

Useful Links Update – September 2017

“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

Blogs

[5 Myths of Stakeholder Management](#)

There seems to be some universal problems when it comes to dealing with people on projects... because we are dealing with people on projects. Having said that, there are also some common misunderstandings about what it means to be a project manager and be working with people.

[How to Unlock Relational Capacity](#)

Richard Gedge is a director of Renuma, an organisation that improves performance by addressing relationships between groups. Diverse relationships share core components communication, consistency, information, power and alignment. We use Relational Proximity®, a framework categorising five domains of relational strength; information, story, communication, purpose and power. Understanding this framework enables organisations and teams to pro-actively adjust their relationships, resolving blockages and strengthening collaboration.

Articles

[APM's 'Project' journal - Why a Compass is Better Than a Map](#)

An article by Kate Parker a director at project management consultancy Agilis. Increased stakeholder visibility, combined with more uncertain political and economic environments, means that project managers need to adopt different strategies to ensure a greater chance of project success.

Books

[Stakeholder Management: 50 Quick and Easy Ways to Become Brilliant at Project Stakeholder Management.](#)

If you would like to become better at influencing and persuasion, but don't know where to begin, then start here. The book explains the essential steps to successful stakeholder management, using a step-by-step approach.

Training

[Stakeholder Management eLearning](#)

This online self-paced course is provided by Aspire Europe Limited and is their ultimate stakeholder management interactive learning event. According to the blurb, “It provides you with a unique opportunity to attain not only the theoretical knowledge of stakeholder management from our expertise as thought

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leaders in this area, but also attain an understanding of the practical application we have acquired as accredited consultants assessing organisational performance.”

Websites

Open University: [Open.edu Stakeholders](#)

This OpenLearn module stakeholder analysis and management is an interesting read and provides an introduction to the original ideas of stakeholder identification and management. The word ‘stakeholder’ is now commonplace in most managers’ vocabulary, but like so many terms in the management lexicon it can mean different things. For example, in the private sector it has a set of nuances that may not be shared in the public sector, and vice versa.

EDF Energy: [edfenergy.com stakeholders](#)

EDF Energy explain the value they place on engaging and working in partnership with their stakeholders and adopting the behaviours of being open, honest and transparent with a variety of stakeholders and groups of people who matter and have an interest in what they do, how it is done and the impact achieved as a business.

The BBC: [BBC bitesize stakeholders](#)

Businesses have different types of internal and external stakeholders, with different interests and priorities which can conflict. This web page outlines the stakeholder as anyone with an interest in a business and as individuals, groups or organisations that are affected by the activity of the business.

Dr. Lynda Bourne: [Stakeholdermapping.com: The five stages of Stakeholder Relationship Management Maturity](#)

Identifying, mapping and prioritising a project’s stakeholder community is only the beginning. Projects and other initiatives can only be considered successful when their key stakeholders acknowledge they are a success. Engaging effectively and ethically with key stakeholders to help create a successful project outcome requires significant levels of skill and maturity. SRMM defines five levels of maturity and suggests a route most organisations can follow to progress from ‘Level 1’ to ‘Level 5’.

Videos

[What is Stakeholder Engagement?](#)

Future 500 is a not-for-profit organisation. This YouTube video isn’t new but it is still relevant. It breaks down common stereotypes of companies and activists in our new video that asks: What is stakeholder engagement?

Vision Quest Consulting: [10 Steps to Effective Stakeholder Engagement](#)

Vision Quest is a training and coaching consultancy. This YouTube webinar defines the important steps in understanding stakeholder expectations and effective communication so that the best results are ensured for everyone.