

**SKILLS FRAMEWORK FOR DESIGN  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE**

<b>TSC Category</b>	Stakeholder and Contract Management					
<b>TSC</b>	Stakeholder Management					
<b>TSC Description</b>	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					
<b>TSC Proficiency</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>
			DSN-CFC-3019-1.1	DSN-CFC-4019-1.1	DSN-CFC-5019-1.1	DSN-CFC-6019-1.1
			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
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Stakeholder mapping techniques</li> <li>• Stakeholders' roles and relationships, and their impact on the organisation</li> <li>• Range of communication channels, approaches and techniques</li> <li>• Stakeholder engagement strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of stakeholder relationships and levels of interest, power and impact</li> <li>• Process of setting and aligning expectations</li> <li>• Negotiation techniques and approaches</li> <li>• Conflict resolution techniques and approaches</li> <li>• Escalation procedures for handling disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis and planning approaches in stakeholder management</li> <li>• Evaluation techniques to prioritise stakeholder relationships</li> <li>• Negotiation styles and skills to gain consensus</li> <li>• Value added from stakeholder relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Key processes and considerations in formulating stakeholder management strategy</li> <li>• Changes and trends in stakeholders' demands and priorities</li> <li>• Senior stakeholder engagement strategies and techniques</li> </ul>

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<p><b>Abilities</b></p>			<ul style="list-style-type: none"> <li>• Conduct stakeholder mapping to identify facets and nature of relationships with and between stakeholders</li> <li>• Manage stakeholders' expectations and needs, based on the organisation's position and resources</li> <li>• Articulate each stakeholder's role and responsibilities</li> <li>• Serve as the organisation's main contact point or representative for communicating with stakeholders, addressing queries and providing clarifications</li> <li>• Represent the company's interests when interacting with stakeholders</li> <li>• Engage stakeholders regularly to set and align expectations and activities as well as to exchange feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse the complexities of stakeholder relationships and determine their level of interest, power and impact on the organisation</li> <li>• Examine stakeholder positions, agendas and priorities which may be explicitly articulated or unspoken</li> <li>• Develop a stakeholder engagement plan to guide communications with different groups of stakeholders</li> <li>• Set clear parameters and expectations of stakeholders' roles and responsibilities</li> <li>• Negotiate with stakeholders to align interests or goals and arrive at mutually-beneficial arrangements</li> <li>• Investigate problems or issues encountered in stakeholder relationships</li> <li>• Review feedback from stakeholders and affected parties, and recommend improvements to stakeholder management strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise stakeholder relationships based on in-depth analysis and the organisation's strategic objectives and direction</li> <li>• Develop a strategic stakeholder management roadmap, aligned to the organisation's vision</li> <li>• Lead discussions and negotiations to influence key stakeholder decisions</li> <li>• Address escalated issues raised by or encountered with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Establish the overall vision for how the organisation's and stakeholders' objectives can be shared or aligned</li> <li>• Anticipate changes in stakeholders' needs, demands, priorities and expectations</li> <li>• Optimise alignment of stakeholder management strategy with organisational goals</li> <li>• Lead strategic negotiations, discussions and engagement initiatives with key leaders and senior stakeholders</li> <li>• Represent the organisation to resolve major escalated issues involving critical stakeholders</li> <li>• Deepen relationships with critical senior stakeholders on an ongoing basis</li> <li>• Co-create shared goals, objectives and vision with senior leaders and stakeholders</li> </ul>
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