### **Scheme of Work**

**COURSE:** ABE Level 6 Strategic Stakeholder Relationships

| **Element, Learning Outcome and assessment criteria** | Session title | **Topics covered** | **Approx.**  **Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| --- | --- | --- | --- | --- | --- | --- |
| E1, LO1  1.1 | The importance of stakeholder analysis | The importance of stakeholder analysis  Methods of identifying stakeholders in relation to a project  Characteristics of stakeholders  Stakeholder interests  Stakeholder interest acronym SPECTRES | 4-5 HOURS | 6USSR Session Plan E1 – Session 1 | 6USSR Presentation E1 | **6USSR E1 LO1 ACTIVITY 1** – Appreciative Enquiry **6USSR E1 LO1 ACTIVITY 2** - The role of connectors as a specific stakeholder role  **6USSR E1 LO1 ACTIVITY 3** – Needs versus interests  **6USSR E1 LO1 ACTIVITY 4** – Conduct a SPECTRES analysis of stakeholder interest |
| E1, LO1  1.2 | The strategic influence and potential impact of different stakeholders | Analyse the range of stakeholders and their strategic influence  Identifying the strategic influence and potential impact that different stakeholders have on projects  Diffusion of innovations | 4-5 HOURS | 6USSR Session Plan E1 – Session 2 | 6USSR Presentation E1 | **6USSR E1 LO1 ACTIVITY 5** – The difference between different stakeholders in regard to the influence/power and interest  **6USSR E1 LO1 ACTIVITY 6** – Apex supporters, agonists and neutrals  **6USSR E1 LO1 ACTIVITY 7** Class classifications  **6USSR E1 LO1 ACTIVITY 8 –** Diffusion of change. Identifying how stakeholders impact specific projects |
| E1, LO1  1.2 | Apex stakeholder strategy | Apex stakeholder strategy | 3-4 HOURS | 6USSR Session Plan E1 – Session 3 | 6USSR Presentation E1 | **6USSR E1 LO1 ACTIVITY 9 –** Sociogram  **6SSR E1 LO1 ACTIVITY 10** – Inter-relationship map  **6SSR E1 LO1 ACTIVITY 11** – Managing stakeholder relationships - Contractors |
| E2, LO2  2.1 | Mapping the stake of different stakeholders | Understanding the stake of different stakeholders  Stakeholder Mapping  Stakeholder triage  Force field analysis  Transformers | 3-4 HOURS | 6USSR Session Plan E2 – Session 1 | 6USSR Presentation E2 | **6USSR E2 LO2 ACTIVITY 1** – Different stakes  **6USSR E2 LO2 ACTIVITY 2** – Executive pay  **6USSR E2 LO2 ACTIVITY 3** – Stakeholder Triage  **6USSR E2 LO2 ACTIVITY 4** – Force field analysis  **6USSR E2 LO2 ACTIVITY 5** – Stakeholder impact |
| E2, LO2  2.2 | Prioritising the use of resources | Transformers  Stakeholder engagement  Stakeholder benefits matrix  Identification of the main stakeholder, how they fit and who they are connected with  Resource planning | 3-4 HOURS | 6USSR Session Plan E2 – Session 2 | 6USSR Presentation E2 | **6USSR E2 LO2 ACTIVITY 6** – ‘Broadcast’ priorities  **6USSR E2 LO2 ACTIVITY 7** – Examples of strategic postures  **6USSR E2 LO2 ACTIVITY 8** – What’s in it for the stakeholder?  **6SSR E2 LO2 ACTIVITY 9** –Inter-relationship between stakeholders  **6SSR E2 LO2 ACTIVITY 10**– Resource Planning |
| E2, LO2  2.3 | Reviewing the success of the engagement plan | Review the success of the engagement plan objectives  Checking the receipt and understanding of the message by key stakeholder groups  Review success of engagement plan over time against objectives | 3-4 HOURS | 6USSR Session Plan E2 – Session 3 | 6USSR Presentation E2 | **6USSR E2 LO2 ACTIVITY 11** – Response rates  **6USSR E2 LO2 ACTIVITY 12** – Stakeholder balance sheet |
| E2, LO2  2.4 | Responding to stakeholders’ perceptions and/or adapting to changing conditions | Revise messaging to improve receipt and retention of message  Balanced Stakeholder Engagement Scorecard  Stakeholder engagement maturing levels | 3-4 HOURS | 6USSR Session Plan E2 – Session 4 | 6USSR Presentation E2 | **6SSR E2 LO2 ACTIVITY 13** – PR dream or disaster?  **6SSR E2 LO2 ACTIVITY 14 –** Balanced stakeholder engagement scorecard  **6SSR E2 LO2 ACTIVITY 15 –** Stakeholder engagement maturity model |
| E3, LO3  3.1 | Key components of the message that needs to be communicated | Key components of the message that need to be communicated  Crafting the message  Adapting the message  Q&A and FAQ’s  Storytelling | 4 HOURS | 6USSR Session Plan E3 – Session 1 | 6USSR Presentation E3 | **6SSR E3 LO3 ACTIVITY 1** – Crafting a message  **6SSR E3 LO3 ACTIVITY** 2 – Adapting the message  **6SSR E3 LO3 ACTIVITY 3** – Storytelling |
| E3, LO3  3.1 | Customising the message for different stakeholder group | Going beyond logic  Gentle Persuasion  Stakeholder Engagement as part of corporate culture | 3-4 HOURS | 6USSR Session Plan E3 – Session 2 | 6USSR Presentation E3 | **6SSR E3 LO3 ACTIVITY 3b** – Skills you bring  **6SSR E3 LO3 ACTIVITY 4** - Persuasion  **6SSR E3 LO3 ACTIVITY 5** – Cultural review |
| E3, LO3  3.2 | Communications that will engage the key strategic stakeholders | Stakeholder Engagement as part of corporate culture  Critique of different communications methods for distinctive stakeholder segments  Plan campaign to achieve an integrated approach  Lobbying and the use of public affairs | 3-4 HOURS | 6USSR Session Plan E3 – Session 3 | 6USSR Presentation E3 | **6SSR E3 LO3 ACTIVITY 6** – Communication methods  **6SSR E3 LO3 ACTIVITY 7** – A basic stakeholder communication plan  **6SSR E3 LO3 ACTIVITY 8** – The climate change lobby |
| E4, LO4  4.1 | Assess stakeholder response to your engagement campaign | Identifying and managing resistance  Delivering tough messages | 4-5 HOURS | 6USSR Session Plan E4 – Session 1 | 6USSR Presentation E4 | **6SSR E4 LO4 ACTIVITY 1** – Review the response cycle  **6SSR E4 LO4 ACTIVITY 2** – Identifying and managing resistance  **6SSR E4 LO4 ACTIVITY 3** - Creating a tough message |
| E4, LO4  4.2 | Practical ways of managing and resolving conflict | Dealing with conflict and escalation of conflict  Use of negotiation  Ethical approaches to messaging  Crisis management | 4-5 HOURS | 6USSR Session Plan E4 – Session 2 | 6USSR Presentation E4 | **6SSR E4 LO4 ACTIVITY 4** – Escalation of conflict  **6SSR E4 LO4 ACTIVITY 5** - Negotiate  **6SSR E4 LO4 ACTIVITY 6** – Ethical messaging  **6SSR E4 LO4 ACTIVITY 7** – The Clarkson principles  Continue to work on assignment for this unit so that it is ready to submit by the deadline. |