

Track	Advisory and Advocacy		
TSC Category	Management		
TSC	Stakeholder Management*		
TSC Description	Manage relationships with or between internal and external stakeholders of the organisation		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Identify key stakeholder relationships, needs and interests, and coordinate with stakeholders on simple matters	Engage with key stakeholders, and adapt communication to meet their needs and balance competing interests	Align with and influence high-level stakeholders, and serve as trusted advisor in high-stakes situations
Knowledge	- Techniques to identify key stakeholder relationships - Basic stakeholder communication techniques - Basic conflict resolution techniques and approaches - Escalation procedures for handling disputes	- Stakeholder communication and engagement strategies - Conflict resolution techniques and approaches - Analysis of stakeholder relationships and levels of interest, power and impact	- Power dynamics and influence of various stakeholders - Changes and trends in stakeholders' demands and priorities - Senior stakeholder engagement strategies and techniques - Principles of situational awareness
Abilities	- Identify key stakeholders of the legal department (e.g., business units, leadership, regulators), and their role within or relationship with the organisation - Identify and understand stakeholders' needs and expectations - Communicate and/or coordinate with stakeholders on simple or routine matters (e.g., simple legal advice, contract signing, routine regulatory inquiries) - Resolve minor conflicts or concerns with or between operational stakeholders - Identify issues or complex queries for escalation to senior team members	- Engage key stakeholders to manage and align expectations - Examine and identify stakeholder needs and expectations which may be implicit or unspoken - Adapt communication style based on stakeholders' needs and expectations (e.g., simplify legal language for business units, use formal language with regulators) - Manage conflicts with stakeholders - Review feedback from stakeholders and recommend improvements to stakeholder management strategy	- Develop and nurture strategic relationships with high-level stakeholders - Establish alignment with high-level stakeholders to integrate legal considerations into organisational goals - Navigate stakeholders' needs, priorities and expectations, and align legal strategies accordingly - Deliver persuasive, high-impact communications to influence key stakeholder decisions - Manage discussions and/or negotiations for complex or high-stakes situations with stakeholders
Job Roles	Legal Counsel	- Legal Counsel - Senior Legal Counsel	General Counsel

*Under the Skills Framework for Legal Services, this TSC is known as Stakeholder Management for Legal Professionals.