

CFAM4.4.3

Build and manage stakeholder relationships



Overview

This is about building and maintaining good relationships with all stakeholder groups so that mutual understanding, trust and goodwill result, through establishing clear and open two-way communication. It includes understanding and responding to the environment within which the organisation operates.

For the purpose of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operation unit, with a relative degree of autonomy, within a larger organisation.

The abbreviation 'PR' denotes 'public relations' throughout this unit.

This unit is recommended for all levels of managers working within public relations. Such managers might be employed directly by the organisation or work for an agency/consultancy.

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Performance criteria

- You must be able to:*
- P1 identify the organisation's different stakeholder groups and establish their relationship with the organisation
 - P2 establish stakeholder opinion and attitude regarding the organisation, as well as their requirements from the organisation
 - P3 identify any actual or potential conflicts of interest amongst stakeholders with those of the organisation
 - P4 explore the consequences of corporate policies and actions upon key stakeholder groups
 - P5 identify any opportunities and threats to the organisation posed by its stakeholder groups
 - P6 prioritise the importance of the organisation's stakeholders in terms of communications needs
 - P7 develop and agree communications strategies for building and managing good relationships with identified stakeholders and stakeholder groups
 - P8 advise and agree with the organisation's senior team communications actions designed to manage stakeholder expectations and relationships
 - P9 monitor stakeholder's ongoing attitudes and expectations regarding the organisation and adjust communications strategies and actions accordingly
 - P10 operate within relevant legal and regulatory frameworks

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the different types of stakeholder, including normative and derivative
- K2 stakeholder mapping and analysis, and its role in informing PR strategy
- K3 the importance of planning, research and evaluation in the design of PR programmes
- K4 how stakeholders can impact upon corporate reputation
- K5 legal and regulatory frameworks within which stakeholders operate

You need to know and understand:

Industry/sector specific knowledge and understanding

- K6 legal, regulatory and ethical requirements affecting PR strategies for stakeholder groups

You need to know and understand:

Context specific knowledge and understanding

- K7 the market within which the organisation operates
- K8 the organisation's principal products/services
- K9 the organisation's various publics, their needs and expectations relevant to the organisation
- K10 the organisation's key stakeholders, their requirements and any potential conflicts of interest
- K11 the communications strategies and tactics of different stakeholder groups

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Additional Information

Behaviours

1. You listen actively to stakeholders, collecting opinion and use this to inform PR campaigns
2. You demonstrate a clear understanding of different stakeholders and their real and perceived needs
3. You demonstrate a collaborative style designed to build trust and goodwill
4. You present information clearly, concisely and accurately
5. You articulate any assumptions made and risks involved in understanding a situation

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