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

		Stakeholder management tool ands 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
Degrees of involvement		**9. Collaboration**	Some decision-making power afforded to stakeholders over specific projects		Multi-way dialogue e.g. strategic alliances
		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	Knowledge about decisions	Two-way dialogue e.g. workshops
		3. Informing			One-way dialogue e.g. verified corporate reports
Non-participation	Autocratic/ cynical	**2. Therapy**	'Cure' stakeholders of their ignorance and preconceived beliefs		One-way dialogue, e.g. briefing sessions, leaflets, magazines, newsletters, corporate reports other publications
		1. Manipulation	'Misleading' stakeholders, attempting to change stakeholder expectations		