

STAKEHOLDER ENGAGEMENT RESOURCES

from the Stakeholder Engagement Focus Group

MAY 2019 Update

Introduction

In this month's "NewSE Bites": how to manage conflict and negotiation. Dealing with conflict is perceived to be something to avoid, but in an article for TED Talks, CEO and entrepreneur Margaret Heffernan positions conflict as an essential tool for getting the best performance from your team. If you've got difficult stakeholders, these links might be useful: two APM blogs focus on dealing with resistance to change, and two events coming up in May look at the skills and mindset needed to deal with challenging situations. And there's a quick guide to the communication errors that can compound relationship issues. Whoever said that stakeholder engagement was easy?!

Events

- **["Become a black-belt negotiator"](#)**
May 9th, Milton Keynes, APM Midlands Branch
Whether dealing with external or internal customers, suppliers or contractors, negotiation can be a minefield, with relationships, egos, and finances at stake. Apparently at this event you will learn to "enjoy negotiating". Well, that's got to be worth a trip to MK.
- **["Exploring negotiation and decision-making"](#)**
May 23rd, Leeds, APM Yorkshire & North Lincolnshire Branch
On a daily basis, stakeholder engagement and problem-solving requires negotiation. How do you negotiate with people who do not share your mindset, values and background? Clare Smith was a UK diplomat for 27 years. In this presentation she will be sharing her insights based on a career spent negotiating with a wide range of people around the world, often in extreme circumstances.
- **["Project communication"](#)**
May 15th, London, APM London Branch – Corporate Member Event
Debbie Dore. CEO for APM, and Vicky Reddington will be participating in this event which will include a fast paced and interactive session about project communication, and the Five Behaviours that can deliver project success.
Note that this event is for APM corporate members only.

Webinars

- [“Benefits – The real purpose of projects”](#)
Webinar May 21st , APM Benefits & Value SIG
What difference will your project make? Having a shared understanding of the value and intended outcomes of a project is critical for managing relationships with stakeholders. This webinar looks at a model for benefits realisation, a tool that can help to align the perspectives of the project delivery team and operational users.

Blogs and Posts

- [“Is your programme being derailed by psychopaths?”](#)
By Eddie Obeng, March 28th, 2019
Have you ever had problems with a stakeholder? Do you find that sometimes stakeholders just won't engage, but actively resist? Personality types might be the root cause.
- [“Five ways to win over change resistance”](#)
by Susanne Madsen, April 5th, 2019
This blog on the APM website post is adapted from Susanne Madsen's column in the winter 18 issue of [Project](#), the official journal of the APM.
- [“How stakeholders define the real success of projects”](#)
by Emile Fakhoury, March 28th, 2019.
This blog on the APM website explores the impact of stakeholders on quality, cost and scope of a project. *“Actively listening to internal and external stakeholders' requirements and feedback is most important for project managers.”*
- [“Ten Communication Errors”](#)
by Andy Bounds, April 2019.
Some common sense, practical, straight-to-the point advice from this experienced author, consultant and speaker. Try using it as a framework for continuous improvement. Share with your team and focus on addressing one a month. It could do wonders for stakeholder engagement.

Articles

- **[“The secret ingredient that makes some teams better than others”](#)**
by Margaret Heffernan, May 5, 2015
In this article about team culture and social capital, Heffernan makes an interesting point about the value of conflict. Rather than seeking to avoid it, conflict can be a useful tool for improving collaboration and problem solving.
The article is not new but contains some insights about drivers of team performance.

Books

- **[“Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets”](#)**, IFC (International Finance Corporation), 2007.
Look for Figure 2 in this publication – it is a neat diagram summarising eight building blocks of stakeholder engagement. Despite being published back in 2007, it is clearly still relevant as the diagram surfaced on LinkedIn recently. Take a moment to review the original text for the detailed explanation. In addition, this handbook might be of particular interest to anyone dealing with external stakeholder groups, such as affected communities, local government authorities, non-governmental organizations and local institutions.

ABOUT

“NewSE Bites” (pronounced Newsy Bites) provides bite-sized news about stakeholder engagement resources. It is published monthly if possible, and produced by volunteer members of the APM People Specific Interest Group (SIG). As well as highlighting upcoming events, we try to find relevant online and offline publications for your reference. We very much hope that this edition of NewSE Bites proves beneficial for you.

CONTACT

What do you want to know about Stakeholder Engagement? Please give us your feedback about NewSE Bites.

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