

STAKEHOLDER ENGAGEMENT RESOURCES

from the Stakeholder Engagement Focus Group

July 2020

Introduction

The incoming chair of APM, Debbie Lewis, recently co-hosted a lunchtime webinar with the outgoing chair, John McGlynn. Amongst the list of priorities going forward, were stakeholder engagement and stakeholder management. Engaging with our stakeholders has become even more prevalent during the COVID-19 pandemic and with no known date for the return to 'normality' or whatever the 'new-norm' might look like then it will rightly remain to the fore.

Webinars - coming up

- **Identifying Successful Project Management Behaviours (for corporate and affiliate members only)**

Date: 21 July 2020 **Time:** 11:30-12:30

Behaviours are a key enabler of project delivery, and there may be opportunity for us to be better at capturing these in our lessons learnt activity. In this mini-series, Chartered Psychologist Wendy Shooter will help us understand why we may not have been great at this in the past and how we can turn this around. She will also share some of her observations of helpful and unhelpful behaviours from her project experiences over the last 20 years.

- 1) Why has it been so difficult to capture and replicate successful behaviours?
- 2) How can we be better at capturing and replicating successful behaviours?
- 3) Observations of the behaviours that help and those that do not – from project experience. Including thoughts about the drivers behind these behaviours.

Webinars – listen again

- **APM virtual conference "Power of Projects"** **Broadcast:** 1 – 12 June 2020
These free and openly accessible series of webinars are now available on demand, for a limited period. If you missed any of the original sessions or wish to listen in again then this is a fabulous opportunity to do so and to increase your Continuous Professional Development (CPD) hours. Speakers covered a range of relevant topics including leadership, communication, mental health, resistance to change, and how to engage children (perhaps an unexpected challenge for many home-schooling parents during lockdown).
- **Responsible Project Management** **Broadcast:** 12 May 2020
Projects impact society and the environment. Responsible Project Management is a new concept that is emerging from collaboration between researchers and practitioners that redefines the stakeholder and aims to support project managers in advocating for beneficial project outcomes.

- **Listening leadership - The decade of talking is over** **Broadcast:** 24 April 2020
Stakeholder engagement is as much about listening as it is about you getting your message across. Johnny Warström, co-founder of Mentimeter, thinks that the ability to stop talking and really listen is a critical skill set. In this webinar, he explains how this interactive software platform can be a useful tool for listening to stakeholders.
- **Mindsets – Mental Toughness for Challenging Times** **Broadcast:** 21 April 2020
Your own mental health and ability to cope under stress has a direct impact on your relationships with stakeholders. In this webinar, leadership development specialist Lucy Finney talked about how mental toughness is a quality you can develop.
- **Communicating in uncertain times** **Broadcast:** 14 April 2020
Communication is important in normal times but critical in times of change and uncertainty, as we've all experienced during the response to coronavirus. How can project managers ensure their messages are reaching the people who need them? In this webinar communications specialists Ann Pilkington and Tim Lyons presented a framework for communication planning, and for communicating in times of uncertainty.

Articles

- **Will Carling: 'I didn't open the curtains for a year, I was so battered'**
Author: The Guardian
Date: 22 June 2020
Fascinating article to read, for those who went to boarding school it will resonate a lot. Whatever your views on Will Carling are, his openness and honesty are refreshing and interesting to see how someone else discusses their time dealing with everything that surrounds it.
- **A leader's guide: Communicating with teams, stakeholders, and communities**
Publisher: McKinsey
Date: April 2020
In a situation of uncertainty and emotional disruption, such as COVID-19, how organisations communicate can create clarity, build resilience, and catalyse positive change. In this article the authors suggest five things that good crisis-communicators do well.
- **Stakeholder Engagement: A bright new future for Corporate Governance**
Author: Global Real Estate Sustainability Benchmark (GRESB)
Date: December 2019
There are a million articles on the web espousing the importance of stakeholder engagement. Here is the truth about stakeholder engagement – it is not important. It is essential. You can have the best product, the most polished programme, the most innovative project, if you have not taken the time to ensure the people impacted by your initiative are fully on board, you will fail. It is about as certain as death and taxes!

- **The virtuous cycle of stakeholder engagement in developing a sustainability culture: Salcheto winery**

Publisher: Harvard Business Review

Date: November 2018

Stakeholder engagement in sustainability represents a powerful driver for value creation. Drawing from stakeholder theory, this paper explores *how a firm with a proactive sustainable behaviour engages stakeholders in developing innovation and creating value*. A longitudinal, single case study of the Salcheto winery was carried out. Since the late 1990s, Salcheto has been at the forefront of wine eco-innovation and it has played a key role in the development of Montepulciano (Tuscany, Italy) as one of the first sustainable wine clusters worldwide. The development of a sustainable wine culture is one of the firm's various innovations. In doing so, the firm has had to face three challenges - identity creation, legitimisation, and enhancement - and has engaged its stakeholders through three specific mechanisms (adoption and development; co-creation and diffusion; exploitation and contamination). This virtuous cycle of stakeholder engagement has resulted in value creation at a firm, stakeholder, and local level.

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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