al., 2022; Leonidou et al., 2020; O'Riordan & Fairbrass, 2014), it remains an underdeveloped field in business and society research. Specifically, as largely reflected in the contributions to this Special Issue, stakeholder engagement takes a variety of forms, namely, in terms of participation, inclusion, and democracy. While research on stakeholder engagement has begun to shed light on either one or the other mode in isolation (e.g., Dawkins, 2015; Fujimoto, Azmat, & Subramaniam, 2019; Viglia, Pera, & Bigné, 2018), it has yet to theorize the ways in which these modes contribute to engaging stakeholders in a deeper and more systematic way, as well as how these modes relate to each other. Indeed, the growing array of digital and analog methods for ways of engaging stakeholders (Castelló, Etter, & Årup Nielsen, 2016), along with the need for engaging marginalized or powerless voices (Crane, 2013;

Eikelenboom & Long, 2023), underscores the demand for more comprehensive understandings and explanations of how stakeholder engagement is performed in organizational life.

This Special Issue aims to serve as a springboard for theory-building and research on stakeholder engagement. Our goal is to bring together contributions that illuminate different modes of stakeholder engagement and their interplay. In this introductory article, we discuss participation, inclusion, and democracy as complementary yet incomplete modes of stakeholder engagement and relate them to the articles in this Special Issue. We argue that only by integrating all three modes can one achieve what we call ‘holistic’ stakeholder engagement. Finally, we outline directions for further research on stakeholder engagement.

Three Modes of Stakeholder Engagement

Despite growing attention to stakeholder engagement in business and society research, understandings and explanations of its activities, practices, and strategies remain scant and fragmented (Kujala et al., 2022). Much of the literature equates stakeholder engagement with ‘participation’ (Loureiro et al., 2020) without clearly defining what participation entails. Others attempt to distinguish stakeholder engagement from “other constructs,” such as stakeholder inclusion and democracy (Kujala et al., 2022, p. 1142).

In this article, we deviate from prior work by viewing participation, inclusion, and democracy as complementary yet incomplete parts of stakeholder engagement. Doing so enables us to develop more systematic and nuanced understandings and explanations of how stakeholder engagement is performed. Specifically, we consider participation, inclusion, and democracy as different modes or ways of stakeholder engagement. The three modes, we argue, do not represent a progression on a continuum from ‘low’ to ‘high’ levels of engagement. Instead, each mode makes genuine contributions to, and highlights certain aspects of stakeholder engagement, while obscuring others. We, therefore, provide a brief overview of each mode of stakeholder engagement separately (see Table 1) as a starting point for the

ensuing discussion on future research directions and potential areas of interconnection and conflict between them.

Insert Table 1 here

Stakeholder Engagement Mode 1: Participation

‘Participation’ refers to the gathering and provision of input in the form of ideas and information (Quick & Feldman, 2011). Against this understanding, participation may appear less substantial than its portrayal in the stakeholder engagement literature, which often ascribes a more active, contributory role to stakeholders in organizational activities (see Kujala et al., 2022). Yet, as prior research shows, input generated through participation can inform an organization’s programs, policies, and strategies (Wohlgemuth et al., 2019). Hence, participation in the way understood here may allow stakeholders to shape important organizational issues and processes.

As prior research shows, manifestations of participation vary. It may take the form of a feedback process, in which organizational actors such as managers seek feedback and stakeholders such as employees or customers provide it (Ketokivi & Castañer, 2004). Participation can also occur in and through sites, arenas, and channels such as polls and focus groups, regular meetings, as well as workshops and open-house days (Ayuso, Rodríguez, García-Castro, & Ariño, 2014; Provasnek, Schmid, & Steiner, 2018). Aided by recent technological developments, crowdsourcing has become another contemporary practice of obtaining diverse inputs from multiple stakeholders (Matzler, Füller, Hutter, Hautz, & Stieger, 2016), for instance, through pages on social media that accompany firm events (Viglia et al., 2018). While these manifestations reflect solicited participation, the gathering and provision of ideas and information may not necessarily be invited. For example, activists may vehemently

express their discontent with, become active in, and, in doing so, partly shape an organization's agenda (den Hond & de Bakker, 2007). Likewise, resistance within and around organizational processes in the form of counter-hegemonic discourses generates input that may or may not feed into an organization's programs, policies, and strategies (Mantere & Vaara, 2008).

Despite notable differences, these manifestations share the understanding that participation is a relational process, one in which it comes into being in and through social interaction. For example, feedback processes can only be viewed as participatory if some actors involved give and others take feedback. For crowdsourcing to be considered as participation, it is not enough to simply set up a platform; it requires a 'crowd' that is willing and able to actively provide input, as well as organizational actors who are willing and able to engage with this input. Hence, in stakeholder engagement, participation requires self-selection by those who may eventually participate, but such self-selection is far from self-evident (Friesl, Brielmaier, & Dobusch, 2023). Participation, therefore, requires cultivating the propensity and competencies of potential participants (Bailey & Lumpkin, 2023; Splitter, Seidl, & Whittington, 2024), as well as the continuously providing opportunities for them to contribute input (Massa & O'Mahony, 2021). Likewise, activism that remains isolated from the criticized party risks becoming activism for its own sake, lacking the influence on organizational processes that it seeks. And resistance that is detached from what is resisted may be no more than the metaphorical valve for letting steam off. Hence, while often directed toward social change, participation may unintentionally reproduce established ways of doing things (Daudigeos, Edwards, Jaumier, Pasquier, & Picard, 2021).

Hence, for participation to be substantive rather than merely symbolic, stakeholder input must influence organizational activities. We argue that participation, as a mode of stakeholder engagement, manifests through resonance in organizational activities. That is, to call a process 'participation' requires the sought and provided input to matter at least in some respects. It is

all too easy to comply with trends toward greater openness (Whittington, Cailluet, & Yakis-Douglas, 2011) by setting up participatory processes whose inputs are never seriously considered. Conversely, one may doubt the sincere nature of inputs potentially provided by click workers and bots in crowdsourcing processes. This does not mean that inputs have to fundamentally change the course of organizational activity for participation to occur. As stakeholders involved through participation are not included in the activities and decisions on which they provide input, it remains up to those who perform the activities and make the decisions whether and how they use these ideas and information (Hautz et al., 2017). Yet, for participation to reveal itself, involved actors must genuinely engage with each other in that they are receptive to varied input: information on organizational processes on which stakeholders base their input, and ideas by stakeholders that are considered in the organization's programs, policies, and strategies.

Stakeholder Engagement Mode 2: Inclusion

Stakeholder inclusion is a mode of stakeholder engagement that entails the right to contribute to organizational activities and the right to oppose. This, again, relates to Quick and Feldman (2011), who referred to inclusion as the cocreation of an organization's issues, priorities, and procedures by giving voice to stakeholders. As such, stakeholder inclusion is a concept that cuts across individual, relational, collective, and structural levels (Nishii & Leroy, 2022), and a multidimensional concept involving givers, beneficiaries, and other stakeholders (Fujimoto et al., 2019).

Stakeholder inclusion occurs in various contexts. For example, at the workplace, managers might define opportunities for inclusion in strategy-making or the cocreation of policies around diversity or care (Castelló et al., 2016; Murphy & Arenas, 2010). Likewise, in multistakeholder initiatives aimed at developing governance schemes such as standards, principles, ratings, and certifications (Dawkins, 2015; Fujimoto et al., 2019), this mode

involves giving voice to stakeholders (King & Lenox, 2000) and cocreating global framework agreements or transnational accords with them (Ashwin, Oka, Schuessler, Alexander, & Lohmeyer, 2020; Schuessler, Lohmeyer, & Ashwin, 2023). Central to these stakeholder inclusion attempts is to foster dialogues (Golob & Podnar, 2014) not just by command, but around a shared sense of belonging that enables stakeholders to be vocal in contributions to organizational activities (Fujimoto et al., 2019).

Although stakeholder inclusion is intuitively appealing, prior research shows that it is difficult to attain (Mena & Palazzo, 2012). This is because attempts to include stakeholders create tensions with efficiency (Henry, Rasche, & Möllering, 2022) and because making such attempts work requires exclusion (Adamson, Kelan, Lewis, Šliva, & Rumens, 2021). Such exclusion may, for instance, happen by prioritizing certain stakeholders, as well as their value systems and sensitivities to social problems, over others (Eilert & Cherup, 2020; Pek, Mena, & Lyons, 2023), and giving voice to stakeholders in some organizational activities but excluding them from procedural considerations (Dobusch, Dobusch, & Müller-Seitz, 2019).

Hence, as a mode of stakeholder engagement, inclusion reveals itself through signs of equity. As others argue, stakeholder inclusion ensures that all stakeholders have an “equal opportunity to engage in the discourse” (Hahn & Weidtmann, 2016, p. 101; Shore, Cleveland, & Sanchez, 2018), regardless of their backgrounds or identities. While this may be an unattainable ideal, stakeholder inclusion must demonstrate at least minimal equity to unleash its full potential. This enhances perceptions that solutions or rules developed with stakeholders are of higher quality and more widely accepted by those affected (Arenas, Albareda & Goodman, 2020). This applies not only to the content of deliberations but also to their procedural quality (Mena & Palazzo, 2012).

Stakeholder Engagement Mode 3: Democracy

Finally, building on earlier scholarly debates (see Banerjee, 2008; Mohr, 1977), interest in the concept of stakeholder democracy is growing. Stakeholder democracy suggests that stakeholders should have decision-making power within organizational activities, potentially on equal terms (Kroll & Edinger-Schons, 2024). Prior research suggests that this can enhance decision quality (Pergelova, Manolova, Simeonova-Ganeva, & Yordanova, 2019) and promote stakeholder emancipation (Felicetti, 2018). Thus, democracy represents a mode of stakeholder engagement in which stakeholders, including those beyond formal organizational boundaries, are given decision-making rights in organizational governance (Matten & Crane, 2005).

Manifestations of stakeholder democracy as a mode of stakeholder engagement vary markedly. Some studies refer to the adoption of rules and principles of direct or consensus-based democracy within organizations (Dawkins, 2014, 2015) as, for instance, in the context of board composition and top management teams (Moriarty, 2014) or quests for ‘workplace democracy’ more generally (Battilana, Yen, Ferreras, & Ramarajan, 2022). Furthermore, joining and being active in unions is a partially legally protected way for employees to have their interests represented in organizational decisions. Yet, inspired by the continual decrease of union membership relative to employment growth (International Labour Organization, 2023), others argue that the adoption of democratic principles is not enough to realize democracy as a mode of stakeholder engagement. They highlight the importance of generating mutual understanding and consensus-building (Passetti, Bianchi, Battaglia, & Frey, 2019), drawing attention to the Habermasian idea of deliberative democracy in which authentic democracy is realized in and through communication (Mena & Palazzo, 2012; Patzer, Vögtlin, & Scherer, 2018).

While manifestations of stakeholder democracy differ, they fundamentally encapsulate the idea that stakeholder engagement essentially plays out in an organization’s decision-making

processes. This conceptualization advocates for the active involvement of stakeholders in decision-making, beyond mere inclusion or participation in organizational activities. Prior work suggests that this requires not only democratic principles but also deliberative spaces that facilitate continual contributions by both organizational actors and stakeholders, and perhaps even a democratization of structures and processes at large (Corus & Ozanne, 2012; Felicetti, 2018).

Sincere democracy as a mode of stakeholder engagement, then, emerges where organizational decisions are considered legitimate not only by managers but also by all relevant stakeholders (Desai, 2018). Prior work shows that democratization increases the legitimacy of organizational decisions because these decisions align with stakeholders' interests as well (Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke, 2019). Yet, as Hielscher, Beckmann, and Pies (2014) highlighted, the relationship between democratic decision-making and decision legitimacy may not be self-evident because the often friction-prone nature of democratic processes can lead firms and stakeholders to be collectively better off using more 'efficient' decision-making methods. Democratic decision-making can, arguably, slow down processes, stall decisions, and even result in the (mis)use of significant organizational resources (Crucke & Knockeart, 2016; Harrison & Freeman, 2004). This then reinforces the view that outright democracy is unattainable in organizations and, thus, needs to be balanced with hierarchical control (Ramus, Vaccaro, & Berrone, 2021). Hence, for stakeholder democracy to be genuinely in place, the mere intention to secure decision legitimacy is not enough: it also requires that both organizational actors and stakeholders perceive democratically derived decisions as legitimate.

Contributions to the Special Issue: Integrating the Three Modes to Understand Holistic Stakeholder Engagement

In elaborating three modes of stakeholder engagement, we suggest that stakeholder engagement involves different benefits and challenges. From these insights, we infer that the three modes are complementary yet incomplete, and that their combination is needed to realize the greater potential of stakeholder engagement. When all three modes are integrated, we speak of ‘holistic stakeholder engagement’.

Insert Figure 1 here

In Figure 1, we map out all three modes, highlighting their unique contributions and intersections. First, combining participation with inclusion expands participatory efforts by ensuring that stakeholders have equal opportunities to contribute actively to organizational activities. Yet, this combination may miss the provision of stakeholders with decision-making rights. Therefore, it still runs the risk of involving stakeholders only in ceremonial rather than substantive ways, potentially making no difference in organizational activities.

Second, combining inclusion with democracy fosters both equity and legitimacy by enriching inclusive practices that allow stakeholders to contribute to organizational activities with decision-making rights. However, this combination misses participation as another mode of stakeholder engagement. In doing so, it may be performed without sufficient informational input from stakeholders.

Third, combining participation with democracy allows for democratic decision-making processes that are sufficiently informed by stakeholders’ inputs. Yet, this combination misses stakeholder inclusion. Therefore, it does not ensure that democratic decision-making processes give equal attention to all provided inputs. Consequently, combining participation with

democracy without ensuring inclusion risks enabling only the more dominant stakeholders to disproportionately influence organizational activities.

Finally, the central overlap represents the holistic approach to stakeholder engagement where all three modes—participation, inclusion, and democracy—are combined. Hence, ‘holistic stakeholder engagement’ gives voice to stakeholders through participation, allows them to contribute to organizational activities through inclusion, and grants decision-making rights through democracy. A key question then arises: Is this combination truly attainable? As discussed earlier, each mode of stakeholder engagement presents its own challenges. While combining these modes may offset some difficulties, it could also cumulate and perhaps even exacerbate others. Therefore, this combination might be considered more as an ideal to strive towards, rather than a consistently achievable goal.

Given the aspirational nature of combining all three modes of stakeholder engagement, some contributions to this Special Issue on ‘stakeholder engagement’¹ appropriately focus on understanding and explaining specific modes (Billiet, Bruneel, & Dufays, this issue; Pietilä, Laari-Salmela, & Puhakka, this issue; Schneider, Bader, Kaiser, & Loscher, this issue). Others, however, provide evidence for a combination of stakeholder participation, inclusion, and democracy, and discuss how it can be attained (Järvelä, Sorsa, & Spicer, this issue; Radoynovska; this issue).

To begin with, Pietilä et al. (this issue) examine *stakeholder participation*, specifically exploring facets of power involved in this mode of stakeholder engagement. Drawing on strategy discourse and paradox research, they analyze the strategy process of a social and health sector organization, revealing contradictions between the ideals of openness through stakeholder engagement and the control-oriented nature of traditional strategy-making. Their analysis identifies different types of participation, ranging from more substantive to more symbolic. Furthermore, they elaborate the ‘engagement–control paradox,’ where traditional

strategy-making methods lead to participation as a means of exerting control. In this way, Pietilä et al. contribute to the research on participation as a mode of stakeholder engagement by informing the ‘dark side’ (Kujala et al., 2022) of involving stakeholders.

Schneider et al. (this issue) extend our understanding of *stakeholder inclusion* by specifying how relational practices shape stakeholder engagement. They do so by examining the strategy process of a city, focusing specifically on the city’s civic engagement process, which was based on practices of including experts, citizens, and politicians through means such as workshops, labs, and work streams. Through their analysis, Schneider et al. identify three relational practices as well as their implications for stakeholder engagement. Their work not only sheds light on relational dynamics in stakeholder engagement but also demonstrates how stakeholder engagement may paradoxically lead to disengagement.

Billiet et al. (this issue) expand *stakeholder democracy* by addressing a central question: Why do organizations engage with stakeholders? Specifically, through their conceptual work, they build theory on the conditions under which cooperatives as democratically organized entities can be functional. Their premise is that, while democratic decision-making can reduce cooperatives’ efficiency, these organizations may nevertheless be considered attractive in competitive environments where such entities provide greater possibilities for co-deciding and less exploitation. Specifically, their analysis of decision-making costs and exploitation costs suggests that cooperatives are functional especially in times of crisis when the value of alternatives decreases, and under the consideration of non-economic value provided by cooperatives. Yet, Billiet et al. also argue that the value of cooperatives may be compromised by ‘democratic failures’ that increase decision-making costs.

The two remaining articles in this Special Issue provide insights into what we call ‘holistic stakeholder engagement’, that is, a combination of all three modes of stakeholder engagement. Specifically, Radoynovska (this issue) examines *stakeholder participation*,

inclusion, and democracy in the context of multistakeholder enterprises (MSEs). She argues that in MSEs, all three modes must often be performed simultaneously due to the blurred boundaries between organizational representatives and stakeholders and because stakeholder engagement cannot be selectively used merely as a means to achieve predefined objectives. Consequently, stakeholder engagement draws attention to potential gaps between MSE leaders' expectations of living up to its ideals versus the 'reality' of its performance. Based on a study of leaders of 28 French MSEs, Radoynovska shows how varying leader sensemaking strategies are crucial for the enactment of (revised) stakeholder engagement strategies in order to maintain coherence or address misalignments between expectations and reality.

Finally, Järvelä et al. (this issue) bring together *stakeholder participation, inclusion, and democracy* by focusing on the indirect influence of public governance measures on stakeholder engagement. They examine how public-sector actors use participatory governance to influence private stakeholder engagement beyond public governance processes. To do so, they introduce the concept of 'silent steering' to describe how indirect effects on stakeholder engagement occur. Silent steering looks at indirect ways of influencing. The research is based on an in-depth case study of Finnish mining governance from 1995 to 2020. Through this case study, the authors show how public actors can have other forms of influence beyond using policy, agenda-setting, or partnering, by orchestrating desired results through the use of intermediaries and indirect mechanisms, including role-giving, example-giving, and expectations-giving. Giving special rights in public governance processes empowers certain stakeholders, which influences the perceived power and establishes priority orders in stakeholder engagement. In this way, public participatory processes serve as models for engaging stakeholders in decision-making and raise expectations about who the relevant stakeholders are and what the engagement agendas are.

Moving Forward: Future Research on Stakeholder Engagement

A more nuanced view on participation, inclusion, and democracy provides a deeper and systematic understanding of varying modes of stakeholder engagement. These modes draw attention to different manifestations of stakeholder engagement, as well as varying frames of reference through which stakeholder engagement reveals itself. In addition, the framework of holistic stakeholder engagement advanced in this article (see Figure 1) highlights several promising directions for future research on each mode of engagement, their interplay, and the tensions between them.

First, greater conceptual clarity on modes of stakeholder engagement highlights the need to study each in greater depth. Specifically, what activities, practices, and strategies facilitate stakeholder participation, inclusion, and democracy are undertaken? What antecedents and conditions enable each mode of engagement, and how do they contribute to more holistic stakeholder engagement? Additionally, what are the boundary conditions, implications, and consequences of these performances? The contributions to this Special Issue have made some progress toward advancing understandings and explanations in these areas by examining power dynamics (Pietilä et al., this issue), relational practices (Schneider et al., this issue), and functional outcomes (Billiet et al., this issue) across different modes of stakeholder engagement. Yet, these are just some of the many potential enablers, practices, and outcomes that surround and constitute these modes. The framework advanced in this article, we hope, will enable future research on stakeholder engagement to build on the contributions included in this Special Issue in order to systematically extend prior work on participation, inclusion, and democracy as modes of stakeholder engagement.

Second, future research may build on the greater clarity on different modes of stakeholder engagement provided in this article for more nuanced examinations of their interplay (see Järvelä et al., this issue; Radoynovska, this issue). Can stakeholder participation in the form of

input generation eventually culminate in stakeholder inclusion as a more dialogical contribution to organizational activities, or even in the provision of decision-making rights under stakeholder democracy? If so, how and under which conditions does that happen, and with what implications for organizational activities? Conversely, in which ways does stakeholder democracy build on stakeholder inclusion or participation? Is it plausible to concede decision-making rights without a contributory inclusion of and by stakeholders in organizational dialogues, or without opportunities for stakeholders to generate input? Likewise, how are processes of stakeholder inclusion interlinked with the means provided by stakeholder participation? What are the antecedents and conditions that determine how modes of stakeholder engagement build on each other, and with what consequences?

Third, gaining an appreciation of the interplay between modes of stakeholder engagement will draw greater attention to tensions between them, many of which business and society research has yet to explore. For example, given that inclusion may also give rise to, and partly even requires exclusion (Dobusch et al., 2019), in what ways might stakeholder inclusion disable processes of participation and democracy—such as when democratic decisions only gain legitimacy by excluding certain actors, like corporations (Barlow, 2022)? (How) can stakeholder democracy overrule or undermine participation as a mode of stakeholder engagement, particularly when participation is at least partly performed in symbolic ways? Conversely, input generation through stakeholder participation may obstruct deeper involvement by and with stakeholders, especially when the ability to voice critique is seen as ‘sufficient’—even when such critique cannot be far-reaching because those who are allowed to raise critique are expected to criticize their own activities (see Daudigeos et al., 2021). Despite the broader trend to adopt modes of stakeholder engagement (see Stjerne, Geraldi, & Wenzel, 2024), what are the psychological, organizational, and societal mechanisms that prevent shifts toward these modes?

Fourth, future research could explore tensions related to stakeholder engagement more broadly. Digital tools and technologies, such as social media and online communities, may facilitate stakeholder engagement. However, they also contribute to broader social dynamics, such as polarization and the rise of populist and anti-democratic climates, which can undermine the effectiveness of this process (Schoeneborn et al., 2024). This development highlights the need for a more nuanced engagement with the role of digital tools and technologies in and between modes of stakeholder engagement (Castelló & Lopez-Berzosa, 2023; D'Cruz, Du, Noronha, Parboteeah, Trittin-Ulbrich, & Whelan, 2022). Furthermore, the concept of stakeholder engagement often conflicts with conventional logics of organizing and managing, many of which come into play simultaneously when stakeholders are involved in organizational activities (Ramus et al., 2021). This raises questions about how these competing logics are, or can be, reconciled. Relatedly, stakeholder engagement elicits tensions of autonomy and control. On the one hand, it can be viewed as an act of emancipation, where stakeholders gain a say in organizational activities to varying extents, rather than simply being considered in organizational decisions. On the other hand, it can be seen as a perfidious means for managers to extend their control beyond organizational boundaries, subtly but significantly steering conversations and decision-making processes (see Pietilä et al., this issue). If this is so, how can stakeholder engagement fulfill stakeholder theory's promise of creating win-win situations (see Freeman, 1984)? Such tensions also bring attention to moral gaps between normative ideals of stakeholder engagement on the one side and its potentially abusive performance on the other, such as disconnections between 'good intentions' and broken promises or the exploitation of stakeholders' free labor. Additionally, stakeholder engagement elicits temporal tensions—not only between stakeholders' competing views and understandings of time (Ramus et al., 2021), but also between the certainty and uncertainty of prospective outcomes gained through stakeholder engagement. On the one hand, stakeholder

engagement helps reduce uncertainty by gaining access to stakeholders' views on and responses to organizational activities and may actively be stimulated for that reason (de Roo et al., 2024). On the other hand, stakeholders' involvement, in whatever form, sows the seeds for eventually performing organizational activities in ways that differ from what was originally envisioned, thus potentially eroding efforts related to such involvement (see Shanahan, 2023). How do organizational actors and stakeholders enact such temporal tensions, and with what implications for continued participation, inclusion, or democracy?

Conclusion

Despite considerable interest in stakeholder engagement, this process has remained under-theorized. Building on the insights from this Special Issue, the framework presented in this article provides greater clarity on participation, inclusion, and democracy as key modes through which stakeholder engagement is realized. Furthermore, this framework highlights the key benefits and limits of these modes, illustrating their complementary yet incomplete nature. Finally, it points to ways in which these modes intersect to form what we call 'holistic stakeholder engagement'. We hope this framework will inspire further research to more thoroughly explore the processes and modalities of stakeholder engagement.

Acknowledgments

The guest editors of the special issue on "stakeholder engagement" are indebted to the Coeditors of *Business & Society* for supporting this initiative, and especially to Hari Bapuji and Colin Higgins for their helpful comments on this introductory article. Furthermore, we thank all submitters as well as the numerous reviewers who have made this special issue come to life. Finally, thanks go out to Jai Wani for his graphic design.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

ORCID IDs

Matthias Wenzel <https://orcid.org/0000-0003-1662-9834>

Hannah Trittin-Ulbrich <https://orcid.org/0000-0002-9501-0003>

Laura Marie Edinger-Schons <https://orcid.org/0000-0002-8981-3379>

Itziar Castelló <https://orcid.org/0000-0001-8386-3570>

Frank G. A. de Bakker <https://orcid.org/0000-0002-4784-3326>

Note

1. For this Special Issue, we received 57 submissions from different parts of the world and from different scholarly domains. Submissions addressed many themes, such as typologies of stakeholder democracy, family firms' engagement with stakeholders, or the development of engagement platforms. After a thorough review process involving 65 expert reviewers (thank you!), five great papers have been accepted for publication. Somewhat surprisingly, these five articles all focus on stakeholder engagement in European contexts such as Belgium, Germany, France, and Finland. One of the included articles is conceptual in nature, whereas the others are qualitative studies. Although a fair amount of quantitative work was also submitted, it eventually did not make it into this Special Issue. These observations

already give rise to some recommendations for further research, stimulating greater methodological and geographical diversity.

References

- Adamson, M., Kelan, E., Lewis, P., Sliva, M., & Rumens, N. (2021)., Critically interrogating inclusion in organizations. *Organization*, 28(2), 211–227.
- Arenas, D., Albareda, L., & Goodman, J. (2020). Contestation in multi-stakeholder initiatives: Enhancing the democratic quality of transnational governance. *Business Ethics Quarterly*, 30(2), 169–199.
- Ashwin, S., Oka, C., Schuessler, E., Alexander, R., & Lohmeyer, N. (2020). (2020). Spillover effects across transnational industrial relations agreements: The potential and limits of collective action in global supply chains. *ILR Review*, 73(4), 995–1020.
- Bailey, R. C., & Lumpkin, G. T. (2023). Enacting positive social change: A civic wealth creation stakeholder engagement framework. *Entrepreneurship Theory and Practice*, 47(1), 66–90.
- Banerjee, S. B. (2008). Corporate social responsibility: The good, the bad and the ugly. *Critical Sociology*, 34(1), 51–79.
- Barlow, R. (2022). Deliberation without democracy in multi-stakeholder initiatives: A pragmatic way forward. *Journal of Business Ethics*, 181, 543–561.
- Battilana, J., Yen, J., Ferreras, I., & Ramarajan, L. (2022). Democratizing work: Redistributing power in organizations for a democratic and sustainable future. *Organization Theory*, 3(1), 1–21.
- Billiet, A., Bruneel, J., & Dufays, F. (this issue). Exit, voice, or both: Why organizations engage with stakeholders. *Business & Society*. DOI: 10.1177/00076503231182612

- Bundy, J., Shropshire, C., & Buchholtz, A. K. (2013). Strategic cognition and issue salience: Toward an explanation of firm responsiveness to stakeholder concerns. *Academy of Management Review*, 38(3), 352–376.
- Castelló, I., Etter, M., & Årup Nielsen, F. (2016). Strategies of legitimacy through social media: The networked strategy. *Journal of Management Studies*, 53(3), 402–432.
- Castelló, I., & Lopez-Berzosa, D., (2023). Affects in online stakeholder engagement: A dissensus perspective. *Business Ethics Quarterly*, 33(1), 180–215.
- Corus, C. & Ozanne, J. L. (2012). Stakeholder engagement: Building participatory and deliberative spaces in subsistence markets. *Journal of Business Research*, 65, 1728–1735.
- Couture, F., Jarzabkowski, P., & Lê, J. K. (2023) Triggers, traps, and disconnect: How governance obstacles hinder progress on grand challenges, *Academy of Management Journal*, 66(6), 1651–1680.
- Crane, A. (2013). Modern slavery in management practice: Exploring the conditions and capabilities of a human condition. *Academy of Management Review*, 38(1), 49–69.
- Crucke, S., & Knockaert, M. (2016). When stakeholder representation leads to faultlines. A study of board service performance in social enterprises. *Journal of Management Studies*, 53(5), 768–793.
- Daudigeos, T., Edwards, T., Jaumier, S., Pasquier, V., & Picard, H. (2021). Elusive domination and the fate of critique in neo-participative management: A French pragmatist approach. *Organization Studies*, 42(3), 453–471.
- Davila, A., Rodriguez-Lluesma, C., & Elvira, M. M. (2018). Engaging stakeholders in emerging economies: The case of multilatinas. *Journal of Business Ethics*, 152, 949–964.
- Dawkins, C. E. (2014). The principle of good faith: Toward substantive stakeholder engagement. *Journal of Business Ethics*, 121, 283–295.

- Dawkins, C. (2015). Agonistic pluralism and stakeholder engagement. *Business Ethics Quarterly*, 25(1), 1–28.
- D’Cruz, P., Du, S., Noronha, E., Parboteeah, K. P., Trittin-Ulbrich, H., & Whelan, G. (2022). Technology, megatrends and work: Thoughts on the future of business ethics. *Journal of Business Ethics*, 180(3), 879–902.
- den Hond, F., & de Bakker, F. G. A. (2007). Ideologically motivated activism: How activist groups influence corporate social change activities. *Academy of Management Review*, 32(3), 901–924.
- de Roo, M., Wickert, C., de Bakker, F. G. A., & Elfring, T. (2024). From seller to broker: When and how issue sellers engage with external stakeholders to sell issues inside organizations. *Strategic Organization*. DOI: 10.1177/14761270241276590
- Desai, V. M. (2018). Collaborative stakeholder engagement: An integration between theories of organizational legitimacy and learning. *Academy of Management Journal*, 61(1), 220–244.
- Dobusch, L., Dobusch, L., & Müller-Seitz, G. (2019). Closing for the benefit of openness? The case of Wikimedia’s open strategy process. *Organization Studies*, 40(3), 343–370.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., & Wieseke, J. (2019). Frontline employees as corporate social responsibility (CSR) ambassadors: A quasi-field experiment. *Journal of Business Ethics*, 157, 359–373.
- Edinger-Schons, L. M., Lengler-Graiff, L., Scheidler, S., Mende, G., & Wieseke, J. (2020). Listen to the voice of the customer—First steps towards stakeholder democracy. *Business Ethics: A European Review*, 29(3), 510–527.
- Eikelenboom, M., & Long, T. B. (2023). Breaking the cycle of marginalization: how to involve local communities in multi-stakeholder initiatives? *Journal of Business Ethics*, 186(1), 31–62.

- Eilert, M., & Nappier Cherup, A. (2020). The activist company: Examining a company's pursuit of societal change through corporate activism using an institutional theoretical lens. *Journal of Public Policy & Marketing*, 39(4), 461–476.
- Esper, S. C., Barin-Cruz, L., & Gond, J.-P. (2024). Engaging stakeholders during intergovernmental conflict: How political attributions shape stakeholder engagement. *Journal of Business Ethics*, 191(1), 1–27.
- Felicetti, A. (2018). A deliberative case for democracy in firms. *Journal of Business Ethics*, 150(3), 803–814.
- Freeman, R. E. (1984): *Strategic management: A stakeholder approach*. Belmont, CA: Pitman.
- Friesl, M., Brielmaier, C., & Dobusch, L. (2023). Taking individual choices seriously: A process perspective of self-selection in strategy work. *Organization Theory*, 4(2), 1–19.
- Fujimoto, Y., Azmat, F., & Subramaniam, N. (2019). Creating community-inclusive organizations: Managerial accountability framework. *Business & Society*, 58(4), 712–748.
- Golob, U., & Podnar, K. (2014). Critical points of CSR-related stakeholder dialogue in practice. *Business Ethics, the Environment & Responsibility*, 23(3), 228–257.
- Greenwood, M. (2007). Stakeholder engagement: Beyond the myth of corporate responsibility. *Journal of Business Ethics*, 74, 315–327.
- Griffin, J. J., Youm, Y. N., & Vivari, B. (2021). Stakeholder engagement strategies after an exogenous shock: How Philip Morris and R. J. Reynolds adapted differently to the 1998 Master Settlement Agreement. *Business & Society*, 60(4), 1009–1036.
- Grimm, J., & Reinecke, J. (2024). Collaborating on the edge of failure: Frame alignment across multiple interaction arenas in multi-stakeholder partnerships. *Academy of Management Journal*, 67(4), 956–990.

- Hahn, R., & Weidtmann, C. (2016). Transnational governance, deliberative democracy, and the legitimacy of ISO 26000: Analyzing the case of a global multistakeholder process. *Business & Society*, 55(1), 90–129.
- Harrison, J. S., & Freeman, R. E. (2004). Special topic: Democracy in and around organizations. *Academy of Management Executive*, 18, 49–53.
- Haumann, T., Güntürkün, P., Schons, L. M., & Wieseke, J. (2015). Engaging customers in coproduction processes: How value-enhancing and intensity-reducing communication strategies mitigate the negative effects of coproduction intensity. *Journal of Marketing*, 79(6), 17–33.
- Hautz, J., Seidl, D., & Whittington, R. (2017). Open strategy: Dimensions, dilemmas, dynamics. *Long Range Planning*, 50(3), 298–309.
- Henry, L. A., Rasche, A., & Möllering, G. (2022). Managing competing demands: Coping With the inclusiveness–efficiency paradox in cross-sector partnerships. *Business & Society*, 61(2), 267–304.
- Hielscher, S., Beckmann, M., & Pies, I. (2014). Participation versus consent: Should corporations be run according to democratic principles? *Business Ethics Quarterly*, 24(4), 533–563.
- Hughes, M., Hughes, P., Hodgkinson, I., Chang, Y.-Y., & Chang, C.-Y. (2022). Knowledge-based theory, entrepreneurial orientation, stakeholder engagement, and firm performance. *Strategic Entrepreneurship Journal*, 16(3), 633–665.
- International Labour Organization (2023). *How are trade unions adapting to changes in the world of work?* Retrieved April 17, 2025, from: https://www.ilo.org/actrav/media-center/news/WCMS_883756/lang--en/index.htm

- Järvelä, J., Sorsa, V.-P., & Spicer, A. (this issue). Silent steering: How public actors indirectly influence private stakeholder engagement. *Business & Society*. DOI: 10.1177/00076503241274056
- Joaquim, M., Castelló, I., & Parry, G. (2024). Moving beyond “facts are facts”: Managing emotions and legitimacy after a fake news attack. *Business & Society*. DOI: 10.1177/00076503241281632
- Ketokivi, M., & Castañer, X. (2004). Strategic planning as an integrative device. *Administrative Science Quarterly*, 49(3), 337–365.
- King, A. A., & Lenox, M. J. (2000). Industry self-regulation without sanctions: The chemical industry’s responsible care program. *Academy of Management Journal*, 43(4), 698–716.
- Kroll, C. M., & Edinger-Schons, L. M. (2024). Corporate power and democracy: A business ethical reflection and research agenda. *Business Ethics, the Environment & Responsibility*, 33(3), 349–362.
- Kujala, J., Sachs, S., Leinonen, H., Heikkinen, A., & Laude, D. (2022). Stakeholder engagement: Past, present, and future. *Business & Society*, 61(5), 1136–1196.
- Leonidou, E., Christofi, M., Vrontis, D., & Thrassou, A. (2020). An integrative framework of stakeholder engagement for innovation management and entrepreneurship development. *Journal of Business Research*, 119, 245–258.
- Loureiro, S. M. C., Romero, J., & Bilro, R. G. (2020). Stakeholder engagement in co-creation processes for innovation: A systematic literature review and case study. *Journal of Business Research*, 119, 388–409.
- Mantere, S., & Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization Science*, 19(2), 341–358.

- Massa, F. G., & O'Mahony, S. (2021). Order from chaos: How networked activists self-organize by creating a participation infrastructure. *Administrative Science Quarterly*, 66(4), 1037–1083.
- Matten, D., & Crane, A. (2005). What is stakeholder democracy? Perspectives and issues. *Business Ethics: A European Review*, 14(1), 6–13.
- Matzler, K., Füller, J., Hutter, K., Hautz, J., & Stieger, D. (2016). Crowdsourcing strategy: How openness changes strategy work. *Problems and Perspectives in Management*, 14(3), 450–460.
- Mena, S., & Palazzo, G. (2012). Input and output legitimacy of multi-stakeholder initiatives. *Business Ethics Quarterly*, 22(3), 527–556.
- Mohr, L. B. (1977). Authority and democracy in organizations. *Human Relations*, 30(10), 919–947.
- Moriarty, J. (2014). The connection between stakeholder theory and stakeholder democracy: An excavation and defense. *Business & Society*, 53, 820–852.
- Murphy, M., & Arenas, D. (2010). Through indigenous lenses: Cross-sector collaborations with fringe stakeholders. *Journal of Business Ethics*, 94, 103–121.
- Nishii, L. H., & Leroy, H. (2022). A multi-level framework of inclusive leadership in organizations. *Group & Organization Management*, 47(4), 683–722.
- Noland, J., & Phillips, R. (2010). Stakeholder engagement, discourse ethics and strategic management. *International Journal of Management Reviews*, 12(1), 39–49.
- O'Riordan, L., & Fairbrass, J. (2014). Managing CSR stakeholder engagement: A new conceptual framework. *Journal of Business Ethics*, 125, 121–145.
- Passetti, E., Bianchi, L., Battaglia, M., & Frey, M. (2019). Why democratic principles are not enough: Tensions and temporalities of dialogic stakeholder engagement. *Journal of Business Ethics*, 155, 173–190.

- Patzer, M., Vögtlin, C., & Scherer, A. G. (2018). The normative justification of integrative stakeholder engagement: A Habermasian view on responsible leadership. *Business Ethics Quarterly*, 28(3), 325–354.
- Pek, S., Mena, S., & Lyons, B. (2023). The role of deliberative mini-publics in improving the deliberative capacity of multi-stakeholder initiatives. *Business Ethics Quarterly*, 33(1), 102–145.
- Pergelova, A., Manolova, T., Simeonova-Ganeva, R., & Yordanova, D. (2019). Democratizing entrepreneurship? Digital technologies and the internationalization of female-led SMEs. *Journal of Small Business Management*, 57(1), 14–39.
- Pietilä, H., Laari-Salmela, S., & Puhakka, V. (this issue). Participating by choice or command? When ideals of stakeholder engagement clash with a prevailing strategy discourse. *Business & Society*. DOI: 10.1177/00076503241255484
- Provasnek, A. K., Schmid, E., & Steiner, G. (2018). Stakeholder engagement: Keeping business legitimate in Austria's natural mineral water bottling industry. *Journal of Business Ethics*, 150, 467–484.
- Quick, K. S., & Feldman, M. S. (2011). Distinguishing participation and inclusion. *Journal of Planning Education and Research*, 31(3), 272–290.
- Radoynovska, E. (this issue). Expectations meet reality: Leader sensemaking and enactment of stakeholder engagement in multistakeholder social enterprises. *Business & Society*. DOI: 10.1177/00076503231221537
- Ramus, T., Vaccaro, A., & Berrone, P. (2021). Time matters! How hybrid organizations use time to respond to divergent stakeholder demands. *Organization Studies*, 42(10), 1529–1555.

- Sallai, D., & Schnyder, G. (2021). What is “authoritarian” about authoritarian capitalism? The dual erosion of the private–public divide in state-dominated business systems. *Business & Society*, 60(6), 1312–1348.
- Scherer, A. G., & Vögtlin, C. (2020). Corporate governance for responsible innovation: Approaches to corporate governance and their implications for sustainable development (2020). *Academy of Management Perspectives*, 34(2), 182–208.
- Schneider, A.-L., Bader, V., Kaiser, S., & Loscher, G. (this issue). The engagement and disengagement of heterogeneous stakeholders: A relational practice perspective on strategy development. *Business & Society*. DOI: 10.1177/00076503241271295
- Schoeneborn, D., Golob, U., Trittin-Ulbrich, H., Wenzel, M., & O’Connor, A. (2024). CSR communication and the polarization of public discourses: Introduction to the Special Issue. *Management Communication Quarterly*, 38(4), 751–774.
- Schuessler, E., Lohmeyer, N., & Ashwin, S. (2023). “We can’t compete on human rights”: Creating market-protected spaces to institutionalize the emerging logic of responsible management. *Academy of Management Journal*, 66(4), 1071–1101.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189.
- Splitter, V., Seidl, D., & Whittington, R. (2024) Getting heard? How employees learn to gain senior management attention in inclusive strategy processes. *Strategic Management Journal*, 45(10), 1877–1925.
- Stjerne, I., Geraldi, J., & Wenzel, M. (2024). Strategic practice drift: How open strategy infiltrates the strategy process. *Journal of Management Studies*, 61(3), 820–856.
- Trittin-Ulbrich, H., & Böckel, A. (2022). Institutional entrepreneurship for responsible digital innovation: The case of corporate digital responsibility. *Creativity and Innovation Management*, 31(3), 447–459.

- Viglia, G., Pera, R., & Bigné, E. (2018). The determinants of stakeholder engagement in digital platforms. *Journal of Business Research*, 89, 404–410.
- Whittington, R., Cailluet, L., & Yakis-Douglas, B. (2011). Opening strategy: Evolution of a precarious profession. *British Journal of Management*, 22(3), 531–544.
- Wohlgemuth, V., Wenzel, M., Berger, E. S. C., & Eisend, M. (2019). Dynamic capabilities and employee participation: The role of trust and informal control. *European Management Journal*, 37(6), 760–771.

Author Biographies

Matthias Wenzel is Professor of Organization Studies at the Leuphana University of Lüneburg, Germany. His research focuses on the interplay of organizing and strategizing, including themes such as openness, participation, and inclusion in strategy-making. His articles have been published in journals such as the *Academy of Management Journal*, *Human Relations*, *Journal of Management Studies*, *Journal of Product Innovation Management*, *Organization Studies*, *Organizational Behavior and Human Decision Processes*, and *Strategic Management Journal*.

Hannah Trittin-Ulbrich is Professor for Business Administration, particularly Business in Society at Leuphana University Lüneburg (Germany). She conducts research on corporate social responsibility (CSR), CSR communication, corporate digital responsibility, and new forms of work and organizing. Her research has been published in international journals such as *Business & Society*, *Journal of Business Ethics*, *Journal of Management Inquiry*, *Journal of Management Studies*, *Human Relations*, and *Organization*.

Itziar Castelló is Reader in Sustainability and Digital Economy at Bayes Business School, City St George's, University of London. Her research interests focus on sustainability and the digital world. She looks at legitimacy formation and communication strategies of organizations and entrepreneurs. Her articles have appeared in such journals as *Academy of Management*

Journal, Business & Society, Business Ethics Quarterly, Journal of Business Venturing, Journal of Management Studies, and Research Policy.

Laura Marie Edinger-Schons is Professor of Sustainable Business and Chief Sustainability Officer at Universität Hamburg. Her research focuses on corporate sustainability, employee engagement, and sustainability innovation. Her articles have appeared in journals such as the *Journal of Business Ethics, Journal of Consumer Psychology, Journal of Marketing, Journal of the Academy of Marketing Science, Management Information Systems Quarterly, and Strategic Entrepreneurship Journal.*

Frank G. A. de Bakker is a professor of business and society at IÉSEG School of Management, and a member of the research laboratory Lille Economie Management (LEM-CNRS 9221) in Lille, France. In his research, he examines the role of sustainability managers within firms and the interactions between activists and firms on issues of sustainability and corporate social responsibility, as well as corporate political activity. His work has been published in journals such as the *Academy of Management Discoveries, Academy of Management Journal, Academy of Management Review, Journal of Management Studies, and Organization Studies.*

Table 1. Three Modes of Stakeholder Engagement: Participation, Inclusion, and Democracy

	Participation	Inclusion	Democracy
Definition	Gathering and provision of input in the form of ideas and information	Giving voice to stakeholders through the cocreation of issues, priorities, and procedures	Conceding decision-making rights to stakeholders
Key aspects	Feedback-seeking, activism, and resistance	Fostering dialogues based on a shared sense of belonging	Direct, consensus, or deliberative democracy
Unit of analysis	Social interaction	Social interaction	Decision-making
Frame of reference through which each mode shows up	Resonance in organizational activities	Equity in organizational activities	Legitimacy of decisions made
Sample articles	Bailey and Lumpkin (2023); den Hond and de Bakker (2007); Viglia et al. (2018)	Arenas et al. (2013); Fujimoto et al. (2019); Griffin et al., (2019)	Dawkins (2015); Matten and Crane (2005); Scherer and Vögtlin (2020)

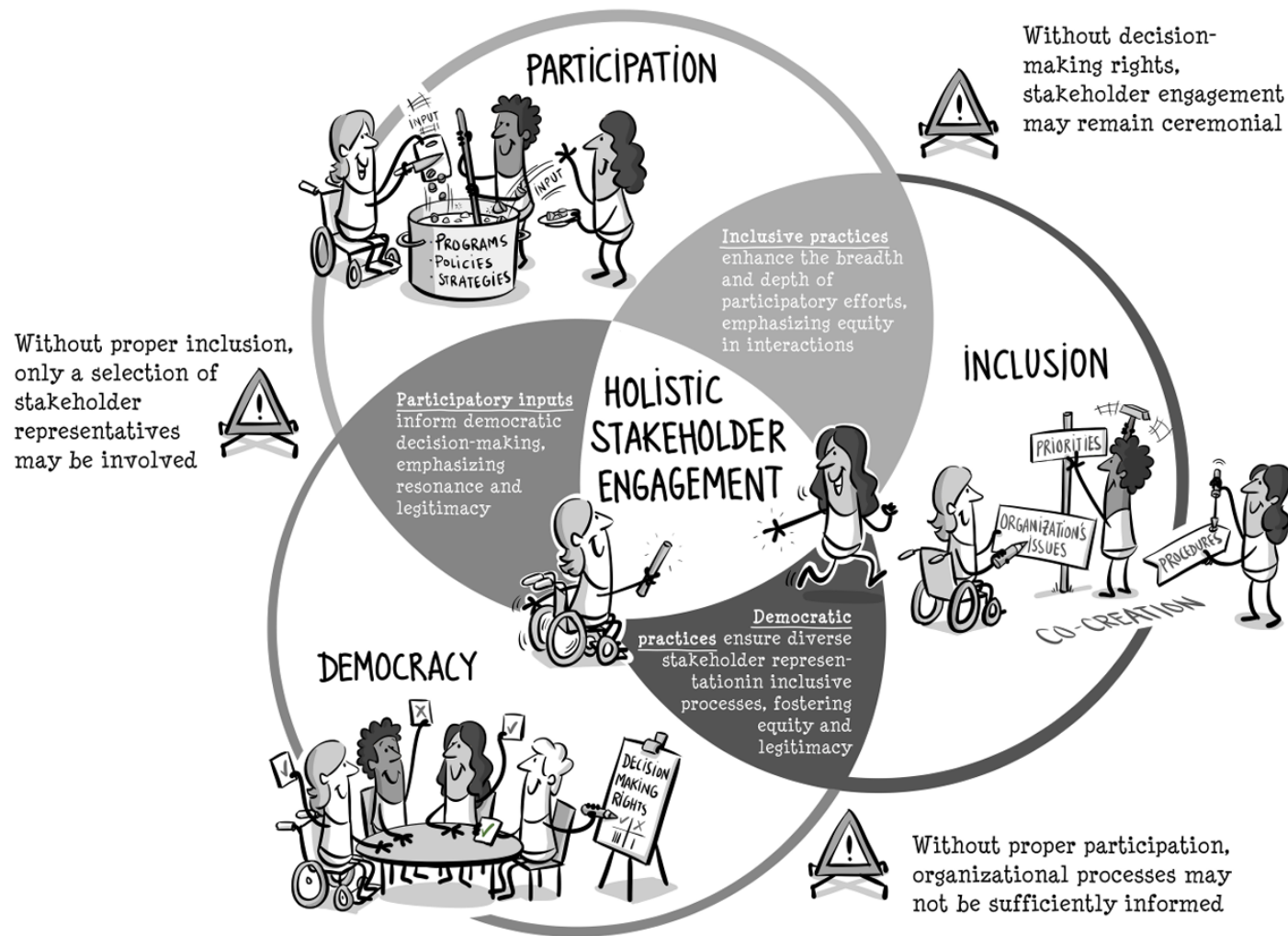


Figure 1. Intersections of Participation, Inclusion, and Democracy as Modes of Stakeholder Engagement