*"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

### Effective Stakeholder Engagement is Multifaceted

An organisation's success, reputation and long-term sustainability depends on its stakeholders and how they perceive the organisation. The way the organisation interacts (or is perceived to interact) with its stakeholders builds its reputation and its customer base. But customers belong to communities and it's the broader community that grants the 'social licence' needed for the organisation to operate long-term. And, because no one and nothing is ever perfect, things will go wrong from time to time requiring action to protect the organisation's reputation and its social licence

## Articles

### Stakeholders in the Salvation Army

This essay is basically about the stakeholders of the Salvation Army case study written by Alex Murdock. It involves a breakdown of the work of the Salvation Army and the different stakeholders involved in the organisation.

## 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.

### Stakeholder Analysis - Simple Steps to Win, Insights and Opportunities for Maxing Out Success

Starting out with Stakeholder Analysis means being unsure about what to do, how to start and how to get the most out of it; preparing for success, and avoiding failure. There is enormous satisfaction in seeing the change succeed, overcoming the obstacles in the way to reap the rewards and benefits that using Stakeholder Analysis brings.

### Thinking, Fast and Slow

Thinking, Fast and Slow Two systems drive the way humans think and make choices: System One is fast, intuitive, and emotional; System Two is slower, more deliberative, and more logical. Examining how both systems function within the mind, Kahneman exposes the extraordinary capabilities and also the faults and biases of fast thinking, and the pervasive influence of intuitive impressions on peoples' thoughts and choices.

## Organisational Culture and Leadership

Cultural and organizational change is one of the most complex challenges facing management, but the insightful discussions from the highest authority in the field gives you an unparalleled understanding of how to lead with efficacy and confidence. This updated edition provides the guidance you need in the increasingly multicultural world, complete with a new case study and two additional chapters examining solutions to the difficulties of analyzing and working with such macro cultures as nations and occupations with highly evolved stable cultures.

## New Worlds for Old Ideas - Stakeholder Management

New Words for Old Ideas was originally written as a series of three books. This fourth and final book completes the series and provides insights, methodology, and practical tips for improved stakeholder management.

# Training

## QA Training: Stakeholder Engagement

The ability to engage with a wide range of stakeholders has become an increasingly important competence in many roles - in particular, project management, business analysis and IS consultancy. This course covers the essential frameworks and principles associated with effective stakeholder engagement during business change projects and programmes.

## OEE Consulting: Stakeholder Engagement

Change isn't always easy for stakeholders. There's the fear of the unknown, the team disruption, the financial investment. But we also know how motivating a project can be once someone is fully signed up. That's why it's crucial that you're able to build relationships, earn trust, exert influence and understand the reasons behind the behaviour of your stakeholders.

# Websites

## Tutor2U.net: Organisation; Business Stakeholders Social Responsibility and Ethics

A stakeholder is any individual or organisation that is affected by the activities of a business. They may have a direct or indirect interest in the business, and may be in contact with the business on a daily basis, or may just occasionally. Often the aims and objectives of the stakeholders are not the same as shareholders and they come into conflict. The conflict often arises because while shareholders want short-term profits, the other stakeholders' desires tend to cost money and reduce profits

## Videos

Project Management Videos: [Project Stakeholder Management Plan: Managing Expectations!](#)
If you're looking to manage the expectations of all your stakeholders, be sure to watch the project stakeholder management video above. You'll learn why it's critical to "know" who your project stakeholders are, and how to streamline the communications process between stakeholders and other project resources so that everyone has a common understanding of the project status at all times.

Project Management Videos: [How to Communicate Up, Down and All Around](#)
One of the problems with the way people are managing project communication with each other in the project management environment is that they either 'communicate 'too much' or 'too little'. Either way, this confuses project stakeholders and executives who find that they are constantly in the dark as to the project status. In this video, Jennifer whitt covers every angle of project communications planning, including the role of the project communication plan - and gives helpful insights into how you can communicate to your project executives more effectively.