

Useful Links Update – April 2018

“Useful Links Update” is a regular update produced by the Stakeholder Engagement Focus Group, part of the APM People SIG. The aim is to share links to tools, developments and forthcoming events that may be of interest or help to address your stakeholder engagement questions.

If you have a stakeholder related event or publication that you would like to share, please contact us: SEFG@apm.org.uk

This month’s Useful Links Update contains another mix of stakeholder-related topics in the project environment.

We have an **event** on achieving consensus, an **article** on how artificial intelligence may impact business change, and a **webinar** that explores the impact of change on people. There is also a **course** to develop your ability to influence stakeholders and a **podcast** of a debate of the motion: “There is no room for introverts in project management”. Finally, we have a **research** report on Dealing with Difficult Stakeholders that you can download and a link to Linked-In **blog** posting on Good Stakeholder Engagement that refers to a good practice **handbook** you can access via the International Finance Organisation.

Upcoming events:

‘From Conflict to Consensus’

Organised by the APM

Tuesday 17 April 2018

**Location: Friends House 173-177 Euston Road, London. NW1 2JB
from 6.00pm**

Nick Simmonds, founder of Conscious Communications delves into neuroscience to understand what lies beneath the human behaviours around personal agendas.

His unique take on human nature and communication are both entertaining and informative, as he demonstrates the following benefits:

- How to get better briefs (because the better the brief, the better job you can do)
- How our automatic responses can undermine our success
- How to engage your team to higher levels of effectiveness

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‘Artificial Intelligence: What is it and how will it shape Change Management?’

Organised by The Change Management Institute

Location: Arcadis, 34 York Way, London. N1 9AB

Wednesday 25 April 2018

from 6:00pm.

Artificial Intelligence is rapidly becoming a hot topic as organisations look to harness the power that technology and computing can have on productivity, costs optimisation and new opportunity discovery.

But are organisational ‘Terminators’ really around the corner and what does it mean for Managing Change? **Ben Musgrave**, Principal Consultant, Data Analytics at Synechron, will explore the origins of Artificial Intelligence, its rapid rise to fame and how it is changing the way organisations are managing their business through cases studies of clients that Synechron have worked with.

This session is an opportunity to consider how the Change Management profession will need to adapt to help plan and execute organisational change driven by adoption of Artificial Intelligence.

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Webinar:

‘Confronting Change 2018’ - webinar series

APMG International is hosting a series of webinar focusing on Change Management and its impact on people and businesses. These webinars are hosted in partnership with APMG’s Accredited Training Organisations (ATOs) and experts that are change consultants and trainers in this sector. This is a chance to get face to face with practitioners of Change Management.

APMG International is a global accreditation and examination institute accrediting organisations to deliver training and consultancy services for a broad range of professional certification schemes.

APMG stands for “Accrediting Professional Managers Globally”.

Course:

‘Managing and Influencing Stakeholders’

Process Management International’s 3-day course aims to develop the skills and capability to influence and manage stakeholders and through a range of tools and techniques effectively increase their readiness to change and overcome resistance.

During the course you will cover the following topics:

1. Stakeholder analysis management
2. Influencing styles
3. Transactional analysis
4. Personal contracting
5. Engaging others, building trust and rapport
6. Dealing with resistance

Based in Meriden, Warwickshire, Process Management International has been working in the field of business transformation for 30 years.

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Podcast:

[‘The Project Management Debate Podcast’](#)

Cultural and societal bias has been toward extroversion being the preferred personality type when it comes to positions of leadership and management. Practically every MBA program trains its students to engage stakeholders in a similar way to that defined by Dale Carnegie in his ever-popular book “Winning Friends and Influencing People”.

Do misconceptions exist when evaluating how introverts interact with others and lead teams or is there really no opportunity for them to take on positions of leadership? This episode of the PM Debate Podcast argues the motion: “There is no room for introverts in project management.”

The Project Management Debate Podcast is a weekly podcast that explores different topics related to project management, transformation, strategy, and leadership. The format of this 20-25 minute podcast includes a key question that is debated by Philip and Mary Elizabeth Diab. The structure includes a brief introduction, opening statements, questions and answers, and closing statements. The podcast is hosted on SoundCloud and in the process of being published on the iTunes store.

Research:

[APM Funded Research - ‘Dealing with Difficult Stakeholders’](#)

This research project focused on the psychosocial aspects of project management and specifically on how project managers cope with difficult stakeholders.

The study identified three areas – structural environment, social environment and the stakeholder themselves, that cause difficult situations in projects and also some examples of what difficult situations typically look like in a project.

The study found that difficult situations have an impact on a project, as well as on the project manager themselves. Building on this the research identified that project managers adopt two different coping strategies when they deal with difficult situations created by project stakeholders. These are project coping strategies and personal coping strategies.

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Blog:

Good Stakeholder Engagement

Here are some comments following a Linked-In posting by Milvio D. in Australia.

The source of the image used is: “[Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets](#)” published in 2007 by the International Finance Organisation.