

**SKILLS FRAMEWORK FOR AIR TRANSPORT  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Stakeholder Management					
<b>TSC Description</b>	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
	<b>ATP-LDR-1006-1.1</b>	<b>ATP-LDR-2006-1.1</b>	<b>ATP-LDR-3006-1.1</b>	<b>ATP-LDR-4006-1.1</b>	<b>ATP-LDR-5006-1.1</b>	<b>ATP-LDR-6006-1.1</b>
	Maintain relations with team members and/or customers	Nurture positive internal and external relations with stakeholders	Administer communication plans to engage stakeholders to build and foster positive relationships	Develop plans to build positive and trustworthy relationships with stakeholders to attain joint objectives	Cultivate strong partnerships with stakeholders through optimal working relationships to achieve organisational goals	Formulate new strategic partnerships and lead negotiations to achieve key organisational goals by balancing needs of all stakeholders
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Concepts of stakeholder management</li> <li>• Communication skills</li> <li>• Conflict management</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of stakeholder management</li> <li>• Communication skills</li> <li>• Conflict management</li> <li>• Nature of relationships between airports, airport agencies, regulators, airlines and ground handling organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of stakeholder management</li> <li>• Stakeholder impact analysis techniques</li> <li>• Effective communication skills</li> <li>• Conflict management</li> <li>• Nature of relationships between airports, airport agencies, regulators, airlines and ground handling organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of stakeholder management</li> <li>• Stakeholder impact analysis techniques</li> <li>• Communication management for different target audiences</li> <li>• Conflict resolution techniques</li> <li>• Cultural awareness</li> <li>• Nature of relationships and sensitivities involved between airports, airport agencies, regulators, airlines and ground handling organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Principles and theories of stakeholder management</li> <li>• Change management</li> <li>• Inter-cultural factors in change management</li> <li>• Concept of emotional intelligence</li> <li>• Dispute resolution techniques</li> <li>• Influencing skills</li> <li>• Cost-benefit analysis</li> <li>• Nature of relationships and sensitivities involved between airports, airport agencies, regulators, airlines and ground handling organisations</li> <li>• Customer relationship management strategies</li> <li>• Objectives and costs of customer acquisition and retention</li> </ul>	<ul style="list-style-type: none"> <li>• Principles and theories of stakeholder management</li> <li>• Change management</li> <li>• Inter-cultural factors in change management</li> <li>• Concept of emotional intelligence</li> <li>• Dispute resolution techniques</li> <li>• Negotiation skills</li> <li>• Change management phases and strategies</li> <li>• Influencing skills</li> <li>• Cost-benefit analysis</li> <li>• Nature of relationships and sensitivities involved between airports, airport agencies, regulators, airlines and ground handling organisations</li> <li>• Customer relationship management strategies</li> <li>• Objectives and costs of customer acquisition and retention</li> </ul>

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<p><b>Abilities</b></p>	<ul style="list-style-type: none"> <li>• Utilise tact, diplomacy and courtesy when interacting with team members, customers and/or stakeholders</li> <li>• Escalate complex queries or requests to seniors and superiors</li> <li>• Maintain good relationships with team members, customers and/or stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate with stakeholders in line with authority levels</li> <li>• Consider interests of stakeholders during communication</li> <li>• Nurture relationships with formal and informal contacts to facilitate work progress</li> </ul>	<ul style="list-style-type: none"> <li>• Determine importance and influence of stakeholders on work progress</li> <li>• Propose plans to minimise resistance to new policies, programmes and/or processes</li> <li>• Implement communication plans to ensure stakeholders are updated on new developments, policies, programmes and/or processes</li> <li>• Seek opportunities to build relationships with formal and informal contacts to facilitate work progress</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate networking opportunities to build relationships with stakeholders</li> <li>• Conduct stakeholder impact analysis to assess the impact of new policies, programmes and processes on different stakeholders</li> <li>• Employ engagement techniques to manage stakeholders impacted by new policies, programmes and/or processes and fulfil alignment with mutual objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Form strategic partnerships and relationships with stakeholders through engagement</li> <li>• Formulate optimal working relationships and communication plans to secure stakeholder support for key organisational goals</li> <li>• Analyse new policies, programmes and/or procedures to determine stakeholder impact</li> <li>• Implement metrics to track customer satisfaction and engagement</li> <li>• Develop customer acquisition and retention programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate new stakeholder connections to achieve organisational strategic goals</li> <li>• Build relationships with stakeholders which engender mutual trust</li> <li>• Engage relevant stakeholders when making decisions to preserve a balance of organisational and political interests</li> <li>• Negotiate favourable terms with stakeholders and achieve stakeholder buy-ins</li> <li>• Form cross-functional relationships with both internal and external stakeholders</li> <li>• Drive customer satisfaction and engagement by studying insights derived from market research</li> </ul>
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