

A ladder of stakeholder management and engagement (*Friedman and Miles 2006:162*)

		Stakeholder management tool and nature of response	Intention of engagement	Level of influence	Style of dialogue and associated examples
Degrees of stakeholder power	Proactive or responsive/trusting	12. Stakeholder control	Majority representation of stakeholders in decision-making process	Forming or agreeing to decisions	Multi-way dialogue e.g. community projects
		11. Delegated power	Minority representation of stakeholders in decision-making process		Multi-way dialogue e.g. board representation
		10. Partnership	Joint decision-making power over specific projects		Multi-way dialogue e.g. joint ventures
		9. Collaboration	Some decision-making power afforded to stakeholders over specific projects		Multi-way dialogue e.g. strategic alliances
Degrees of involvement		8. Involvement	Stakeholders provide conditional support; if conditions are not met support is removed. The organisation decides the extent of the conformity	Having an influence on decisions	Multi-way dialogue e.g. constructive dialogue
		7. Negotiation			Multi-way dialogue e.g. reactive bargaining
Degrees of tokenism	Responsive/neutral	6. Consultation	Organisation has the right to decide. Stakeholders can advise. Appease the stakeholder	Being heard before a decision	Two-way dialogue e.g. questionnaires, interviews, focus groups, task forces, advisory panels
		5. Placation	Stakeholders can hear and be heard but have no assurance of being heeded by the organisation		
		4. Explaining	Educate stakeholders		
3. Informing	Knowledge about decisions	Two-way dialogue e.g. workshops			
Non-participation		Autocratic/cynical	2. Therapy	'Cure' stakeholders of their ignorance and preconceived beliefs	One-way dialogue e.g. verified corporate reports
			1. Manipulation	'Misleading' stakeholders, attempting to change stakeholder expectations	One-way dialogue, e.g. briefing sessions, leaflets, magazines, newsletters, corporate reports other publications