

Useful Links Update – March 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 Useful Links Update looks at the opportunity and the evidence for ‘effectiveness’ in stakeholder engagement. **Events** explore the significance of teamwork and conflict, two powerful forces to push through or de-rail stakeholder engagement effectiveness. There is also a look inside ‘understanding modern government’ for practitioners who wish to invest in a day at a workshop. **Blogs** offers a link to understanding the multi-faced world of stakeholder engagement from ‘mosaicprojects’ with **articles** to add insight to understanding stakeholder theory and levels of stakeholder engagement. **Books** provide a short ‘fish tale’ which may inspire practitioners to think about the effectiveness of their stakeholder engagement strategy. **Research** explores an evidence based approach for stakeholder engagement through unpacking stakeholder thinking.

Events

‘Please upgrade to Teamwork v4.1’ and Wessex PM Challenge Final

<https://www.apm.org.uk/event/>

15th March 2018

**Holiday Inn Fareham, Solent Cartwright Drive Fareham, PO15 5RJ United Kingdom
FAREHAM HAMPSHIRE**

Technology has dramatically changed the way in which projects are managed over the last 30 years and resulted, in some cases, with the human element being overlooked or paid scant regard, with subsequent negative consequences. It is important therefore to remember that ultimately, “People deliver projects.”

At this special evening in the Wessex Branch calendar is **Nick Fewings**, CEO of Engagementworks. Nick is a former Project Manager and Change Director with Barclays. He helps teams to achieve high levels of performance and engagement by facilitating cutting edge workshops that provide them with an understanding of who is in their team and how effectively they work together.

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Conflict management with lessons in history

<https://www.apm.org.uk/event/>

[20th March 2018](#)

Holiday Inn Notts/Derby, Bostocks Lane, Sandiacre, Nottingham NG10 5NJ

In project management conflict is inevitable. The earlier a project manager discovers conflict developing, the easier it is to resolve. Conflict resolution perceives conflict as destructive. Conflict management designs effective strategies to reduce the destructive side and enhance the constructive side of conflict to improve learning and effectiveness in organisations.

This presentation will explore several historical and contemporary project case studies that were mired in different types of conflict and show how these were managed. For example, in the Florence Duomo project Filippo Brunelleschi had a disaffected group of stakeholders undermining his authority based on conflicting approaches to the project. In the Hoover Dam project Frank Crowe incited conflict with his approach to the project workforce. In contrast Joseph Strauss took a different approach in the Golden Gate Bridge Project that reduced conflict with the project workforce and created a positive culture.

A Guide to Successful Stakeholder Management

<http://email.moderngov.com/c/1hauTrLBU1torvk8K45r3fC3Xu>

[7th March 2018](#)

Marble Arch-Central London

Understanding ModernGov will be hosting a practical organisational development workshop A Guide to Successful Stakeholder Management

This one day interactive training course equips you with the necessary skills to identify and map key stakeholders, develop an effective communication strategy and evaluate your stakeholder relationships.

Interactive stakeholder engagement workshops will provide participants with the tools to develop an effective strategy offering a greater understanding of the key principles for managing stakeholder expectations and effective communication strategies.

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Participants on the day will:

- Evaluate the key principles of stakeholder management and objective setting
- Learn practical tools & techniques for stakeholder mapping
- Develop an effective ‘influential relationships’ action plan for key stakeholders
- Explore language, style and tone techniques for creating persuasive communications
- Identify how to gain insight into stakeholders to develop better bonds

Further information contact 020 3770 6582 or email enquiries@modern.gov.

Event Costs

CENTRAL GOVERNMENT	LOCAL GOVERNMENT, HOUSING, EDUCATION & HEALTH	CHARITY	PRIVATE SECTOR
Delegate Price £495 + VAT	Delegate Price £445 + VAT	Delegate Price £445 + VAT	Delegate Price £595 + VAT
BOOK NOW >	BOOK NOW >	BOOK NOW >	BOOK NOW >

Blogs

Effective Stakeholder Engagement is Multifaceted

<https://mosaicprojects.wordpress.com/2017/11/03/effective-stakeholder-engagement-is-multifaceted/>

Posted on [November 3, 2017](#) by [Lynda Bourne](#) |

An organisation’s success, reputation and long term sustainability depends on its stakeholders and how they perceive the organisation. The way the organization interacts (or is perceived to interact) with its stakeholders builds its reputation and its customer base. But customers belong to communities and it’s the broader community that grants the ‘social license’ needed for the organisation to operate long-term. And, because no one and nothing is ever perfect, things will go wrong from time to time requiring action to protect the organisation’s reputation and its social license.

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Articles & Posts

<https://mosaicprojects.wordpress.com/2014/07/11/understanding-stakeholder-theory/>

<https://mosaicprojects.wordpress.com/2017/08/21/levels-of-stakeholder-engagement/>

Levels of Stakeholder Engagement

Posted on August 21, 2017 by Lynda Bourne | 1 Comment

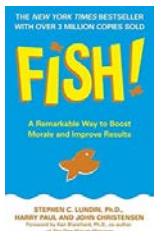
How engaged should your stakeholders be? Or how engaged do you want them to be? In an ideal world the answer to both questions should be the same, but to even deliver a meaningful answer to these questions needs a frame of measurement. This post uses ideas from 1969 to propose this framework!

<https://www.majorprojectsknowledgehub.net/resources/tunnelling-barbican-engaging-stakeholders/>

Tunnelling under the Barbican – engaging stakeholders

Tunnelling under the Barbican raised significant concerns from both the Barbican Centre and residents. The Barbican Centre required assurances that its concert programme would be undisturbed by both the construction and operational railway. And residents were concerned about settlement and building damage. This case study describes the extensive programme of consultation, engagement and briefing, as well as changes to track design and construction methods, which were undertaken to manage these concerns. It will be of interest to major project organisations engaged in tunnelling projects
Websites & Webinars

Books



by **Stephen C. Lundin (Author), Harry Paul (Author), John Christensen (Author) :**
Paperback – 5 Sep 2002

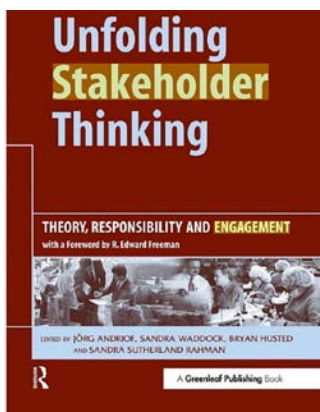
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Imagine a workplace where everyone chooses to bring energy, passion and a positive attitude to the job every day. In this engrossing parable, a fictional manager has the responsibility of turning a chronically unenthusiastic and unhelpful department into an effective team. No think about how you engage with Stakeholders.

Tools/Research/Thinking

https://books.google.co.uk/books?id=Pqo0DwAAQBAJ&dq=evidence+of+success+i+n+stakeholder+engagement&lr=&source=qbs_navlinks_s

Stakeholder Thinking: Theory, Responsibility and Engagement By Jörg Andriof, Sandra Waddock, Bryan Husted, Sandra Sutherland Rahman Routledge, 8 Sep 2017



This book is the first of a two-volume series – The thesis is that, today, stakeholder thinking has evolved into the study of interactive, mutually engaged and responsive relationships that establish the very context of doing modern business, and create the groundwork for transparency and accountability.

It makes clear that in today's societies successful companies are those that recognize that they have responsibilities to a range of stakeholders that go beyond mere compliance with the law or meeting the fiduciary responsibility