

## Useful Links Update – October 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)*

This month Useful Links Update looks at professional curiosity and building trust with stakeholders. Are we curious, enquiring and inquisitive about what we are seeing and assessing when dealing with stakeholders and how do we report our findings? We come at this challenging topic from some unexpected directions for example, green issues, and organisational strengths.

### Events

- [“Project manager to leader: Collaborating, Influencing and Conflict Management” North West branch conference 2017](#)

**October 10<sup>th</sup>, Alderley Park Conference Centre, Macclesfield**

**A joint one-day** conference organised by the APM Northwest Branch and People SIG, Leading people plays a vital role to project success. This conference looks at turning project managers into leaders, with keynote speaker Stephen Carver.

### Blogs

- [Five ways to make project reporting an effective stakeholder engagement tool](#)  
Posted on 8 June 2017 by Fran Bodley-Scott and repeated in APM ‘Project’ (Autumn 2017 Issue 292) suggests that curiosity about the information needs of stakeholders is effective if we’re going to stop meaningless reporting.

### Articles

- **“Crisis Point: How can stakeholders reinvigorate a project that is in crisis”**  
APM ‘Project’: Winter 2015 Issue 285 pp 51-52, Peter Osborne.
- **“Six key steps to decision-based stakeholder engagement.”**  
APM ‘Project’: Autumn 2017 Issue 292 pp 58-60, Richard Peel.

### Websites & Webinars

[“The Realities of Managing Projects Remotely – What You Need to Know” by James T Brown. SEBA Solutions.](#)

JT Brown talks about having a team charter – agreeing with all the team participants how they’re going to communicate together, work together etc. The key point is that rather than imposing a ‘charter’, you get everyone to design it and agree it – a useful tool for encouraging ‘professional curiosity’ by specifically building it into the charter.

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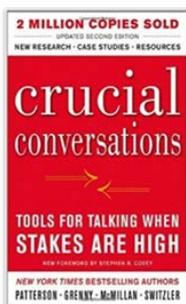
### Books

- [“Managing Green Issues”](#)  
Tom Curtin, Palgrave Macmillan (2007)



Green issues have a large impact on how an organization is seen and huge implications for the organization's success, brand values and the sales decisions of consumers towards its products. This book guides the modern organization on how to channel environmental issues to gain competitive advantage and addresses the rise of environmental consciousness and conscience, the stakeholder diagnostic and consultation with stakeholders. The approaches discussed in the book reveal the importance of professional curiosity and the need to ask the right questions. There are opportunities to apply similar thinking to other challenging topics and ways of effective communication and reporting on sensitive issues.

- [“Crucial Conversations Tools for Talking When Stakes Are High”](#)  
Kerry Patterson, Joseph Grenny, Ron McMillan, A. Switzler: Second Ed McGraw-Hill (2011)



When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and suffer the consequences-(As may be revealed by lack of professional curiosity in social services cases in Oxfordshire and Derbyshire); handle the conversation badly and suffer the consequences; or read Crucial Conversations and discover how to communicate best when it matters most. Crucial Conversations are necessary, and project managers need the tools step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want.

- ["The Thin Book of Soar: Building Strengths-Based Strategy"](#)  
Jacqueline. M Stavros, Gina Hinrichs, *pub by Thin Book Publishing (2009).*



SOAR is a strategic planning framework within an approach that focuses on strengths and seeks to understand the whole system by including the voices of the relevant stakeholders. SOAR is based on discovering and multiplying what the organization does well. SOAR takes the Appreciative Inquiry (AI) philosophy and applies it to provide a strategic thinking and dialogue process.

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### **Applications-** (SOAR)

<http://dewittjones.com/>

Dewitt Jones-national geographic photographer in his video 'Celebrate what is right with the world' advocates using a positive enquiring mind-set and 'connect with a vision that opens up the possibilities and gives us the courage to soar' There is often more than one right answer which may depend on our perspective. This more visual approach may help when thinking about the next crucial question.

### **Tools**

["Facilitator toolkit: A Guide for helping groups get results"](#)

The appreciative enquiry tool kit-a guide for helping groups get results.

### **Research**

["High Stakes. The Critical Role of Stakeholders in Health Care"](#)

by David A. Shore and Eric D. Kupferberg. Oxford University Press (2011)

Enlists stakeholder theory to describe a highly complex and unsystematic health care system and presents a politically diverse way of examining reforms and counter-reforms.

["Collaboration for Change: The Edge Commission Report on the Future of Professionalism."](#)

In 2014 the Edge invited Paul Morrell to chair a Commission of Inquiry into the future of professionalism in the built environment/construction industry. The resulting report, explores the key issues facing professionals and their institutions at this 'moment for change' driven by societal, technological, economic and demographic change. The report recommendations highlight that change is almost impossible without industry-wide collaboration, cooperation and consensus and the professions and other key institutions can lead the way in ensuring that this collaboration is in the public interest and embraces all interested parties and stakeholders.