

Stakeholder management and High Reds

This document provides an insight into how people with the iMA High Red communication style will perceive the principles and application of stakeholder management. To get the benefit of this page you first need to understand your own preferred style (or colour) and, ideally, those of your colleagues.

This page follows the format of the Praxis stakeholder management plan. Since the policy section is common to all Praxis management plans you can view that in a separate document available [here](#).

Goals

The goals of stakeholder management are to:

- ensure that the views and attitudes of all stakeholders are understood;
- influence stakeholders to be supportive of the work wherever possible;
- maximise the impact of supportive stakeholders;
- minimise the impact of unsupportive stakeholders.

A High Red would typically propose or want to see:

- action taken quickly to engage with stakeholders to maximise opportunity;
- assessment of stakeholders and the value from engagement done in a dispassionate way;
- a tangible and ideally quantitative approach
- evidence of the benefit of stakeholder engagement activities;
- a concise and efficient process for engaging with stakeholders;
- that they have maximum freedom to take action as they believe necessary.

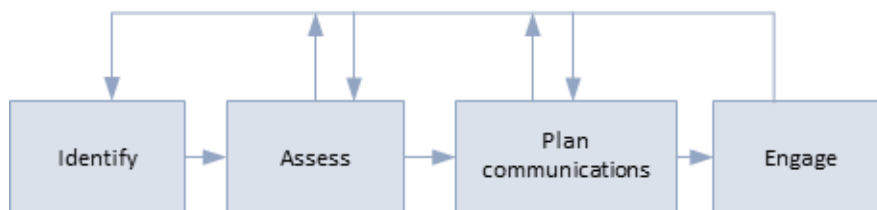
A High Red would typically be perceived as:

- comfortable with engaging stakeholders but in a limited and formal fashion;
- taking a direct approach to engaging with stakeholders;
- dismissive of what they may perceive as unnecessary process;
- dismissive of stakeholder behaviours that they perceive as hindering action and results.



Procedure

When defining or implementing the specific steps in the stakeholder management procedure a High Red would focus in the following ways.



Identify

A High Red would typically propose or want to see:

- quantitative rather than qualitative output from tools and techniques that facilitates speedy decision making regarding who will be engaged and to what degree;
- the minimum amount of assessment necessary to allow decisions to be made and actions agreed;
- flexible approaches which act as guidance with the final decision being made by those responsible for engagement;

Assess

A High Red would typically propose or want to see:

- quantitative rather than qualitative output from tools and techniques that allow objective decision making;
- the minimum amount of assessment necessary to allow decisions to be made regarding who, how and when stakeholders should be engaged with;
- flexible approaches that act as guidance, with the final decision being made by those responsible for engagement.

Plan communications

A High Red would typically propose or want to see:

- a focus on those with high influence and power;
- probable outcomes from the communication being identified quickly (and ideally leaders being allowed to make decisions regarding what can be achieved);
- low levels of contingency in the planned effort for communication.

Engage

A High Red would typically propose or want to see:

- clear and formally recorded accountabilities;
- formally recorded constraints and decision making procedures;
- timely monitoring and control to ensure that people are being held to account for engaging with and influencing them as agreed;
- a high level of monitoring and control over the engagement activities.