### **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 analysisMethods of identifying stakeholders in relation to a projectCharacteristics of stakeholdersStakeholder interestsStakeholder 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, LO11.2 | The strategic influence and potential impact of different stakeholders | Analyse the range of stakeholders and their strategic influenceIdentifying the strategic influence and potential impact that different stakeholders have on projectsDiffusion 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, LO11.2 | 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, LO22.1 | Mapping the stake of different stakeholders  | Understanding the stake of different stakeholdersStakeholder MappingStakeholder triageForce field analysisTransformers | 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, LO22.2 | Prioritising the use of resources  | TransformersStakeholder engagementStakeholder benefits matrixIdentification of the main stakeholder, how they fit and who they are connected withResource 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, LO22.3 | Reviewing the success of the engagement plan | Review the success of the engagement plan objectivesChecking the receipt and understanding of the message by key stakeholder groupsReview 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, LO22.4 | Responding to stakeholders’ perceptions and/or adapting to changing conditions | Revise messaging to improve receipt and retention of messageBalanced Stakeholder Engagement ScorecardStakeholder 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, LO33.1 | Key components of the message that needs to be communicated  | Key components of the message that need to be communicatedCrafting the messageAdapting the messageQ&A and FAQ’sStorytelling | 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, LO33.1 | Customising the message for different stakeholder group | Going beyond logic Gentle PersuasionStakeholder 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, LO33.2 | Communications that will engage the key strategic stakeholders | Stakeholder Engagement as part of corporate cultureCritique of different communications methods for distinctive stakeholder segmentsPlan campaign to achieve an integrated approachLobbying 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, LO44.1 | Assess stakeholder response to your engagement campaign | Identifying and managing resistanceDelivering 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, LO44.2 | Practical ways of managing and resolving conflict | Dealing with conflict and escalation of conflictUse of negotiationEthical approaches to messagingCrisis 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 principlesContinue to work on assignment for this unit so that it is ready to submit by the deadline. |