

## STAKEHOLDER ENGAGEMENT RESOURCES

### from the Stakeholder Engagement Focus Group

SEPTEMBER 2019 Update

### Introduction

In this month's "NewSE Bites" we have a mixed assortment of events, blogs and posts, research articles, plus a review of "The Entrepreneur's Book" by Neil Francis, which is absolutely full of stakeholder related material.

Here's a stat that might make you think about how important stakeholder engagement is becoming. When searched using Google Scholar, the terms "stakeholder engagement" and "project management" scored 16,800 hits in the period 2017 to 2019. That's 28 hits a day. This impressive stat emphasises that SE is one of the truly hot topics of the year. NewSE Bites gives you a taste of the latest developments.

### Events

- **Collaborating to deliver projects**  
**Date:** 8 October 2019. **Time:** 08:45-18:30  
**Venue:** Alderley Park Conference Centre Astrazeneca Ltd Macclesfield SK10 4TG
- **Personalities and success of project delivery**  
**Date:** 10 October 2019. **Time:** 18:30-20:30  
**Venue:** London Road, East Grinstead, West Sussex RH19 2BH

### Blogs and Posts

- **Winning a seat at the table - Do your stakeholder's buy-in to your part of the business?**  
This blog by Julia Steel is a follow up to her book "Buy-in: How to Lead Change, Build Commitment and Inspire People". Picking up on feedback from readers of the book, Julia now offers further insight.
- **Simply Stakeholders - Stakeholder Engagement - Best Practice Guide**  
This post by Allison Hendricks provides a useful 14 – point check list for introducing "stakeholder engagement" into your project.

## Articles

- **How people analytics can help you change process, culture and strategy**  
An insightful paper from the Harvard Business review, (authored by Chantrelle Nielsen and Natalie McCullough). If you are interested in transformation initiatives, then the people analytics approach is likely to be of significance.
- **Digital stakeholder engagement: the basics**  
A concise overview of stakeholder engagement as applied to the construction industry, from Alexander Catmur, particularly addressing the “traditional – digital” tensions within the stakeholder population.

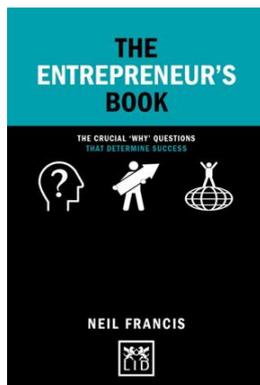
## Did you see?

A catch up on things you may have missed...

- **A recent research paper on stakeholder engagement...**  
“Value-oriented stakeholder influence on infrastructure projects”, by Lauri Vuorinen and Miia Martinsuo. International Journal of Project Management, Volume 37, Issue 5, July 2019, Pages 750-766. Highlights include:
  - Stakeholders utilize different influence strategies in infrastructure projects
  - Expectations for project value explain the utilized influence strategies
  - Influence strategies include communication, complaints, rules and authority
  - Project value includes environmental and social, financial and systemic value
- **Practical advice on stakeholder engagement...**  
“How can I rebuild a relationship” – a short article by Susanne Madsen (Project, Summer 2019, page 63). The realities of a situation where a stakeholder relationship has gone wrong, and you need to mend it...
- **How to deal with difficult stakeholders....**  
“How to take on your adversaries...(and win). A short article by Marion Thomas and Sarah Walton. (Project, Summer 2019, page 65). Not so much a duel, as a strategy and tactical approach.

## Books

- ***The Entrepreneurs Book (the crucial “why” questions) by Neil Francis, LID publishing 2018.***



This is a special book, written by a man whose life was transformed by a medical condition. From CEO to stroke survivor, through golf caddie and back to business advisor, Neil Francis has seen entrepreneurship from all angles. Rather than ask “how” are entrepreneurs successful, he poses the deeper question “why” so? Taking one core idea at a time, he

works through a series of fundamental qualities that an entrepreneur must have, and why. Unsurprisingly some of them involve stakeholders. The list of qualities reads like a classic list of virtues, but with good reason. Belief, purpose, values, desire, love, morals, ownership, compassion, luck, failure, trust, copy, loneliness, perspective, drive, peace, perseverance, personal. Some of these sound circumstantial, like “luck” (for example three students named Hughes, Moskovitz and Zuckerberg, all freshmen, end up sharing a student flat and becoming firm friends); life is full of stuff like that. Or “copy” sounds dubious, but the idea is to copy what you know works well – no shame there. The book is well worth a read and picks out how really successful entrepreneurs have shaped their interactions with their stakeholders.

## 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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