

CFAM4.4.5

Manage business and political relationships and lobby for influence



Overview

This is about building and maintaining strong working relationships with government, quangos, business and pressure groups so that in-coming and/or existing legislation is positive towards the organisation. This includes monitoring the socio-economic and political environments for issues and identifying risk, developing messages and targeting parties to be approached, and involvement in the decision-making process through the lobbying of these groups or individuals.

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 middle and senior public relations practitioners working, for example, in public affairs and political lobbying. Such managers might be employed directly by the organisation or work for a PR agency/consultancy.

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Performance criteria

- You must be able to:*
- P1 identify different stakeholder groups in government and the political environment and establish their requirements and interests in relation to the organisation's area of business
 - P2 monitor the socio-economic and political environments, and identify issues relevant to the organisation's area of business
 - P3 assess the potential impact of identified issues and proposed legislation upon the organisation, identifying consequent opportunities and threats
 - P4 develop and agree objectives and strategies to address particular opportunities and threats, identifying key stakeholder groups to be targeted and activities towards maximising the required influence
 - P5 identify public affairs activity and political communications methods designed to fulfil the agreed objectives and strategies
 - P6 engage in the direct or indirect lobbying of politicians and civil servants towards achieving agreed objectives
 - P7 monitor and evaluate the effectiveness of lobbying and public affairs activity, adjusting plans and actions accordingly to achieve the stated objectives
 - P8 build and maintain effective professional relationships with key political stakeholders
 - P9 operate within relevant legal regulatory frameworks and codes of practice

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the structure of government and the civil service, and the principal differences between these, and the different structures across Westminster, the Scottish Parliament, the Welsh Assembly and the Greater London Assembly
- K2 parliamentary procedures and protocols
- K3 the workings of parliament and government, and the lobbyist's role in exercising influence
- K4 the public policy and administration process
- K5 the mechanics of the legislative process, and associated procedures
- K6 public affairs techniques and how to use these towards influencing government
- K7 public relations techniques and how these can strengthen public affairs activity
- K8 how the political media operates

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 legal, regulatory and ethical requirements affecting the lobbying for influence and within which public affairs practitioners operate, relevant to the organisation's industry
- K10 the sectors and circumstances in which public affairs practitioners operate, relevant to the organisation's industry

You need to know and understand:

Context specific knowledge and understanding

- K11 the market in which the organisation operates
- K12 key external and internal developments affecting the organisation, the nature of their impact, and the implications for public affairs campaigns and lobbying for influence
- K13 the organisation's key stakeholders, and their interests and requirements relating to the organisation

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Additional Information

Behaviours

1. You identify issues and trends and recognise their potential impact upon the organisation's future business activities
2. You anticipate likely future scenarios based upon a realistic analysis of trends and developments
3. You present ideas and arguments clearly, concisely and convincingly
4. You identify clearly the value and benefits to people of a proposed course of action
5. You show sensitivity to the needs and interests of others, and manage these effectively
6. You listen actively, and ask questions, clarifying points to check mutual understanding

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