

# STAKEHOLDER ENGAGEMENT RESOURCES

from the Stakeholder Engagement Focus Group

June 2019 Update

## Introduction

In this month's "NewSE Bites": a virtual world - stakeholders, we take a look at how we conduct and engage 'virtually'. In science, D'Alembert's principle, in the law of motion for applied forces in a static system, virtual work arises in the application of the principle of least action to the study of forces and movement of a mechanical system. In matters of virtual working are we applying a similar principle of least action and effort or is this a new, compelling and better way of engaging.

## Events

- **Do challenging team dynamics put your project at risk?**  
**19 June, Luton, APM Midlands branch**  
Vicky Reddington will introduce the five behaviours of a team; a methodology used by 78 of the Fortune 100, but little known in the UK.
- **Better sponsorship delivers better outcomes!**  
**27 June, London, APM London branch**  
An engaged and effective sponsor is the key success factor to the successful outcome of a project or programme. But how do you know if you have a good sponsor?
- **A Guide to Successful Stakeholder Management: Effectively Manage Relationships to Achieve Your Organisational Goals**  
**10 September, 09.15 – 16.15pm, Central London**  
**Understanding Modern Government**  
Success in the delivery of any project, programme or policy is dependent on the effective management of stakeholders. Without the support and buy-in from key contributors, projects face the risk of failure. Dealing with a variety of stakeholders with different, and sometimes, competing interests can be challenging. This course examines how to identify stakeholders and develop a communication plan and strategies to engage them.

Stakeholder views and expectations can change over the project lifecycle therefore the trainer will work with you to create a dynamic plan to preserve relationships during the life of a project. Learn how to overcome conflict with stakeholders and build strong relationships thus increasing confidence and the speed of problem solving and decision-making.

## Webinars

- **Benchmarking for improved performance webinar**

- **APM Benefits and Value SIG webinar**

What is benchmarking and how can it improve personal and professional performance?

Tim will introduce the subject of benchmarking and illustrate with professional and personal examples. He will describe how considered use of data can drive continuous improvement, support target setting and foster sharing and learning across an organisation and with outside peers; and will explain how benchmarking can be applied to improving project performance and illustrate with examples of cost, schedule and performance benchmarking in addition to benchmarking for project best practice.

## Blogs and Posts

- **Leading virtual teams – 5 tools for success**

By Fran Bodley-Scott, Published on 25 April 2019

For anyone involved in projects and programmes, virtual team-work is becoming the norm. 85 percent of employees reported working in virtual teams according to 'Trends in Global Virtual Teams'. But alongside the potential benefits of being able to bring together far-flung colleagues and stakeholders, there are some significant challenges for team leaders. Virtual working means that you may never meet the people you need to work with. The lack of face to face contact makes it more difficult to understand what people are really trying to say. Behaviours and expectations change in the digital environment, and it's more difficult to manage motivation and conflict.

- **The Art of Stakeholder Management**

By James T Brown SEBA Solutions

Great project managers know that success goes beyond the triple constraint deliverables and includes managing stakeholder expectations. Three aspects of managing stakeholder expectations are:

- Know your stakeholders

- Know what you are supposed to deliver from the perspective of the stakeholder

- Hold your stakeholders accountable to the realities of the project (regardless of the position of the stakeholder, the attitude of the stakeholder, or the availability of the stakeholder). Dr Brown provides valuable strategies & rules of engagement for dealing with difficult stakeholders.

- **Sensible Project Manager Hangout 9 - How to Manage Virtual Teams**  
By Mark Phillipy  
Sensible Project Manager Hangout 9 - How to Manage Virtual Teams  
"How to Manage Virtual Teams" was the topic for the 9th hangout of the Sensible Project Manager Hangout Community. In this community of project managers and others who enjoy discussing project manager topics, they have a weekly hangout which is hosted via Google+ Hangout.
- **Working with Remote Stakeholders? 3 Tips for Using Your Elicitation Skills Online**  
By Joan Davis  
Working with Remote Stakeholders? 3 Tips for Using Your Elicitation Skills Online.  
In: Discover all the Requirements, Effective Communication
- **What is APM learning?**  
The APM launch of the new learning platform. What is APM Learning?  
As part of our ongoing commitment to provide those interested in project management with opportunities to learn, share and develop their understanding we have established APM Learning to host a range of interactive digital learning content that is quality assured and approved by APM. Key project management topics are categorised in line with the Body of Knowledge offering best practice guidance, tools and templates to support you in your professional role.

## Articles

- **Leading virtual project teams Do's and Don'ts**  
Conference Paper Team Building, Resource Management 13 May 2016. Pullan, P. & Prokopi, E. (2016). Leading virtual project teams: dos and don'ts. Paper presented at PMI® Global Congress 2016—EMEA, Barcelona, Spain. Newtown Square, PA: Project Management Institute.

A project professional of today lives in an increasingly virtual world, resulting in the need to lead virtual projects. The dynamics of a remote team requires project managers to communicate with their teams differently. In this paper, we introduce the current situation and share best practices and practical strategies. These will help a project leader bridge the culture, time and language barriers, and help to eliminate the distance across virtual teams, both teams within an organisation, and those including freelancers and partners from different organisations.

## Books

- **Virtual Leadership: Practical Strategies for Getting the Best Out of Virtual Work and Virtual Teams**

By Penny Pullan

Paperback – 3 Aug 2016

The future of work is virtual, with dispersed teams, telecommuting, remote working and virtual meetings becoming the norm in many sectors and industries around the world. At its best, virtual working can be productive and creative, tapping into the best people wherever they are and bringing skills and experience together efficiently and at low cost. But it can also lead to isolated and disengaged workers, ineffective communication, and uncoordinated and even counter-productive activity. Virtual Leadership discusses how leading a virtual team in our fast-paced world requires a new set of skills and a facilitative leadership approach.

### 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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