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Tractivity®

Are we all Stakeholder Managers now?

15 September 2026

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About Rhion ...



- Founder of the Consultation Institute
- Joint author of ***The Art of Consultation*** (2008)
and ***The Politics of Consultation*** (2018)
- Specialist in the law of consultation
- As **Consulta**Tractivity[®]**RU**, adviser to many organisations including
- Author of the **FOUR FUNCTIONS FRAMEWORK** and regular Blogs on



***“It’s not a great title,
Dad!”***

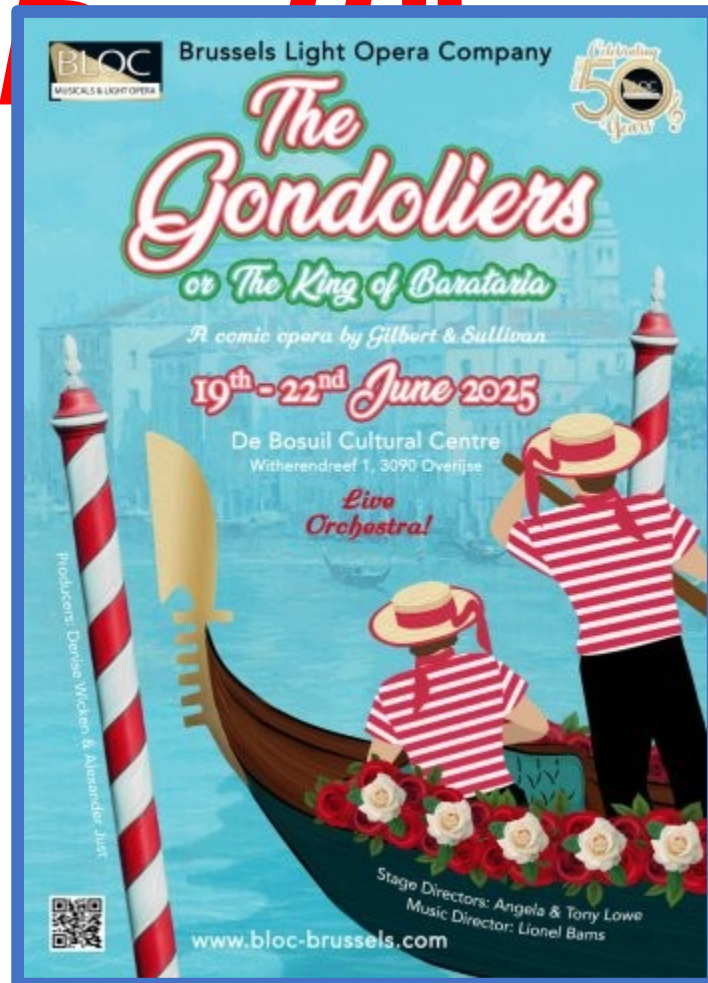


Why upset your
audience?

Why tell them
it’s a job anyone
can do?



“It’s not a great title,



**“When everyone
is somebody
then no-one’s
anybody.”**

WS Gilbert, 1889



What is stakeholder management ?

**A specialist
function
OR
a general
management**



Can it be

both?

both?



Look what happened to Quality management!

***‘We are **all**
quality managers
now!’***

***...and
safety .***

...and HR ...





Who does stakeholder management?

What's in a name?

- Director of Stakeholder Relations
- Stakeholder Management Adviser
- Head of Stakeholder engagement
- Public & Stakeholder communications office
- Stakeholder engagement co-ordinator
- Data analyst – Stakeholder relations
- Strategic stakeholder communications specialist
- Project stakeholder liaison team leader

Etc etc etc





Who does stakeholder management?

What's in other names?

- Director of external affairs
- Senior Communication
- Consultation Officer
- Senior Policy Adviser
- Head of engagement
- Business Development Manager
- Economic Development Specialist
- Business change consultant

Many job roles do not specifically refer to **stakeholders** but are very heavily focused on stakeholder management



The inspiration for Stakeholder management

- **Edward Freeman,**
- Professor of Business Administration, University of Virginia
- 1984 – Published ***Strategic Management: A Stakeholder Approach.***
- Creating value through stakeholder relationships



An antidote to the theory of



The evolution of Stakeholder management

- **Freeman** defined the subject and the need for a **stakeholder *mindset***
- Focus on stakeholder engagement
- Adoption within project management – especially IT.
- Proliferation of dialogue methods
- Standards – eg Accountability 2015 and now 2026
- **Embedding *best practice* into organisations as a key core competence**

Enterprise- wide stakeholder engagement





Enterprise- wide stakeholder



Day-to-day management of some stakeholders is not the same as taking responsibility for the full range of your organisation's stakeholders



A definition of Stakeholder

re

**Securing and deploying the resources
to devise and implement a strategy
for stakeholder relationships that
aligns with an organisation's mission
and objectives**



The dynamics of stakeholder management (1)

Understanding their influence

- **Existential critical stakeholders** – whose actions/behaviour can pose existential threats or opportunities
- **Mission enhancing stakeholders** – whose actions/behaviour can help you achieve better outcomes
- **Mission desirable stakeholders** – where is it



The dynamics of stakeholder management (2)

The goals of a stakeholder strategy

- **Stakeholder acquiescence** - able to tolerate you or your project
- **Stakeholder co-operation** - to help you meet your own goals
- **Stakeholder support** - to strengthen your reputation
- **Stakeholder partnership** - to share the pain and/or pleasure



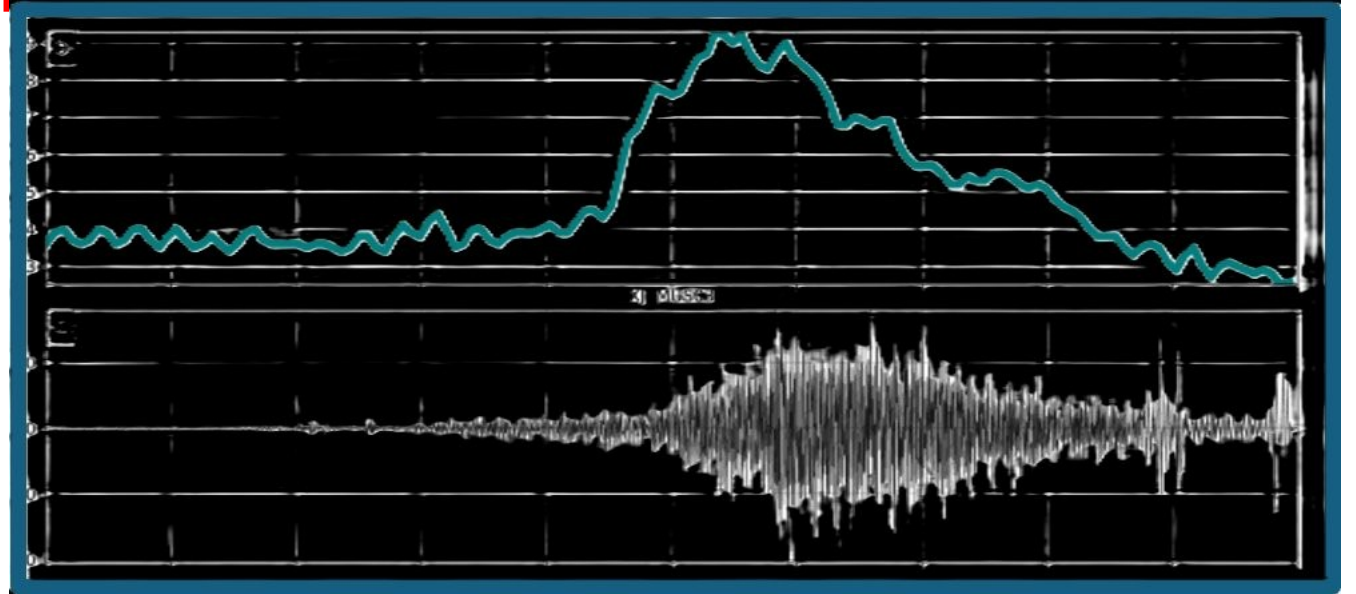
The dynamics of stakeholder management (3)

Converting into
operational
activities

- **Stakeholders to inform** – to ensure they hear *your* key messages
- **Stakeholders to hear** – to ensure you hear *their* key messages
- **Stakeholders to dialogue** – where you need an informed discussion
- **Stakeholders to consult** – to seek views on specific proposals, policies or programmes
- **Stakeholders to collaborate** –



Challenging at times of stability



**Critical in more turbulent
times**



The usual mix of political issues

Prison chaos as Burnham calls halt to early release

British drones strike targets inside Russia

Weapons made by two...

Ukraine have hit R...

Dominic Raab said in Kyiv that British drones have been used to strike targets on the Russian mainland for the first time. Drones made by two UK companies have been supplied to Ukraine, part of its deep air strike campaign. Deep strikes, using long-distance drones to hit industrial and military targets in Russian territory, have caused more than £50 billion of economic damage, leading to fuel shortages and blackouts. Targets have included oil refineries, power stations, and chemical plants.

Social media giants defy UK crackdown on online safety

• Zuckerberg joins Musk and will ease restrictions
• Facebook for help to help...

Burnham calls for consensus on 'urgent' fix for social care crisis

NHS MUST REFORM OR DIE, SAYS PM

...report warns health service is in a 'critical condition' ... overhaul - but can he deliver?



...Arabia after saying that Russia had carried out hundreds of attacks on his people in the past week. Jonathan Pow...

...tomorrow, to avoid a repeat of the disastrous Oval Office row with President Trump. The prime minister is also attempting to convince Trump to resume intelligence...

£250 a year off bills for living near new pylons

...ing shake-up will also strip quangos of...



But now ... something



FINANCIAL TIMES

TUESDAY 30 JUNE 2026

UK £3.70, Republic of Ireland €4.10



How the great wealth transfer will hit Wall St

BIG READ, PAGE 21

Is AI an exoskeleton for the mind?

SARAH O'CONNOR, PAGE 23

Burnham pledges rewiring of state in bid to spread growth across country

Briefing

• BAT to slash one in global jobs amid rev
British American Tobacco
makes Dunhill and Lucky
cigarettes, is axing almost
of its workforce as it rebo
outsources 9,000 jobs and

The Guardian

Tuesday
30 June 2026
£3.50 | €4.00
From £2.40 for subscribers

Burnham puts No 10 North at heart of bid to 'rewire' Britain

London private and merchant "retired stylist" whose son paid for bank, for a two-week period that Farage's staff, security, accommo-
dation, and food, according to The Guardian. Taking into account

Burnham will give mayors tax cash for cities

- Devolution plan for new spending freedoms
- PM to also address defence, care and jobs

Sparks fly over Andy's 'radical rewiring'

■ 'King of the North' vows to pull plug on rule from
■ But Badenoch warns of power blackout unless the PM-in-waiting takes helm before long summer break



Current affairs
Andy Burnham
warns to give
regional leaders
power as Wales
Badenoch made
speech call about
potential threat



GOV.UK

Home > Rewiring the State - Cabinet Statement

Cabinet Office

Policy paper
Rewiring the State - Cabinet Statement (HTML)
Published 31 July 2026



Many institutions & related activities face change & upheaval ...

- Central Government departments
- Local authorities
- Housebuilders
- Police & Fire
- Regulators
- Planners
- Utilities
- NHS

Disruption to long-standing interfaces and relationships



... affecting many people
in many parts of your
organisation

... who need

... *second*

The need for a collective
response

... *tently*





A football case study



KFA



- How the world of football responded to the FIFA proposal to part-privatise the
- ~~World Cup~~ associations did not delegate to their stakeholder management teams...
- Mobilised the **whole** organisation
- Starting at the top.





Change is not always **Big Bang**

- Slow, steady, drip-fed amendments
- One announcement followed by another ...
- Minor changes but in aggregate adding up ...
- Learn techniques to adapt



**Dynamic
alignment**



Managing change is about **ANTICIPATION** - seeing the full **picture!**

- Not always easy to see the wider story
- You need **all** the eyes and ears of those who meet and interface with your stakeholders.
- Most will just engage ... but those who manage the stakeholder relationships need to be good!



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Coming soon:

The Stakeholder engagement room

– LIVE!

15 September 2026

– a chance to discuss these themes further

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