

Leadership and Management Skills for the Workplace
LCLM5001: Understanding and Engaging Stakeholders

**Assignment Title: Understanding the importance of Stakeholder
Engagement in successful commencement and completion of project**

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Executive Summary

Effective stakeholder engagement helps to improve project performance and manage each stage of a project in order to achieve project targets and objectives. The project authority of Westfield Health has taken responsibility in analysing internal and external factors that influence the planning of launching wearable health products for their patients. SWOT analysis has been applied to understand internal factors that influence project operations and PESTLE analysis has been introduced to analyse the impact of external factors on business performance. Therefore, SMART objectives have been implemented to understand specific goals of this project. A stakeholder engagement plan using a stakeholder matrix has been created to distribute their internal and external stakeholders.

Stakeholder engagement plan and RACI have been conducted to distribute responsibilities and roles to each task of this project that result in achieving project objectives. On the other hand, 4C's conflict management model has been applied to maintain conflict-based challenges and guide their stakeholders to follow a systematic way to achieve their project goals. The project manager has also specified some key recommendations that have helped to determine the project progression rates and control the overall project success with the help of innovative project plans.

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1. Introduction

1.1 Overview of the study

Stakeholder engagement helps to foster innovative decision-making and incorporate diverse perspectives while implementing a project plan to drive business performance. According to Christopher, Payne and Ballantyne (2013), Stakeholder engagement and management plans help to create stakeholders' value that allows businesses to understand required changes according to marketing conditions to achieve firms' targets. The purpose of this study is to evaluate strategic planning of Westfield Health while launching new wearable health devices to track sleep patterns, heart rate and oxygen levels.

1.2 Background of the organisation along with the project

Westfield Health focuses on maintaining work-life balance by providing remote working opportunities towards all of the 262 employees who provide health and psychological support towards patients. Westfield Health is situated in Sheffield, United Kingdom by offering private health insurance, counselling service, physiotherapy, optical cover and health cash plans to their care seekers (Westfield Health, 2025). In the global market, the wearable fitness tracker based market has gained £145.32 billion revenues in recent years as people easily track their daily operations and take proper precautions to avoid any harmful effect on their health (Westfield Health, 2025a). For this reason, this firm decides to launch their own wearable devices within 6 months of time span with the help of key stakeholders to track heart rate, oxygen levels and sleep patterns of their patients.

2. Application of strategic planning tool in the context of Westfield Health

2.1 SWOT analysis

Strengths	Weaknesses
Evidence based solution - Westfield Health offers evidence-based health and wellbeing solutions supporting healthy choices, which improve the organisation's reputation and effectiveness in healthcare industry (Westfield Health, 2025a) Clear product governance - Robust policies along with transparent fair value for products delivered by the company ensuing customer fairness and compliance dedication.	Lack of differentiation - The company operates in a crowded marketplace of industry, where there are significant alternatives to its products, and its lack of differentiating and distinct products is one of its weaknesses. Reliance on intermediaries - The financial performance of the company is dependent on the sales through third-party relationships (Westfield Health, 2025b).
Opportunities	Threats
Digital health market expansion - The company has an opportunity to capitalise on the market expansion of digital health, projected to reach USD 946.04 billion by 2030 (Grand View Research, 2025). Emphasis on corporate wellbeing - Increasing stress on importance of workforce health and wellbeing in the corporate field also provide significant opportunity to deliver unique corporate health plans for employees and employers and related services.	Increasing competition - There are numerous competitors of Westfield Health, like Simplyhealth Group, Health Shield, WPA, because they are engaged in price wars in the market, simultaneously, affecting profitability margins (Zoom Info, 2025). Data privacy and cybersecurity threat - The risks of data breaches and cybersecurity associated with handling customer health data, which can lead to reputational damage and costly affairs.

2.2 PESTLE analysis

Political	Political factors such as <i>government health policy</i> and <i>tax incentives</i> in the UK political landscape can influence the project viability considering new wearable health devices by Westfield Health.
Economic	<i>Reduced inflation rate and interest rates</i> can be significant economic factors, which will determine the project feasibility and profitability in the UK health market (Charity Commission for England and Wales, 2025).
Social	<i>Growing awareness of health</i> and <i>shift in corporate culture for employee wellbeing</i> can enhance the attractiveness of products such as a new wearable health device, while influencing its market demand.
Technological	<i>Technology trends</i> such as wearable digital health and wellbeing products are increasingly becoming popular among the UK consumers. Likewise, <i>AI technology</i> can be integrated to further improve the wearable health product outcomes in terms of Anomaly Detection.
Legal	<i>Healthcare regulations</i> and <i>product safety legislations</i> will be crucial legal requirements in the UK, which Westfield Health need to ensure compliance with (Gov.uk, 2023).
Environmental	<i>Sustainability</i> and <i>corporate social responsibility</i> will be primary environmental factors for consideration for product development to manage ESG expectations of clients and the public.

2.3 SMART objectives

Objective 1

Specific	To develop a comprehensive stakeholder engagement strategies and communication plan
Measurable	Formulate a formal plan on project scope for recognised stakeholder groups in the project
Achievable	Creating a formal communication plan on project variability and feasibility for identified stakeholders
Realistic	Fundamental to managing project stakeholders' expectations
Time bound	1 month

Objective 2

Specific	To accomplish 90% satisfaction rating from the stakeholders in the project throughout the 6 month launch timeline
Measurable	Stakeholder satisfaction can be measured using survey polls
Achievable	Consistent communication and engagement followed by conflict resolution with respective stakeholders to ensure project success
Realistic	High level of satisfaction can ensure their continued support for effective product launch
Time bound	6 month

3. Identification of internal and external stakeholders

Stakeholders play an effective role in guiding organisations to foster better decisions and manage risk factors that lead to positive outcomes and success. Higher operators within organisations take accountability in understanding stakeholder's needs and provide essential resources to fulfil their expectations to create positive relationships with stakeholders (Ashcroft, 2017). The higher authority of Westfield Health distributes their employees and recruits some people to operate project management activities in planning for launching wearable health tracking devices projects. The management also takes help from the HR manager of this firm to distribute their stakeholders into two specific groups like internal and external stakeholders to execute project tasks in an organised manner. These stakeholders are responsible for operating project tasks in a systematic order to meet project objectives.

3.1 Internal stakeholders

Internal stakeholders of Westfield Health's launching wearable health tracking devices project are project manager, operational team, biomedical engineering team, marketing departments and financial manager. These key internal stakeholders take proper information from their project manager and understand specific tasks of this project to accomplish the project execution stage. In the words of Tampio, Haapasalo and Ali (2022, p.58), internal stakeholders have the power of clustering all of the resources to perform project operations to meet project success. These internal stakeholders consult with their project coordinator to determine project goals and execute their tasks in a systematic order to follow all stages of a project lifecycle. The project manager of Westfield Health analyses skill levels of each stakeholder and assigns their project tasks to handle key operations of the planning for launching wearable health tracking devices project.

3.2 External stakeholders

External stakeholders of Westfield Health understand the external resources and operations to execute project tasks efficiently within the launching wearable health tracking devices project. External stakeholders are the UK Government, Informatics specialists, local communities, patients and medical with technical knowledge specialists from the NHS. These key external stakeholders of this project provide funding and other technical support while creating wearable devices that help to track down key health operations like heart rate, oxygen levels and sleep patterns of patients. According to Dugbartey and Kehinde (2025, p.1244), external stakeholders contribute to the strategic direction of a project with external resources and partners that shape project progression activities. These external stakeholders of Westfield Health improve their existing decision making processes by defining clear roles and responsibilities in order to achieve project success.

4. Discuss responsibilities and roles of key stakeholders

4.1 Roles and responsibilities

Roles and responsibilities of stakeholders improve the project progression rates by accomplishing all tasks with a structured project plan, which has been assigned by the project manager. Internal stakeholders focus on developing operational excellence within a project with expert knowledge to handle internal operations of the planning for launching wearable health tracking devices projects like initiation, planning and some of the execution-based tasks. As stated by Kerzner (2025), project managers guide their internal stakeholders with a structured budget and time management plan to execute their project tasks and manage their project deliverables in order to achieve project milestones. The project manager of Westfield Health guides their internal stakeholders to use effective resources for wearable devices like AI technologies, smart watches or any other health tracking applications.

On the other hand, the project coordinator of Westfield Health recruits skilled external stakeholders to manage fund management operations and incorporate technical expertise to enhance functionalities of project management operations. Martínez-Peláez *et al.* (2023, p.16) stated that external stakeholders also take responsibility in providing feedback towards the project and provide in-depth insights of project progression rate to executive managers of a project. Selected external stakeholders of this project focus on managing funds and guide Westfield Health to implement robust policies to manage healthcare based operations.

4.2 Benefits of these key stakeholders while operating project performance

Internal and external stakeholders improve the flexibility and project compliance after identifying and mitigating risk factors that result in ensuring project success. Internal stakeholders are responsible for managing strategic alignment with project goals and informative direction to fulfil the requirements of project objectives. On the other hand, Ren *et al.* (2023, p.254) argued that external stakeholders are responsible for offering key insights about local needs and developing boundary spanning capabilities regarding project operations to achieve project milestones. The project manager of Westfield Health guides their internal and external stakeholders to follow strict guidelines and rules to enhance project performance. These stakeholders also improve streamlining operations of the launching wearable health tracking devices project in order to achieve success rate of this project.

4.3 Challenges associated with stakeholders while operating project performance

Stakeholders manage and execute all project tasks in a structured format and develop project performance in order to achieve their project targets. However, internal and external stakeholders face difficulties in handling project deliverables and progression rates due to internal conflicts, resource constraints and poor communication. Sometimes, stakeholders face internal conflicts due to not accepting diverse opinions due to lack of managerial decisions that decrease motivation of stakeholders (Unterhitzenberger *et al.*, 2021, p.3). Moreover, due to resource constraints, stakeholders of Westfield Health fail to incorporate wearable technologies and violate the project implementation processes. On the other hand, poor communication also affects the understanding of project goals of the launching wearable devices project among stakeholders due to which they fail to follow a structured project plan to achieve their targets. These challenges hinder the overall project performance and directly slow down the project procurement processes that lead to negative impact on project success rate.

5. Application of models and theories

5.1 Stakeholder matrix

Stakeholder matrix helps to determine priority of each task that guides stakeholders to proactive manage all tasks to achieve project's targets. Application of stakeholder matrix helps to achieve all final deliverables of a project after analysing preferences, expectations, management and monitoring activities (Sanyaolu *et al.*, 2023, p.1243). The below stakeholder matrix defines each preference of each stakeholder based on their interest and power level index of the planning for launching new wearable health device project within Westfield Health.

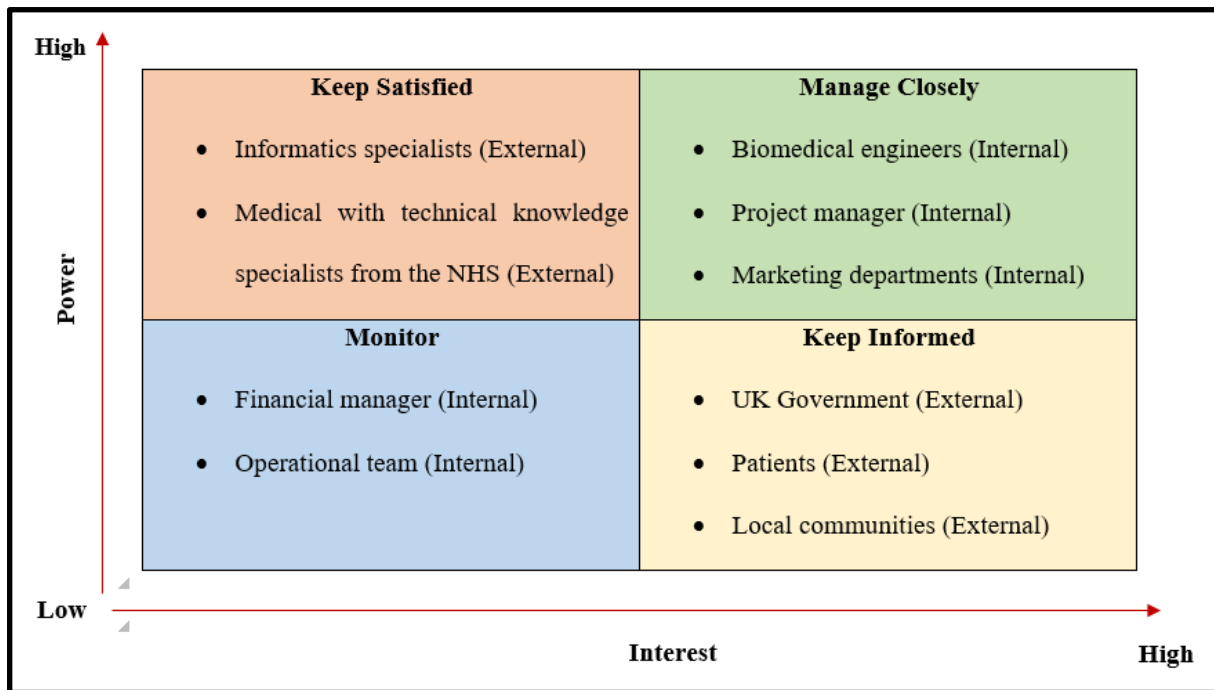


Figure 1: Stakeholder matrix

The project manager of Westfield Health takes responsibility in satisfying their external stakeholders with proper technical support and manages their internal stakeholders with project management plans. The project authority or manager also informs their external key stakeholders about their funding operations and local support while executing project tasks. In this way, the project manager of this firm can easily achieve their project goals by satisfying their project stakeholders that lead to enhancement in project performance and achieve project SMART objectives specifically.

5.2 Stakeholder engagement plan

Stakeholder s	Type of stakeholders	Interests	Influence	Engagement strategy	Timing
Project manager	Internal	High	High	Collaboration	Ongoing
Operational team	Internal	Low	High	Consultation	Weekly
Financial manager	Internal	Low	High	Consultation	Quarterly
Biomedical	Internal	High	High	Technical	Daily

engineers				operations	
Informatics specialists	External	Low	High	Technical operations	Daily
NHS members	External	Low	High	Technical knowledge sharing	Weekly
UK Government	External	High	Low	Funding and regulatory support	As requirement
Local communities	External	High	Low	Local support and funding	As requirement

From the above table, it has been determined that the stakeholder engagement plan helps to manage their individual categories in order to achieve success rate for a project (Hollmann *et al.*, 2022, p.6). This plan helps to determine each role based on their engagement criteria and achieve project targets in a structured manner.

5.3 Communication plan

Stakeholders	Deliverable	Frequency	Communication method	Purpose
Project manager	Strategic project plans	Daily	Email and phone call	In-person meeting with internal stakeholders
Operational and financial manager	Time management plan using Gantt chart and budgetary plan	Weekly	Conference Call	Online meeting

Informatics specialists and biomedical engineers	Project execution related to the implementation of wearable health devices	During the project execution phase	Phone call and online meeting	Online and in-person meetings
UK government and local communities	Fund and regulatory support	Monthly	Email	Online meeting

5.4 RACI matrix

Tasks	Project manager	Operational and financial manager	Informatics specialists and biomedical engineers	UK government and local communities
Project initiation	R	A	I	C
Project planning	R	C	I	A
Project execution	A	C	R	I
Project monitoring	C	I	R	A
Project closure	A	I	C	R

The project manager of Westfield Health project implements RACI matrix to distribute their project tasks based on stakeholders' capabilities to manage flexibility and benefits for project progression rates. In the words of Urbinati *et al.* (2021, p.3), application of RACI matrix helps to specific roles based on coordinated approach to meet project milestones. Utilisation of RACI matrix, the project manager provides effective resources to their stakeholders to meet their satisfactory criteria to enhance project performance.

6. Critically evaluate the engagement of key stakeholders in managing conflicts

Stakeholder engagement helps to develop communication and build trust among stakeholders within a project that leads to better data-driven decision-making processes. Amin, Scheepers and Malik (2023, p.6) stated that project managers take responsibility in recruiting and selecting specific stakeholders who have skills and knowledge to arrange project activities. Engagement of key stakeholders within Westfield Health project assists in monitoring and evaluating key project deliverables that are linked with project operations in a sequenced manner. However, sometimes, due to internal conflicts, stakeholders fail to understand project deliverables and scope of the project that lead to negatively impact on project performance. The project manager needs to apply 4C's model to understand root causes of the conflict and provide required support to develop conflict management operations.

6.1 Evaluate the process of engaging key stakeholders

The project manager of Westfield Health decides to engage skilled and knowledgeable stakeholders to meet all criteria of a project plan. According to Orieno *et al.* (2024, p.657), the project manager analyses priorities of each stakeholder and provides required tasks to develop project performance. In the initial stage, the project coordinator identifies key stakeholders and assesses stakeholders based on their power and interest in the Westfield Health project. Based on the power and influence matrix, the project manager prioritises their stakeholders based on the assumptions and deliverables of this project. .

In the planning stage, the project manager defines engagement goals and segments their stakeholders into multiple groups to enhance tailored project management operations of the Westfield Health project. In this stage, the project manager implements a communication plan to share key information that leads to establishing a positive relationship among internal and external stakeholders.

During implementation phase, the project coordinator analyse feedback sessions with stakeholders to understand progression and performance rate. After analysing their conditions, the project authority provides support and resources to develop the quality of their project operations. Project managers also develop their operational tasks based on significant phases that result in achieving project targets in order to achieve their project goals that lead to enhance project progression rates specifically. In this way, project stakeholders execute their individual tasks to achieve individual tasks of this project and meet expected requirements that lead to manage expectations and trusts.

6.2 Conflict management plan using 4C's model

Communication

The project manager of Westfield Health takes responsibility in implementing 4C's model to handle conflict management operations and develop team performance. The authority of this project guides their stakeholders to use open and transparent communication to share key insights of project activities during their in-person meetings and online meetings. In the words of Swart, Bond-Barnard and Chugh (2022, p.60), effective communication methods help to enhance information sharing activities and establish relationships as well as trust among stakeholders. These communication methods help to share informative details of project tasks based on wearable technology based health devices. In this way, project operators and higher managers can easily avoid conflict-based challenges.

Cooperation/Collaboration

Collaboration in stakeholder management operations helps to ensure working together to meet project goals among stakeholders with beneficial solutions. According to Ellis, Gibbs and Rein (1991, p.40), collaboration in-group activity helps to acknowledge the demand after analysing shared information to develop performance capacity. The project coordinator takes accountability in guiding their stakeholders to perform collaborative operations to reduce internal conflicts and develop the quality of the Westfield Health project. The project authority of Westfield Health project provides key details and changes related to wearable technology based device implementation to reduce internal conflicts. Collaboration helps to understand strengths and weaknesses of each stakeholder that guide the project manager to guide their stakeholders in executing their project tasks in a synchronised manner to achieve project goals. This collaborative skill allows stakeholders to develop their robust knowledge in handling technologies where they execute their individual tasks to enhance project progression rates.

Compromise

Compromise is one of the critical aspects in 4C's model of conflict management that guides stakeholders to make proper decisions to reach acceptable and accessible solutions in order to bring flexibility in project management operations. The project authority of the Westfield Health project forms different teams with different tasks to compromise their tasks and they need to follow their individual goals based on the project. This procedure can give the opportunity to avoid conflicts among team members by focusing on their individual targets with the help of the project manager.

Control

The project manager of Westfield Health project controls their stakeholders by assigning their responsibilities with RACI and stakeholder matrix. These models assist in guiding stakeholders to manage their tasks and control the beneficial impact on project performance management. In this way, the project authority can easily control their conflict management issues and develop team collaboration to meet or achieve their specified objectives.

7. Analyse the impact of stakeholder engagement in driving business performance and recommendations for future benefits

Stakeholder engagement helps to enhance business performance by enhancing the reputation of an organisation and building trust among other subordinates. The project manager assigns key stakeholders to enhance decision-making processes and manage higher operational efficiency that result in achieving project goals (Chinta, 2021, p.2026). The project coordinator of Westfield Health project properly manages their stakeholder-based operations to increase innovation in their project activity that lead to escalate the project progression rates. Effective decisions and stronger stakeholder engagement helps this project to execute all project tasks in a sequenced manner to achieve targets of each phase within this project.

On the other hand, proper stakeholder engagement helps to identify risk factors in the initial stage through which they easily determine the impact of these risks on project progression rates. According to Jupally, Yalamati and Jupally (2024, p.2), effective risk management operations help to enhance the speed of project progression rates and develop project functions with enhanced quality. The project manager of Westfield Health project guides their stakeholders with proper risk and schedule management along with time management plan, which can help them to give their potential performance to achieve their project targets. In this way, the project authority easily manages their project performance and evaluates key interventions within business or project performance.

7.1 Impact of stakeholder engagement in developing business performance

Stakeholder engagement guides the project manager to select specific team members to organise project activities and develop team functions for managing project constraints and deliverables. The project coordinator of Westfield Health project guides their stakeholders to apply specific project methodologies like agile or waterfall to synchronise their project tasks in a systematic approach. As stated by Andersen, Grude and Haug (2025), effective decisions and strategic plans guide project operators to understand the project objectives and give their potential performance to control project activity based planning operations. Stakeholder management plan guides internal and external stakeholders of Westfield Health project to make innovative decisions based on their responsibilities to execute each task properly. The project coordinator also creates a resource allocation plan to provide effective resources towards their stakeholders so that they can understand their roles and execute their tasks to achieve their project targets.

On the other hand, the project manager prioritises their stakeholders based on their skills and knowledge while executing project phases. Coulson-Thomas (2022, p.3) stated that effective ideas and critical thinking of stakeholders help to develop their individual performance level and control the project progression rates. However, sometimes, stakeholders fail to execute their project tasks due to lack of experiences and knowledge that hinder the overall project performance. For this reason, the project manager takes accountability in providing training and development programs to develop their knowledge and skills so that they can execute their tasks effectively. It can help project stakeholders to organise their project tasks and improve project functions with the help of strategic plans that lead to developing business or project performance.

Apart from that, the project manager of Westfield Health project provides creative solutions towards their internal stakeholders to improve their capabilities in handling technical knowledge. Innovative skills and development create opportunities in organising tasks and control effective decisions in order to achieve organisational targets (Sudi and Jusman, 2023, p.217). Technical skills help in organising inter related operations of their project where they execute technical tasks during the implementation of wearable health devices for their patients. In this way, stakeholder engagement allows the Westfield Health project to achieve their targets by implementing wearable devices to track health conditions that positively influence people's healthcare operations.

7.2 Recommendations

From the above study, it can be recommended that the project manager of Westfield Health is required to follow waterfall project methodology to organise step by step approach in simplifying the project implementation process. This creative methodology guides stakeholders to arrange their tasks based on simplifying each stage where each stakeholder gives their potential task to achieve targets. Moreover, the project coordinator can also guide their team members with a transparent communication channel where all of the stakeholders share key information properly. It can allow them to understand their tasks and responsibilities that result in mitigating all positive outcomes in order to achieve their project targets.

On the other hand, the project manager of this project can also guide their team members to follow a collaborative approach in executing their project tasks. This collaboration assists team members to develop their individual capabilities by sharing informed ideas about the process of implementation and monitoring processes. The project manager can also guide them to execute proper monitoring processes that result in developing feedback management operations that lead to achieving their project targets and goals. In this way, project stakeholders manage their individual project progression rates that lead to project success.

8. Conclusion

From the above study, it has been analysed that Westfield Health is one of the popular healthcare organisations in the UK by building future legacy among care seekers and enabling people with preventative and proactive health and wellbeing operations. The higher management of Westfield Health focuses on the wearable device based technological operations to track daily health based activities of people. SWOT, PESTLE and SMART objectives help to determine the internal functions of Westfield Health and the influence of external factors in business operations. SMART objectives of this project help to determine the key milestones and objectives that result in providing ideas about project progression rates. Identification and distribution of stakeholders based on internal and external stakeholders that help to demonstrate their individual roles and responsibilities in order to execute project tasks and mitigate all risk factors. Stakeholder management operations create opportunities in developing project performance speed and control the overall project performance rates.

Stakeholder matrix and stakeholder engagement plan help to assign specific roles based on their capabilities that result in executing each task of Westfield Health project. After the execution of this project, the project coordinator needs to monitor implementation tasks with the help of the financial and operational team to modify their current project management settings. RACI matrix helps to assign their stakeholders based on their responsibility, accountability, and Consent and Informed factors that lead to enhance project performance. Moreover, 4C's conflict management model helps to improve coordination and communication procedures that give the opportunity in developing the quality of project performance and achieve their project objectives. The project manager of Westfield Health project follows their engagement strategy and distributes their roles based on their influence and interests to maintain project progression rates. The project coordinator of Westfield Health needs to solve these challenges and enhance project performance according to requirements.

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