

STAKEHOLDER ENGAGEMENT RESOURCES from the Stakeholder Engagement Focus Group (SEFG)

November 2019 Update

Introduction

In this month's "NewSE Bites" we have a mixed assortment of jobs, events, articles, blogs, posts, calls for research participation, 'did you see?' and book reviews.

We would like to particularly draw your attention to the event on Wednesday 27 November when we (SEFG) are working in collaboration with APM South Wales and West of England (SWWE) branch to put on a day's seminar entitled '**Project Manager to Leader**': The what, why and how, in Bristol. We have a fabulous, and somewhat different day lined up so do please come and join us. The cost to attend is incredible value for what you will take away.

Jobs

Head of Stakeholder Engagement - Festival and Seasons for the British Council?

Events

- **Launch of the Manifesto for Responsible Project Management V2 (London)**
Date: Wednesday 6 November 2019 Time: 12:00 – 18:00
Venue: Chiltern Hall, Westminster Business School, 35 Marylebone Road, London. NW1 5LS
- **Transforming flight management at the air traffic control centre**
Date: Tuesday 12 November 2019 Time: 18:00 – 20:00
Venue: Ageas Suite, Shane Warne Stand, The Ageas Bowl, Botley Road, West End, Southampton. SO30 3XH
- **APM Annual General Meeting** (All full members MAPM/FAPM are eligible to vote)
Date: Monday 18 November 2019 Time: 10:00 – 12:00
Venue: 30 Euston Square, Stephenson Way, London. NW1 2FB
- **The do's and do nots of good stakeholder engagement**
Date: Tuesday 26 November 2019 Time: 18:00 – 20:00
Venue: Jurys Inn Aberdeen, Guild Street, Aberdeen. AB11 5RG
- **Delivering effective change through great engagement**
Date: Tuesday 26 November 2019 Time: 18:00 – 20:00
Venue: University of Cambridge, Roger Needham Building, 7 JJ Thomson Avenue, Cambridge. CB3 0RB

- **‘Project Manager to Leader’: The what, why and how**
Date: Wednesday 27 November 2019 Time: 08:30 – 16:30
Venue: BAWA, 589 Southmead Road, Filton, Bristol BS34 7RG
- **Effective communications planning**
Date: Wednesday 27 November 2019 Time: 18:00 – 20:00
Venue: Aviva, Wellington Row, York YO1 6FZ

Articles, Blogs and Posts

- **The Power of inclusive public engagement in urban resilience**
Kieran Power recently shared on LinkedIn about 100 Resilient Cities which, although officially wrapped up in its original form, has still been worked on with some of the dedicated team on this guide sharing some of the most innovative approaches to stakeholder engagement from the 100RC network.
- **National Grid seeks engagement...**
Daisy Benson, Stakeholder Strategy and Delivery Manager at National Grid, advises that National Grid are “committed to learning from others and improving what we do in Gas Transmission. I've spent a lot of time lately reaching out and establishing new connections with leaders in stakeholder engagement practice across utilities - bowled over with the positive replies I've received. Thank you to everyone I've been in contact with or am about to meet improving how we engage will benefit not just our individual companies but mostly our shared stakeholders.” If you feel you would like to get onboard with the National Grid then please make contact with Daisy through LinkedIn.
- **Does Stakeholder Engagement Pay Off on Social Media? A Social Capital Perspective**
Non-profits use social media to pursue a broad range of mission-related outcomes. Given the centrality of user connections and social networks on these sites, attaining these outcomes is contingent on first generating a stock of online social capital through investing in online relationships. Yet, little is known empirically about this process. To better understand the return on social media, this study develops empirical measures of four key dimensions of social media-based social capital centring on the nature of non-profits network positions and stakeholder ties. The study then tests a series of hypotheses relating the increase in social capital to different types of stakeholder engagement tactics. Using Twitter data on 198 community foundations, the study finds that content with multiple communication cues and intersectoral stakeholder targeting predict higher levels of social capital; communicative and stakeholder diversity, thus, appear to play a key role in the successful organisational use of social media.
- **CSR on display: using spectacles and storytelling as stakeholder engagement mechanisms**
Corporate social responsibility (CSR) is increasingly used by communication professionals, not only to bolster the image and reputation of organisations, but to facilitate stakeholder engagement. Recent literature suggests that social networking sites (SNSs) are suitable platforms to communicate CSR messages as these media aid

organisations in creating meaningful dialogic interactions with stakeholders through purposeful engagement and the co-creation of meaning. While notions of trust creation and the forging of organisation-stakeholder bonds have been investigated, this article proposes that theoretical constructs such as archetypal plots, social visibility, spectacles and spectatorship inherent to storytelling have not been explored comprehensively within the context of CSR communication. To ascertain whether these theoretical categories manifest in practice in corporate communication, the authors examined the CSR communication of First National Bank (FNB), which was communicated on its SNSs. Through a hermeneutical analysis, it was established that FNB incorporated three archetypes, namely the Caregiver, the Innocent and the Hero, in its CSR communication. These archetypes functioned within created archetypal narratives such as the quest, adventure and transformation. Lastly, FNB framed its CSR activities as spectacles, and appropriated elements of collective fun such as viral, interactive message content to engage with its stakeholders.

- **Blog**
Working with sponsors and programme managers

Calls for Research Participation

Changing Project Management Practices to Eliminate Modern Slavery in Megaprojects

This APM funded study led by UCL and the University of Leeds are seeking participants for a Delphi review and an event in London on Friday 15 November. Please contact G.O.Oliomogbe@leeds.ac.uk for more details.

Capturing and evaluating individual and social factors that influence critical project decisions

This APM Research Fund study led by Liverpool John Moores University is seeking participants until late December. Please contact Dr Natalie Marguet via n.r.marguet@ljmu.ac.uk to get involved.

The Golden Thread: Phase 2

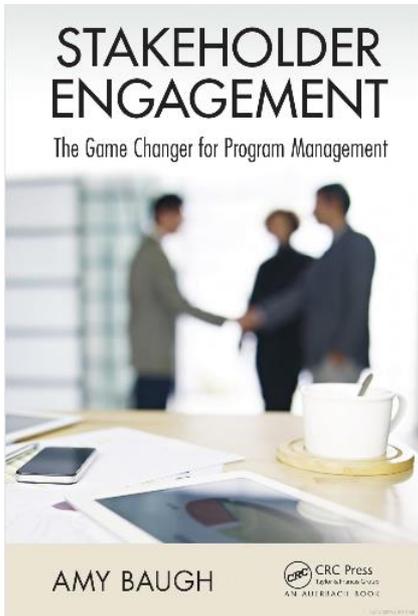
This **APM-PwC study** is conducting a second phase focusing on: Regional analysis and three key growth sectors: Pharmaceuticals and Health, Charities and SME's. If you are an organisation in any of these three sectors and would like to participate then please contact research@apm.org.uk

Did you see?

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

- **Congratulations to SEFG volunteer Dr. Teri Okoro...**
Teri is a recent BAME (Black, Asian and minority ethnic) award winner with RIBA (Royal Institute of British Architects).
- **Methodology for the engagement of stakeholders**
WaVE project partner TU Delft (NL) has written a paper outlining the methodological framework for engaging stakeholders in the work on the Interreg WaVE project.

Books



Auerbach
Publications

Published
Friday 13 February 2015

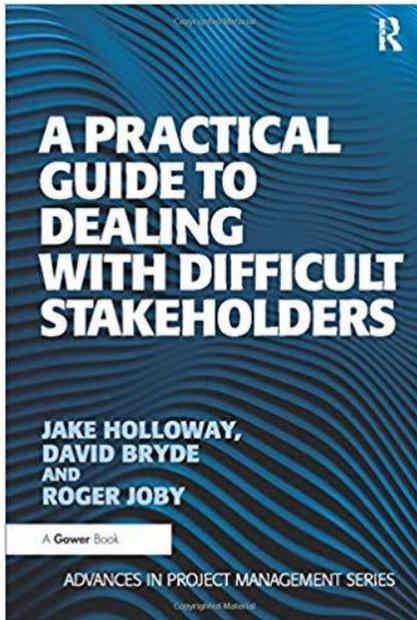
ISBN 9781482230673

CAT# K22679

Strong stakeholder engagement is perhaps the most critical factor for achieving successful programme execution in our fast-paced world. Many programme managers get stuck in the "science" of programme management, spending vast amounts of effort on tasks, charts, and metrics. Programme managers who emphasise activities around relationship building and stakeholder engagement usually have the best chance for programme success. This book focuses on how to engage your stakeholders in the right way and keep them engaged throughout the course of your programme.

The first section of the book covers stakeholder engagement in the programme definition phase, including how to identify key stakeholders, gain their trust, and build relationships through effective communication. The second section moves to the project execution phase. It explains how to drive stakeholder engagement using performance metrics, effective meeting management, and informal programme governance.

In the last section, the author explains how to keep stakeholders engaged through the programme closure phase. This section covers the operational readiness review, including transition plans, new process documentation and training, new technology rollout, and cultural readiness assessment. It also provides best practices and tips for holding the post-launch review and lessons learned session. The book concludes with a case study of a fictitious company, followed by discussion questions that allow you to apply the knowledge you have gained in this book.



Ashgate
Publishing Ltd

Published
Friday 28 August 2015

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ISBN-10: 1409407373

All project stakeholders have different needs, objectives, responsibilities and priorities. For many project managers it is disturbing to realise that, for any number of personal or professional reasons, some of their stakeholders may not be as co-operative and helpful as they expect. It could be a negative and powerful sponsor (the 'Anti-sponsor'), a demotivated team, low-maturity or unrealistic external clients, maliciously compliant gatekeepers and finance teams, or uninterested internal customers. The reality of project management is that stakeholders can be difficult! Jake Holloway, Professor David Bryde and Roger Joby bring their years of project management experience and combine it with research and insight from social psychology to delve into how and why project stakeholders can be difficult. The book describes some of the common stakeholder types - such as sponsors, the team, gatekeepers, clients and contractors - and associated unhelpful or difficult behaviour profiles that you will often come across on projects. It then provides practical ideas, techniques and methods that will help the project manager to effectively manage the impact of these stakeholders on the project. As projects get larger and more complicated, the role and influence of stakeholders grows too. 'A Practical Guide to Dealing with Difficult Stakeholders' will provide your project teams with the basis for a more sophisticated and resilient approach to stakeholder management.

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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