

SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Stakeholder and Contract Management					
TSC Title	Stakeholder Management					
TSC Description	Manage stakeholder expectations and needs by aligning those with requirements and objectives of the organisation. This involves planning of actions to effectively communicate with, negotiate with and influence stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		ICT-SCM-2004-1.1	ICT-SCM-3004-1.1	ICT-SCM-4004-1.1	ICT-SCM-5004-1.1	ICT-SCM-6004-1.1
		Identify key stakeholder relationships, needs and interests, and coordinate with stakeholders on a day-to-day basis	Serve as the organisation's main contact point for stakeholder communications, clarifying responsibilities among stakeholders, and engaging them to align expectations	Develop a stakeholder engagement plan and negotiate with stakeholders to arrive at mutually-beneficial arrangements	Define a strategic stakeholder management roadmap, and lead critical discussions and negotiations, addressing escalated issues or problems encountered	Establish the overall vision for the alignment of organisation's and stakeholders' objectives, co-creating shared goals and strategic initiatives with senior stakeholders.
Knowledge		<ul style="list-style-type: none"> Key stakeholder relationships Basic stakeholder communication techniques 	<ul style="list-style-type: none"> Stakeholder mapping techniques Stakeholders' roles and relationships, and their impact on the organisation Range of communication channels, approaches and techniques Stakeholder engagement strategies 	<ul style="list-style-type: none"> Analysis of stakeholder relationships and levels of interest, power and impact Process of setting and aligning expectations Negotiation techniques and approaches Conflict resolution techniques and approaches Escalation procedures for handling disputes 	<ul style="list-style-type: none"> Analysis and planning approaches in stakeholder management Evaluation techniques to prioritise stakeholder relationships Negotiation styles and skills to gain consensus Value added from stakeholder relationships 	<ul style="list-style-type: none"> Key processes and considerations in formulating stakeholder management strategy Changes and trends in stakeholders' demands and priorities Senior stakeholder engagement strategies and techniques
Abilities		<ul style="list-style-type: none"> Identify key stakeholders and the organisation's relationship with them Identify stakeholder needs, positions and interests Coordinate basic activities /and processes with stakeholders on a day-to-day basis Apply knowledge of the organisation's position to respond to simple queries from stakeholders 	<ul style="list-style-type: none"> Conduct stakeholder mapping to identify facets and nature of relationships with and between stakeholders Manage stakeholders' expectations and needs, based on the organisation's position and resources Articulate each stakeholder's role and responsibilities Serve as the organisation's main 	<ul style="list-style-type: none"> Analyse the complexities of stakeholder relationships and determine their level of interest, power and impact on the organisation Examine stakeholder positions, agendas and priorities which may be explicitly articulated or unspoken Develop a stakeholder engagement plan to guide communications 	<ul style="list-style-type: none"> Prioritise stakeholder relationships based on in-depth analysis and the organisation's strategic objectives and direction Develop a strategic stakeholder management roadmap, aligned to the organisation's vision Lead discussions and negotiations to influence key stakeholder decisions 	<ul style="list-style-type: none"> Establish the overall vision for how the organisation's and stakeholders' objectives can be shared or aligned Anticipate changes in stakeholders' needs, demands, priorities and expectations Optimise alignment of stakeholder management strategy with organisational goals Lead strategic negotiations, discussions

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			<p>contact point or representative for communicating with stakeholders, addressing queries and providing clarifications</p> <ul style="list-style-type: none"> • Represent the company's interests when interacting with stakeholders • Engage stakeholders regularly to set and align expectations and activities as well as to exchange feedback 	<p>with different groups of stakeholders</p> <ul style="list-style-type: none"> • Set clear parameters and expectations of stakeholders' roles and responsibilities • Negotiate with stakeholders to align interests or goals and arrive at mutually-beneficial arrangements • Investigate problems or issues encountered in stakeholder relationships • Review feedback from stakeholders and affected parties, and recommend improvements to stakeholder management strategy 	<ul style="list-style-type: none"> • Address escalated issues raised by or encountered with stakeholders 	<p>and engagement initiatives with key leaders and senior stakeholders</p> <ul style="list-style-type: none"> • Represent the organisation to resolve major escalated issues involving critical stakeholders • Deepen relationships with critical senior stakeholders on an ongoing basis • Co-create shared goals, objectives and vision with senior leaders and stakeholders
Range of Application						