

## Useful Links Update – June 2017

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*“Useful Links Update” is a regular update produced by the Stakeholder Engagement Focus Group, part of the APM People SIG. The aim is to share links to tools, developments and forthcoming events that may be of interest or help to address your stakeholder engagement questions.*

*If you have a stakeholder related event or publication that you would like to share, please contact us: [SEFG@apm.org.uk](mailto:SEFG@apm.org.uk)*

The theme for June 2017 Useful Links Update, takes a look at some wider aspects of stakeholder engagement. Beginning with a recent **blog** on 5 musts of stakeholder engagement, **books** looks at ‘Further Advances in Project Management’ and in particular the relevance to stakeholder engagement of the 8 compelling behaviours of organisations (Price). In ‘Leadership Plain and Simple (Radcliffe) explores engagement observations and principles and (Johnson) tells a story of when the smell of change is in the air change. In **tools** we take a look at community engagement tools and techniques, learning from an environmental stakeholder consultation in Australia and end with **research** stakeholder engagement and participation in sub-Saharan Africa and the practice of stakeholder engagement in infrastructure projects in Melbourne and London.

### Blogs

#### [Just come across this on LinkedIn](#)

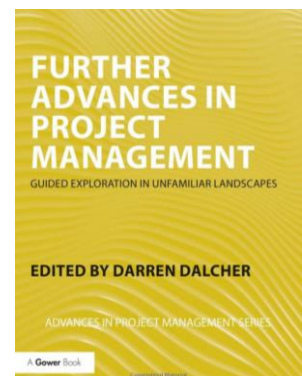
5 musts of stakeholder management

### Books

#### [Further Advances in Project Management: Guided Exploration in Unfamiliar Landscapes Hardcover](#)

8 Dec 2016: by Darren Dalcher

A collection of topics with some relevance to stakeholder engagement; collated by Professor Darran Dalcher. Topics include people, communication, ethics, change management, value realisation, benefits, complexity, decision-making, project assurance, communication, knowledge management, big data, project requirements, business architecture, **stakeholder engagement**, strategy, users, systems thinking and resilience.



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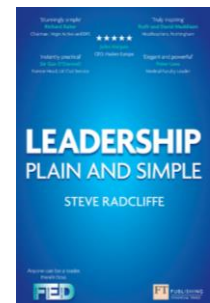
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The main aims of the collection are to reflect on the state of practice within the discipline; to propose new extensions and additions to good practice; to offer new insights and perspectives; to distil new knowledge; and to provide a way of sampling a range of the most promising ideas, perspectives and styles of writing from some of the leading thinkers and practitioners in the discipline.

There is a section on successful projects and the eight compelling behaviours which is of particular interest, written by Martin Price which appeared in PM World Journal; Vol 5 Issue 1 Jan 2016.

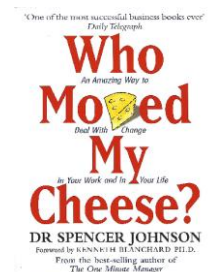
### [Leadership Plain and Simple](#): by Steve Radcliffe

Radcliffe takes a compelling look at Leadership. He introduces the leadership approach of FED: Future-Engage-Deliver. Of interest to practitioners are practical insight, guidance and observations on approaches to engagement. Worthwhile exploring!



### [Who Moved My Cheese](#): by Dr Spencer Johnson

And finally, an old classic to help you work out your appetite and that of those you engage with when the smell of change is in the air.



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### Events

The [APM Benefits Summit 2017](#) and SIG AGM Thursday 22 June 2017:09:00 - 17:00

Realising Benefits in a Changing World

Including a session on Working with Partners, we recognise the importance of creating effective partner relationships; for example, throughout service profit and service value chains. Ultimately, change initiatives make improvements that are intended to benefit different stakeholder groups, such as; citizens, customers and shareholders.

David Hawkins, of the Institute of Collaborative Working [ICW], delivered a popular Benefits of Collaboration webinar in March 2016. At this year's summit, he will explain how the new International Standard for Collaboration [ISO44001] supports collaborative relationships within business.

### Websites

[Handbook Series: Stakeholder engagement and participation  
DFID research outputs  
Department for international development](#)

This report presents a critical review of stakeholder participation literature and highlights criticisms of the main concepts. The aims are to examine stakeholder theory by paying attention to three aspects, namely the history of the field, various typologies that have been developed in the theory of stakeholder participation and the process of stakeholder participation. Throughout it is also attempted to present a critical review of the stakeholder participation literature and to highlight various criticisms of the key concepts

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### Applications

#### [Social pin point](#)

A place to engage a community with an online tool that improves the way organisations engage with their communities and stakeholders.

### Tools

The SEFG group are preparing to add more examples of [Tools and techniques](#) aligned to the 10 principles for stakeholder engagement.

In advance of this here is a link to some of the tools and techniques adopted by Aries in their guide on Education for Sustainability (EfS) in Local Government: Handbook, which might be of interest as it takes a look at the broader challenges of stakeholder community engagement.

Aries were commissioned by the Australian Government Department of the Environment, Water, Heritage and the Arts to describe the components of education for sustainability, give examples of recent achievements in Australia, and suggest some positive ways forward. The result was a handbook on how to engage with stakeholder communities and a shorter 8 page summary.

- Ways to make a community stronger, wiser, more resilient and engaged - community engagement. A tool for community engagement.
- Open dialogue (listening circles) -a technique for shared exploration towards, greater understanding, connection or possibility. A technique for critical reflective thinking.
- Visioning -a process of identifying a preferred future and reflecting on the steps needed to make that vision reality. It encourages futures-thinking, reflective thinking and values clarification.
- Asset-Based community development -looks at ways of identifying and activating the positives, or assets in a community. A tool for participation and partnership building as well as systemic thinking.
- World café -a dialogue tool which brings together different people to address a strategic question or questions. A tool for critical reflective thinking.
- Deliberative democracy methods - Citizen deliberative councils -a group of techniques that are most often used for involving the community in policy and planning issues. A technique is citizen's dury (public consultation-charrette workshops etc). These techniques are good for encouraging participation in the decision-making process.

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- Parish mapping -used by communities to identify and map what they value within their communities. These maps can be used for planning, action and mobilising community engagement. **A tool for systemic thinking as well as values clarification and critical reflective thinking.**
- Open space technology -a meeting process where participants come together to create and manage their agenda of parallel working sessions around a central theme of strategic importance. **A tool for dealing with complex issues and identification of what a community see as issues and is participatory in nature.**
- Photovoice -participants use cameras to identify what they value in their communities and then meet together to discuss and critically reflect on their values. **A good visual tool.**
- Participatory learning and action approaches -an umbrella term for a wide range of people participation approaches, in learning about their needs and opportunities, and in the action required to address them. **Participatory Appraisal** is a method that emphasises local knowledge and enables local people to make their appraisal, analysis and plans. **A tool, to encourage participation.** **Reflect** is an approach to learning and social change. The key is creating a space where people feel comfortable to meet and discuss issues relevant to them and their lives. Reflect aims are to improve the meaningful participation of people in decisions that affect their lives, through strengthening their ability to communicate. **This tools has been used in developing countries to address issues or power and inequality but is now adopted in Europe and North America.**
- Planning for real -a community development tool, involving a wide range of people in a practical process to determine their needs and priorities. **It is a tool for encouraging futures thinking and participation in the decision-making process.**

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### Research

#### [An Introduction to Stakeholder Engagement 2014](#)

by The Institute of Development Studies.

Think Tanks often create a package of outputs and activities that engage, and even involve, reach various audiences, or stakeholders throughout the process. This guide provides an introduction to stakeholder engagement and outlines a number of tools that can be used to better understand who your stakeholders are.

#### [The practice of stakeholder engagement in infrastructure projects 2016](#)

by RICS

Using East West Link in Melbourne and Crossrail in London as case studies, this research analyses stakeholder engagement in the planning and development phase of public infrastructure projects. The soaring interests of the community in public infrastructure projects demand rigorous scrutiny of the performance of projects in a social context.

While planning of capital intensive infrastructure projects usually undergo numerous iterations before being considered as a viable project. How such projects are perceived by the wider public depends on the efficiency in community participations and communication of relevant information in the planning and development phase of the project.