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Terminology policies — Development and implementation

Politiques terminologiques — Élaboration et mise en œuvre

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Foreword

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ISO 29383 was prepared by Technical Committee ISO/TC 37, *Terminology and other language and content resources*, Subcommittee SC 1, *Principles and methods*.

This International Standard is based in parts on the recommendations given in the document *Guidelines for Terminology Policies: formulating and implementing terminology policy in language communities*, published by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 2005.

Introduction

This International Standard is designed for policy makers working in different environments, from language planning to for-profit companies.

The requirements concerning the development and implementation of a terminology policy can differ tremendously in these environments as well as from case to case. No two situations are exactly alike and, even in a seemingly homogenous context, each terminology policy is necessarily individual and custom-made. This International Standard therefore aims to provide guidance on general principles for the design of an individual policy to be tailored to a specific set of circumstances. It does so by recommending a variety of actions that have proven to be helpful in different situations. Some of these recommendations will be essential in any policy environment, while others may not be relevant.

Terminology policies can take very different forms, depending on the context. In a national context, a terminology policy can take the form of a legal document or, at least, part of such, for instance of a language, education or information policy. Similarly, the terminology policy within a large non-governmental or intergovernmental organization may be complex since it has to address a very complex and political situation and various levels of interoperability (cultural, political, semantic, ...). In private corporations and smaller organizations, a terminology policy usually takes the form of guidelines or references for terminology management, workflow and the use of technology to support it; it is usually presented in a short document, often not even referring to terminology as such. Distinctions between these vary and what is imperative in one company, community or organization, may be irrelevant in another. Due to the ever-increasing interlinking of public and private endeavours, the high degree of diversity of organizational or institutional organizations, and rapidly changing environments, it is helpful to have all aspects included in one standard.

Terminology policies — Development and implementation

1 Scope

This International Standard provides policy makers in governments, administration, non-profit and commercial organizations with guidelines and a methodology for the development and implementation of a comprehensive policy or strategy concerning the planning and management of terminology.

This International Standard defines key concepts and describes scenarios and environments which may require different kinds of terminology policies. It also places terminology policies in the broader context of institutional strategic frameworks.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 1087-1, *Terminology — Vocabulary — Part 1: Theory and application*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 1087-1 and the following apply.

3.1
planning
act or process of preparing a detailed proposal, developed in advance, for doing or achieving something

3.2
strategic plan
comprehensive, integrative programme that considers, at a minimum, the future of current decisions, overall policy and organizational development, representing what must be done in order to achieve long-term objectives and goals

3.3
terminology planning
activities aimed at developing, improving, implementing and disseminating the terminology of a subject field

NOTE   Terminology planning involves all aspects of terminology work and has among other objectives the objective of achieving vocabulary control through such normative documents as thesauri and terminology standards.

[ISO 1087-1:2000, definition 3.6.4]

3.4
policy
set of principles and strategies which guide a course of action for the achievement of a given goal

3.5
terminology policy
policy formulated at the level of decision-making in a language, domain or professional community, with the aim of developing or regulating emerging or existing terminologies for various purposes

3.6
terminology policy implementation
all efforts to gain acceptance of the terminology policy

3.7
terminology product
product that supports special language use or the field of terminology

NOTE   Products that support special language use refer to dictionaries, databases, and other products for the dissemination of specialized terminology while products that support the field of terminology refer to journals, training manuals, tools, etc.

[ISO 22128:2008, definition 3.13]

3.8
language community
community of people defined through common use of a shared linguistic code and cultural specifications

NOTE   Language communities are not necessarily confined within geopolitical boundaries and may be distributed in several, sometimes distant, locales within a region, country, continent or globally.

3.9
linguistic norm
set of language conventions which is considered to be the shared linguistic standard of a language community

NOTE   There may be many kinds of variations (such as dialects) whose conventions deviate from the linguistic norm.

3.10
language engineering
subject field dealing with natural language processing (NLP)

NOTE   Sometimes erroneously used synonymously with language planning.

3.11
language planning
planning activity involving a deliberate effort to positively influence the function, structure or acquisition of a language or language variety within a speech community

3.12
status planning
part of language planning that concerns the official designation and regulation of the status of a language or languages in society at large or in particular domains or contexts

3.13
corpus planning
part of language planning that concerns the development and standardization of the corpus of a language

NOTE   Corpus planning activities include the standardization and recording of orthography, development of a standard variety, standardization of grammar, standard pronunciation rules, development of a writing system, development of the lexicon (including special lexicon), and strategic dissemination of these standards among the language community.

3.14
acquisition planning
part of language planning that concerns the goals, strategy and methodology for the institutionalized teaching and learning of languages in a society

NOTE   These may be minority, majority or neighbouring languages or international lingua francas.

4 Language planning and terminology planning

4.1 General

Terminology planning and language planning are two complementary activities. On the one hand, terminology planning is an integral part of most language planning. On the other hand, it can be an activity of an individual organization for internal strategic ends and not necessarily related to language planning at all. In most cases, terminology planning both informs and is informed in turn by existing language planning. The degree of the interdependency between terminology planning and language planning varies according to the specific circumstances of the language community.

4.2 Language planning

Language planning consists of the conscious efforts made by a government, agency or other entity in order to affect strategically and positively the structure or function of a language or languages through politically-informed forward-looking management of languages and their use both in regard to language status determination and language development. It comprises of a mixture of methods and approaches, including:

— the determination of the status of a language in a society at large, in a certain domain or context (status planning);

— the linguistic codification of a language in order to establish a linguistic norm, the development of language resources (including text corpora, speech corpora, lexicographical data and, to some extent, terminological information), the development or recording of literary traditions and sources (corpus planning);

— the development of a language education policy (acquisition planning);

— translation strategies, etc.

The major focus of language planning, therefore, is the conscious development of a language to improve communication in a language community or society at large, or to strengthen the status of the language of a linguistic community existing within a larger community.

4.3 Terminology planning

Terminology planning results in the development of resources to support the representation of domain knowledge (concepts) and the use of such representation to ensure successful and unhindered communication within and across domains, including:

— terminology generation;

— terminology use, documentation, recording and processing;

— knowledge transfer;

— terminology transfer (e.g. through training, when the medium of instruction is another language);

— terminology implementation and implantation (e.g. through technology and knowledge transfer or via the media);

— translation, interpreting and localization.

Domain-specific conventions of concept representation may comprise not only linguistic representations of concepts (i.e. terms and appellations), but also several kinds of non-linguistic representations of concepts (graphic signs, formulae, alphanumeric symbols, illustrations, diagrams, icons, gestures, etc.). These non-linguistic representations have to be taken into account as well.

Terminology planning shall be based as much as possible or feasible on the existing linguistic norm. The linguistic norm is an informal standard form of the language used by all groups and sectors of a language community or groups of language communities of a country or region. Communication patterns in certain domains may not entirely conform to the linguistic norm of the general language from which they are derived or in which they are embedded (e.g. bioscience, chemistry).

Terminology planning shall comply with the needs and requirements of specific domains and applications, including:

— high level of abstraction (e.g. chemical formulae);

— strict rules of term formation (e.g. biological nomenclatures);

— restricted language with high levels of standardization (e.g. risk communication, aviation industry, military communication);

— lesser need for standardization, high occurrence of synonymy (e.g. social sciences, marketing, business, humanities, literature);

— cultural taboos (e.g. health care, disease/epidemics prevention);

— regional dialectic variation (e.g. public notices).

Language for special purposes (LSP) has a strong influence on general language and vice versa. There is a large area of overlap between language and terminology planning. Language planning includes the development of the lexicon (including special lexicon) of a language. At the same time, domain communication consists largely of terms, i.e. linguistic representations of concepts, for the most part constituting the special lexicon of a particular language. The essential difference between the two concepts hence lies in the point of view of the planner and the ultimate focus and goal of the planning activity.

Terminology planning can be part of other planning activities, such as:

— information planning (e.g. knowledge management, information and documentation strategies);

— education planning (e.g. pre-schooling, primary and higher education);

— scientific-technical innovation planning;

— information and communication technology (ICT) planning;

— marketing planning (e.g. of a company);

and is crucial in the following domains:

— signage;

— secondary and tertiary scientific education;

— vocational training;

— health, environmental and risk communications;

— corporate language;

— administration and e-government;

— legal communication, laws and treaties;

— knowledge engineering;

— human language technologies;

— official forms and documents;

— tourism and travel industry;

— communications media;

— scientific or technical publications, guide books, brochures;

— support for translation industry.

Terminology planning is employed to develop and standardize terminology and terminological phraseology in support of the above and to guarantee overall efficient domain communication and knowledge transfer.

5 Formulating and implementing a terminology policy

Terminology planning should lead to the generation of comprehensive and integrative terminology policies that are informed by the requirements, and address the needs of the specific environment and domain. The degree of specific detail is determined by scale, purpose and environment of the policy. Often, terminology policies concern the harmonization of overlapping or conflicting policies.

Key success factors for terminology policies include them being:

— evidence-based;

— visionary (long-term view);

— based on standards and quality management;

— support driven (top-down); participatory (bottom-up);

— sustainable;

— consistent and forceful;

— participatory and empowering;

— transparent and informed;

— geared towards capacity building.

From the perspective of potential user groups, terminology policies can be classified in terms of

a) national, regional and sub-national terminology policies,

b) corporate terminology policies:

   1) commercial enterprises;

   2) non-profit organizations (NGOs), intergovernmental organizations (IGOs).

They may be implemented within the framework of a national language policy or be driven by linguistic problems surfacing as a result of a corporate merger, by temporary endeavours (such as individual projects), corporate language design, or by coordination of intra- and inter-organizational efforts, etc.

A policy, unlike an individual project which is limited by time, is a continuous process of planning, implementing and monitoring, evaluating, revising and planning again. Provisions shall therefore be made for it to become ultimately self-sustaining (through capacity and institution building, as well as awareness-raising).

6 Preparation, formulation and implementation of terminology policies

6.1 General

The following process (see Figure 1) shall be considered in the development of a terminology policy.

PHASE I Preparation	PHASE II Formulation	PHASE III Implementation	PHASE IV Sustainability
Assessment of the language and terminology environment and existing legislation; Awareness creation, and efforts to obtain official recognition; Recommendation of methodology and available or conceivable procedures; Preparation of preliminary documents; Organization of consultation process.	Drafting the terminology policy proposal; Drafting a plan for the co-ordination of the terminology policy with other strategic planning policies; Preparation of a plan for implementation; Submission of the (draft) final policy (document and implementation plan); Official approval of the final policy (document and implementation plan).	Overall management of the implementation; Operational and organizational planning of the implementation; Planning of the publicity and promotional activities; Monitoring and evaluation; Publication of results.	Long-term financial support; Business model; Capacity building for revision and continued advocacy; Planning for implementation of adaptations to policy and/or infrastructure; Regular monitoring and evaluation of results of policy implementation; Ongoing awareness raising.

Figure 1 — Linear/phase model of a terminology policy

6.2 PHASE I – Preparation of the terminology policy

6.2.1 Survey of the current state

Formulation and implementation of a terminology policy is a highly complex matter. The process should be based on thorough preparation. This preparation phase shall cover:

— assessment of the language and terminology environment and of existing legislation;

— activities designed to create awareness of the issue within the society, the community or the organization, and efforts to obtain official recognition for these activities;

— recommendation of methodology and available or conceivable procedures;

— preparation of fundamental documents;

— stakeholder analysis;

— draft policy;

— establishment of a network of experts;

— organization of a comprehensive, possibly national, consultation process.

A comprehensive assessment is required of the current state of LSP development in the language community, as well as in existing and potential expert communities, of the LSP's impact on or interaction with other policies and strategies and of the attitudes of the language community in general towards language and terminology.

This assessment shall identify major stakeholders and determine any societal or psychological barriers and obstacles. Other tangible and non-tangible aspects or problems to be overcome shall be identified. The assessment should also include an analysis of direct and indirect benefits and of the estimated costs implied in the formulation and implementation of the terminology policy. Furthermore, the goals and scope of the terminology policy as well as options for its realization shall be clearly outlined in order to fully assess the situation so that valid conclusions can be drawn. This process can also take the form of, or include, a case study.

The initial preparation should also include a survey of the regulatory or policy framework with regard to information (constitutional or common law, statutory controls, enacted statutes, guidelines, decrees, etc.). It is useful to show any overlapping inconsistencies or contradictions in current legal regulations and policies as well as any intended positive contribution to the overall policy framework.

The information thus collected serves four main purposes:

a) to highlight the need for a national policy on terminology;

b) to appraise the extent to which professionals and users at large already recognize this need;

c) to identify gaps and inadequacies in existing policies;

d) to support all of these with persuasive examples and data.

6.2.2   Preparatory documents

The results of this survey should be compiled into a number of documents for a variety of purposes: information and fact collection, action plan, press releases, campaign material, basis for lobbying, etc.

These documents should be prepared with utmost care as they will be reused during the entire policy development, implementation and evaluation process and beyond, whenever new advocacy activities need to be carried out to secure continued support for the policy.

They should include:

— an introduction to the physical, social, economic and administrative environment;

— an assessment of major national or corporate goals (comprising also the political and sector-specific priorities in the national or organization development plan);

— an assessment of the socio-economic situation of the language communities involved;

— an assessment of existing terminology and language resources, including the analysis of the status of terminologies in each language;

— an assessment of major terminology and language institutions, their resources and services;

— an assessment of users: the major types of institutional and individual users, their needs and terminology requirements;

— an assessment of the current language policy situation: the scope and coverage of this policy, mechanisms for its formulation and enforcement, and its inadequacies;

— a summary conclusion stating the need for a (new) terminology policy, outlining its level of recognition and the main constraints associated with its implementation.

The documents shall be formulated and presented so that they are concise and easily understood by decision makers and facilitators who are not experts in the field of terminology. They should help these persons to recognize the benefit of systematic terminology management and planning for an array of acute and prominent issues that afflict the organization or language community. If necessary, a third party should be engaged to act as knowledge broker.

The design and formulation shall correspond with existing corporate, institutional or cultural conditions or requirements. Depending on the scale and context of the policy, the analysis should be combined into one comprehensive document and provided in different language versions.

6.2.3   Awareness-raising: Advocacy and lobbying to obtain recognition

Official support or at least official encouragement is particularly vital for the success of the actual implementation of the policy in a community or corporation and should be obtained right at the beginning of the process. Extensive awareness-raising shall be an integral measure throughout the entire process of preparing, formulating and implementing a terminology policy. This criterion often requires activities designed to raise awareness before any official mandate or recognition is granted toward implementing a terminology policy.

Awareness-raising should include top-down (advocacy) and bottom-up (lobbying) communication.

Awareness-raising strategies should identify relevant change agents and lay down a plan for individual actions. These can include administrators, decision-makers, legislators, subject-field experts, executive sponsors or prominent figures in society and the media. Active support of key individuals who understand and support the aims of the project is crucial in establishing a firm foundation for the terminology policy. A supportive attitude within the language community or organization shall be fostered in order to create a broad and stable promotion basis.

References should be made to benchmarking examples from foreign models and experiences, bearing in mind local, cultural, organizational or historical sensitivities.

6.2.4   Organization of a community/organization-wide consultation procedure

On completion, the background document(s) shall be submitted for public review, including stakeholders at either national level, or, inter-departmental or company-wide review. They shall constitute the main working document(s) for consultation at that level, thus securing transparent and participatory work methods.

The preparation of the preliminary document(s) during Phase I serves two main purposes:

— to ultimately consolidate the investigation and assessment results matched against existing and/or needed resources and capacities;

— to provide a basis for a constructive consultation on the issues related to a terminology policy based on these findings.

Such consultations serve different goals and can take various forms, for example, meetings, interviews, surveys.

The importance of active contributions from individual stakeholders to the consultations and the possible impact on the final policy should be stressed in order to attract participants who would otherwise take a more passive role. The results of the consultations shall be carefully recorded, summarized and integrated into the terminology policy formulation process, as well as into any accompanying promotional activities. All stakeholders, regardless of passive or active contribution, shall be kept informed throughout the process about the progress and results of the consultation.

6.3   PHASE II – Formulation of the terminology policy

6.3.1   General

This phase comprises:

— drafting the final terminology policy proposal;

— drafting a plan for the coordination of the terminology policy with other strategic planning policies;

— preparation of a plan for the implementation of the policy;

— presentation of the draft final policy (policy proper and implementation plan);

— decision on the final policy (document and implementation plan).

This phase will not in all cases be carried out in such a detailed and explicit manner, but the basic principles will nevertheless apply.

6.3.2   Finalizing the terminology policy proposal

The draft terminology policy proposal shall make manifest the concrete objectives, scope, benefits, main stakeholders and the directions for implementing the terminology policy in such a way as to facilitate the political decision-making process. Its envisaged achievements as well as its limitations shall be clearly outlined.

At this stage, an evaluation process for the individual parts of the draft shall be initiated. This evaluation process shall involve most of the relevant actors in the later implementation of the policy. This serves to reveal any implications that have so far been overlooked, or, either underestimated or overestimated.

6.3.3   Coordination of terminology planning with other strategic planning policies

Decision-making and planning today need data and input from national and international sources. This requires terminology in social, financial, scientific-technical, and cultural fields. Therefore, the terminology policy shall not be regarded in isolation, but rather as a strategy in coordination with, and supporting, the general development policy of the region or corporation. The terminology policy proposal should therefore include an integration statement to:

— link the terminology policy to the overall development policy;

— position the terminology policy with respect to national or corporate development activities (thus justifying the need for resources and qualification);

— provide guidance to government agencies and private corporations, as well as to NGOs, on the management and planning of resources and services;

— establish a basis for any future review of the terminology policy according to changing circumstances;

— link the terminology policy to scientific-technical translation policies and related policies of managing multilingual communication processes (corporate communication management);

— highlight the impact of interrelated policies on the terminology policy.

6.3.4   Implementation plan

A draft implementation plan shall accompany the terminology policy proposal.

The application for funds for its implementation shall be realistically proportionate to the objectives, scope and goals as well as the benefits to be expected.

This plan shall specifically address:

— the selection of suitable strategies to achieve the objectives of the terminology policy within a given period of time;

— the assignment of priorities to the various terminology policy issues;

— the allocation of resources for the implementation of work relating to these prioritized issues;

— a proposal for a coordination mechanism (within the terminology policy and vis-à-vis other policies).

Depending on the scope of the terminology policy and on the complexity of the situation, it should be based on preliminary investigations concerning:

— the establishment of a mechanism for the implementation of policy-related activities;

— the development of a plan of action for the achievement of policy goals;

— the provision of financial resources for the implementation of activities related to the terminology policy;

— the design of measures aimed at periodic assessments of and adjustments to the action plan.

6.3.5 Presentation of the final policy and implementation plan

In the terminology policy proposal, the necessary steps shall be elaborated to motivate the professional communities concerned to support these activities. The text of the final terminology policy shall be a clearly written and concise document. It shall provide accurate and up-to-date information on the issues that require the attention of political or corporate decision-makers.

This document is needed:

— as a basis for drafting the text to be presented for official approval;

— to provide easy reference to the issues in the proposed terminology policy;

— to provide insight into the implications of the implementation of the terminology policy, both in terms of actions to be undertaken and resources required.

The document shall clearly outline the strengths and the weaknesses of the current terminology situation in the organization or language community and the resulting implications for the overall situation.

Special attention shall also be given to the layout of the document as a reference document for administrators, legislators, decision makers, controllers and managers who will have to approve it. Major references should be made with regard to the processes affected by the terminology policy, e.g. information, knowledge transfer, corporate communication, documentation, knowledge management.

It is also important to select a favourable time to present the new policy to the decision makers. It should be kept in mind that the terminology policy has to compete with other budgetary posts. Also, in terms of coordination with other policies or possible changes in management, good timing can be crucial for success.

6.3.6 Decision on final terminology policy documents and implementation plan

Official approval of the final terminology policy shall be sought. It can occur in several ways:

— through promulgation or enactment of a law (or other kind of legal provision) referring to the final terminology policy document and implementation plan;

— by official adoption by an implementation body and a mandate to start with the implementation;

— other kinds of official approval, especially when non-governmental institutions establish their terminology policies.

6.4   PHASE III – Implementation of the terminology policy

6.4.1   General

This phase comprises:

— the overall management of the implementation;

— the operational and organizational planning of the implementation;

— the planning of publicity and promotional activities.

6.4.2   Management of the implementation

Depending on the size of the organization or language community, the complexity of the situation and the scope of the terminology policy, its implementation can be managed by

— one or several departments or (government) institutions,

— a committee or other group of people,

— an existing external institution or organization which is entrusted with this task,

— a newly established institution or organization.

A body, institution or organization or other kind of structure shall be assigned to manage and carry out the implementation of the terminology policy. The choice for this implementation structure shall be based on the results of the investigations, assessments and consultations and be best suited and equipped to fulfill this task. Considerations related to the actual political situation may have an impact on this decision. A fallback option should be envisaged in case the designated body, institution or organization does not or cannot perform as required.

6.4.3   Operational and organizational planning of the implementation

Decisions shall be taken concerning

— the establishment of a coordination mechanism,

— the formulation of an action plan and procedures for carrying out that plan,

— the allotment of human and financial resources,

— the implementation of a monitoring mechanism.

Clear tasks and milestones shall be assigned and measurable results shall be identified.

Implementation of the terminology policy shall be accompanied by an evaluation and assessment mechanism, allowing for timely corrections and adjustments to the operational and organizational planning of the implementation.

6.4.4   Publicity and promotion

Throughout the implementation phase, publicity and promotional activities shall continue to ensure wide-ranging awareness of the terminology policy and minimize the risk of indifferent or even hostile attitudes among stakeholders.

A diligent use of the educational system will be suitable in order to avoid such a consequence. Education and training at all age levels is a crucial dissemination and implantation channel. The media should also be involved as much and as strategically as possible. In the case of language communities, cooperation with the media is essential, and the careful planning of outreach programmes and media events designed for the needs and expectations of the local audience will contribute to increased awareness and receptivity to the terminology policy. Promotional methods in corporate environments can include specific marketing strategies highlighting corporate language or multilingualism, the creation of added value and heightened demand. The Internet should also be used as a medium for publicity, and the creation of a website or a webpage outlining details of the policy and its development will enhance awareness-raising and stimulate participation from stakeholders. Links should be placed strategically on relevant websites.

6.5   PHASE IV – Sustaining the terminology infrastructure

Ultimately, the terminology policy shall consider the future sustained operation of the terminology infrastructure. Decision-makers do not always think in the long-term and a question may well arise before long about the relevance of the terminology policy.

Long-term financial support or sustenance shall be planned for. The terminology policy shall consider that:

a)   terminology belongs to the intangible assets of a community or organization and, even if initial (financial) support is given, it is usually limited in time;

b)   measurable results of the benefits of the terminology policy show only after a certain period of time.

The terminology policy shall therefore:

—   be accompanied by a business model for continued operation, independent from the national or organizational budget, or at a minimum, by co-sponsoring;

—   be frequently monitored and evaluated, so that changes in the environment can be anticipated before they become acute, allowing enough time to react adequately;

—   be supported by continued awareness-raising activities highlighting the importance of terminology, its direct impact on other processes, and the achievements of the current terminology policy (underpinned with statistics);

—   stimulate research and the development of arguments which can serve as the basis for revision of the current policy;

—   lead to the establishment of an active network with relevant institutions or organizations on local, national, regional and international level;

—   foster the creation of flexible infrastructures that ensure ongoing operation even in situations of financial slim-down.

Change management and other management skills should be among the major job skills required for the leadership personnel of any terminology infrastructure and should form part of regular capacity-building exercises.

Annex A
(informative)

Tools for stakeholder analysis

A.1 General

A stakeholder analysis helps identify people, groups and institutions that have a vested interest in the terminology policy because they are themselves influenced by, and can influence (positively or negatively), the content of the policy. Such an analysis helps to anticipate the kinds of possible influence and their likely effects, and can be a basis for the development of strategies that will ultimately benefit the policy and secure its support. Stakeholders can be directly (primary stakeholders) or indirectly (secondary stakeholders) affected. Key stakeholders are those of significant influence or importance and can belong to either group.

A.2 Power/interest grid

The grid below (see Figure A.1) is designed to identify groups and individuals having varying levels of influence and vested interest in the terminology policy. Each stakeholder is placed in one of the four quadrants, depending on their anticipated interest in the policy and influence they have regarding decision-making or implementation. Depending on where they are placed, strategies are proposed on how best to accommodate them.

Should be offered information on a regular basis although not excessively.

In order to facilitate their full engagement, information should be offered to these people on an ongoing and extensive basis.

Should be offered information occasionally and not intensively.

Need to be adequately informed and offered opportunity for feedback to ensure that no major issues are arising.

High — Keep satisfied — Manage closely
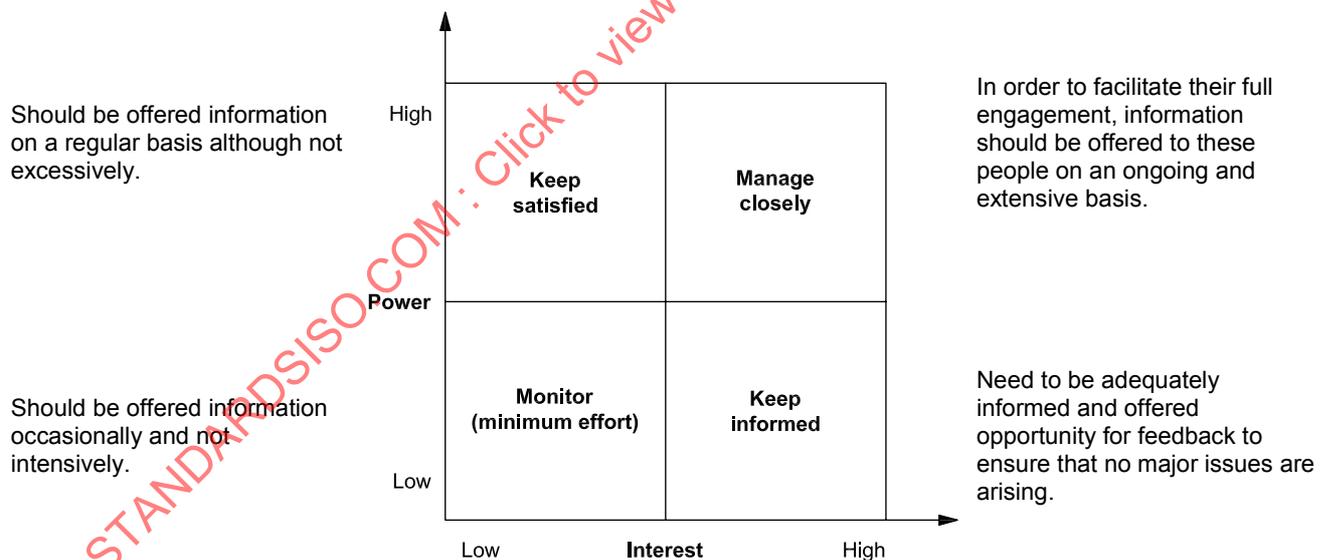
Power

Low — Monitor (minimum effort) — Keep informed

Low — Interest — High

Figure A.1 — Power/interest grid