## TSC Category
General Management

## TSC
Stakeholder Management

### TSC Description
Manage organisation’s key stakeholders, strategic partners and investors to maintain high levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures.

### TSC Proficiency Description

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tr>
<td>MAR-GMT-3012-1.1</td>
<td>MAR-GMT-4012-1.1</td>
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<tr>
<td>Maintain working level relationships to support project implementation activities and create partnerships</td>
<td>Develop relationships, engage relevant stakeholders and facilitate alignment of stakeholders’ and project objectives</td>
<td>Cultivate relationships that create trust, long-term partnerships and collaborations, and drive engagement with stakeholders</td>
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### Knowledge
- Internal and external stakeholder mapping
- Activities involved in managing working level relationships
- Organisation’s policies, practices and procedures relating to feedback processes
- Relevant methodologies and platforms used in collecting feedback
- Considerations for data protection related to feedback collection
- Principles of negotiation
- Principles of conflict resolution
- Project coordination
- Stakeholder relations in project management
- Analysis techniques for interpreting stakeholder feedback
- Methods to clarify and understand different ideas and opinions
- Communication management for different target audiences
- Methods to identify levels of stakeholders’ influence and importance
- Industry best practices in relationship management
- Project management techniques
- Cultural awareness
- Organisation’s products, policies and processes
- Relevant legislative and regulatory requirements
- Key principles of strategic stakeholder engagement
- Matrix to assess strategic value of stakeholders
- Styles of strategic stakeholder management
- Stakeholder relationship management audit frameworks
- Industry best practices in information feedback procedures, methodologies and analysis
- Principles of change management and inter-cultural change management methods
- Cost-benefit analysis

### Abilities
- Execute feedback processes on practices and performance with relevant stakeholders
- Determine specific interests, expectations and influence of stakeholders
- Establish organisation guidelines for the development of information feedback
<table>
<thead>
<tr>
<th>Skills</th>
<th>Using appropriate platforms and procedures</th>
<th>Facilitate networking opportunities to build relationships</th>
<th>Formulate proactive processes that allow for cultural sensitivity in stakeholder engagement</th>
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<tbody>
<tr>
<td></td>
<td>• Document feedback from stakeholders, and highlight opinions and disagreements during interactions</td>
<td>• Engage relevant stakeholders to understand their project expectations and requirements</td>
<td>• Initiate early engagement to allow time for buy-ins and consultations with stakeholders</td>
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<td>• Refine activities in stakeholder management plans in alignment with feedback received from stakeholders</td>
<td>• Develop plans for early engagement to allow time for buy-ins and consultations with stakeholders</td>
<td>• Develop communication strategies to build and maintain successful relationships with key strategic stakeholders</td>
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<td>• Consider stakeholder interests in decision-making and operations to build trust</td>
<td>• Analyse and interpret collated feedback using appropriate analysis techniques</td>
<td>• Establish key stakeholder relationship management audit processes and criteria</td>
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<td>• Escalate conflict situations to relevant senior team members</td>
<td>• Address mismatched areas of expectation and refer to relevant project authorities for advice</td>
<td>• Collaborate with relevant senior stakeholders to ensure implementation of feedback processes</td>
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<td>• Maintain processes that allow for cultural sensitivity and managing conflicts</td>
<td>• Facilitate alignment of expectations between relevant stakeholders and project teams</td>
<td>• Review and approve information feedback procedures, methodologies and analysis techniques used in line with emerging trends and regulations</td>
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<td>• Implement communication plans to ensure that stakeholders are constantly kept informed</td>
<td>• Build relationships with relevant stakeholders throughout project lifecycles according to stakeholder management plans</td>
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