

Useful Links Update – January 2018

“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

Events

- [APM Thames Valley Branch, Reading](#)
[January 16th, 2018: “It ain’t what you do, it’s the way that you do it”](#)

As well as the many traditional tools and techniques for managing scope, time, resource, risk and quality, projects need project managers with great leadership and people-skills able to motivate and influence people to deliver for them. This seminar will be lead by Marion Thomas, MD of [Extraordinary Project Management](#) which runs training programmes for project people to help them develop and implement the extraordinary leadership and people skills required for success in the project world. This event aims to give you a taster of how to put into action simple changes that will inspire those around you.

- [APM East of England Branch, Peterborough](#)
[January 17th, 2018: “Avoiding conflicts before they arise”](#)

Conflicts often arise within a team due to a lack of understanding or consideration of another person’s point of view, how they make decisions, how they communicate or the cohesiveness of the team in how they work together. This session will be facilitated by Nick Fewings, CEO of training company [Ngagementworks](#) that helps organisations to develop high-performing teams. The aim is to help you know not only WHO is in your team but also HOW effectively they work together so as to be better equipped to reduce or avoid conflicts within your team before they arise.

Blogs

- [How to Manage Internal Conflicts in Project Management? \(Dec 2017\)](#)

This blog is hosted by project management software vendor PPO, but the author is a guest blogger who is a technical writer with experience in project management and how to improve efficiency in work flows across organisations. So rather than a sales pitch, this blog post has some pointers about caused of conflict, and what to do about it.

- [7 Must Read Books on Stakeholder Management, \(Dec 2017\)](#)

Elizabeth Harrin is a well known writer on stakeholder engagement and project management. This recent blog post on her website girlsguidetopm.com picks out her recommendations for books that focus on the difficult issues of managing stakeholders.

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Articles

- **“Top Flight: Cross Border Collaboration”**
APM ‘Project’: Winter 2017 Issue 293 pp 32-35
This article looks at the challenges of stakeholder management on cross-border projects. Interviewees include project manager Ian Cribbes, a member of the SEFG team, who talks about collaboration across time zones, language and culture.

Research Paper

- **[“Project manager's perception of the local communities' stakeholder in megaprojects”](#)**
International Journal of Project Management 15th December 2017,
Francesco Di Maddaloni, Kate Davis

This research explored secondary (local community) stakeholders in major public infrastructure and construction projects (MPIC). Well organised actions from ‘secondary stakeholder’ groups can lead to project delays and cost overruns. This report looks at stakeholder management practices at the local level and how they might improve project performance.

Books

Two books published in 2017 that address the challenge of stakeholder management:

- **[“Practical Project Stakeholder Management: Methods, Tools and Templates for Comprehensive Stakeholder Management”](#)**
Emanuela Giangregorio, August 2017

The title of the book is misleading as it focused on basic stakeholder analysis rather than how to sustain stakeholder engagement throughout the project lifecycle. But if you're looking for basic tools to get you started, you may get some ideas.

- **[“Stakeholder Management: 50 Ways That you can Become Brilliant at Project Stakeholder Management, or How to Engage, Inspire and Manage Even Difficult Stakeholders”](#)**
Bryan Barrow, February 2017

This book also starts with the basics - ‘Stakeholder Management 101’ - but does go on to what you need to do once you've identified your stakeholders. Author Bryan Barrow is a former Chair of the APM's specific interest group on Risk Management. His risk management heritage shows up in the first chapter where he points to some of the people-related issues that can lead to project failure, factors that probably don't feature in many risk registers.

According to one review: *“This book, in digestible simple chunks has helped me enormously to cope with many different issues.”*