

# Stakeholder Management Framework

Leadership | Original applied model | Portfolio version 1.0

A stakeholder operating model based on interest, influence, contribution, decision authority, information needs, participation moments, and escalation paths.

## Problem it solves

Stakeholder maps often categorize people but do not clarify decision rights, contributions, communication needs, conflicts, or participation.

## When to use it

- A product spans multiple functions or organizations.
- Decision ownership and participation are unclear.
- Stakeholder conflict repeatedly delays delivery.
- Regulated or operational reviews require specialist involvement.

## When not to use it

- As a political ranking exercise.
- When the map will not affect engagement behavior.
- When stakeholders are excluded to avoid disagreement.

## Inputs

- Product decision and scope
- Stakeholder groups and representatives
- Roles and expertise
- Decision authority
- Information and communication needs
- Known conflicts and dependencies

## Process

- 1. Identify** - List decision owners, contributors, reviewers, informed groups, and user representatives.
- 2. Characterize** - Assess interest, influence, contribution, authority, information needs, and impact.
- 3. Design participation** - Define when and how each stakeholder contributes.
- 4. Clarify decisions** - Document who recommends, decides, reviews, executes, and is informed.
- 5. Plan communication** - Set message, format, cadence, owner, and feedback channel.
- 6. Manage conflict** - Expose competing objectives, trade-offs, escalation, and resolution paths.

**7. Review** - Update the model as scope, risk, and organization change.

## Decision points

- Who owns the decision?
- Whose evidence is necessary?
- Who can block or materially change the outcome?
- Where is specialist review mandatory?
- How will disagreement be resolved?

## Outputs

- Stakeholder map
- Decision-rights model
- Engagement plan
- Communication plan
- Conflict and escalation log
- Review cadence

## Success measures

- Decision turnaround
- Stakeholder attendance and contribution
- Unresolved blockers
- Rework from late input
- Communication effectiveness
- Alignment confidence

## Portfolio application

I use this approach in multi-function enterprise delivery, multi-agency Smart City work, regulated Life Sciences workflows, and roadmap alignment.

## Common pitfalls

- Equating seniority with contribution.
- Inviting everyone to every meeting.
- Consulting stakeholders after decisions are effectively made.
- Leaving decision ownership ambiguous.
- Using communication as one-way status reporting.

## Skills demonstrated

- Stakeholder leadership

- Decision rights
- Facilitation
- Executive communication
- Conflict resolution
- Cross-functional alignment

## **Interview discussion prompts**

- How do you handle a powerful stakeholder who disagrees?
- How do you define decision rights?
- How do you prevent stakeholder overload?
- When do you escalate?

**This is a portfolio framework and is not legal, regulatory, compliance, financial, or medical advice.**