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| **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 stakholders, 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** |  | * Key stakeholder relationships * Basic stakeholder communication techniques | * Stakeholder mapping techniques * Stakeholders' roles and relationships, and their impact on the organisation * Range of communication channels, approaches and techniques * Stakeholder engagement strategies | * 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 | * 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 | * Key processes and considerations in formulating stakeholder management strategy * Changes and trends in stakeholders' demands and priorities * Senior stakeholder engagement strategies and techniques |
| **Abilities** |  | * 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 organisatisation's position to respond to simple queries from stakeholders | * 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 contact point or representative for communicating with stakeholders, addressing queries and providing clarifications * 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 | * 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 with different groups of stakeholders * 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 | * 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 * Address escalated issues raised by or encountered with stakeholders | * 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 and engagement initiatives with key leaders and senior stakeholders * 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** |  | | | | | |