

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

<b>TSC Category</b>	Business 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 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>LNS-CFC-2019-1.1</b>	<b>LNS-CFC-3019-1.1</b>	<b>LNS-CFC-4019-1.1</b>	<b>LNS-CFC-5019-1.1</b>	
		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.	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Key stakeholder relationships</li> <li>Basic stakeholder communication techniques</li> </ul>	<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>	
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Identify key stakeholders and the organisation's relationship with them</li> <li>Identify stakeholder needs, positions and interests</li> <li>Coordinate basic activities /and processes with stakeholders on a day-to-day basis</li> <li>Apply knowledge of the organisation's position to respond to simple queries from stakeholders</li> </ul>	<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</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</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>	

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			<p>queries and providing clarifications</p> <ul style="list-style-type: none"> <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>	<p>stakeholders' roles and responsibilities</p> <ul style="list-style-type: none"> <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>		
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