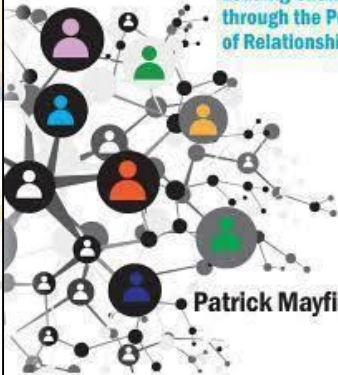


Stakeholder Engagement
guidance, training and certification

Practical People Engagement

Leading Change
through the Power
of Relationships



Patrick Mayfield

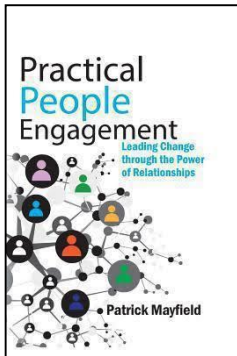


APMG International™
Stakeholder Engagement

Professional guidance, training and certification designed to help project professionals undertake effective stakeholder engagement for increased chances of project success.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation level certification available.



**Practical People
Engagement**

Official guidance

Author: Patrick Mayfield



Approved Training

via Accredited Training
Organizations (ATOs)

**Accredited by APMG to
offer approved training services**



Certification

Foundation

**Syllabus & exams
developed by APMG**

Stakeholders

- Stakeholders are individuals or groups with an interest in the project, programme or portfolio because they are involved in the work or affected by the outcomes.
- Stakeholders might be individuals, groups or organisations being affected by the outcome of the project, or in a position to affect that outcome.



Stakeholder Engagement

- Stakeholder engagement is the practice of interacting with, and influencing project stakeholders to the overall benefit of the project and its advocates.
- Effective stakeholder engagement is through consultation, communication, negotiation, compromise, and relationship building.
- The successful completion of a project usually depends on how the stakeholders view it.
- Their requirements, expectations, perceptions, personal agendas and concerns will influence the project, shape what success looks like, and impact the outcomes that can be achieved.
- Successful stakeholder engagement is therefore a vital requirement for professional project management.

The challenge:

Stakeholder Engagement listed amongst the most difficult PM processes to embed

Stakeholder Engagement top of the list of processes which, when applied well, add the most value



Source: Wellington State of Project Management Annual Report 2018

<http://www.wellington.co.uk/wp-content/uploads/2018/05/The-State-of-Project-Management-Survey-2018-FINAL.pdf>

Benefits of doing it

- Increased trust and confidence across the project community
- Increased certainty and pace of progress
- Clearer understanding of remaining resistance
- More robust risk management
- Increased 360° awareness of organisational circumstances.

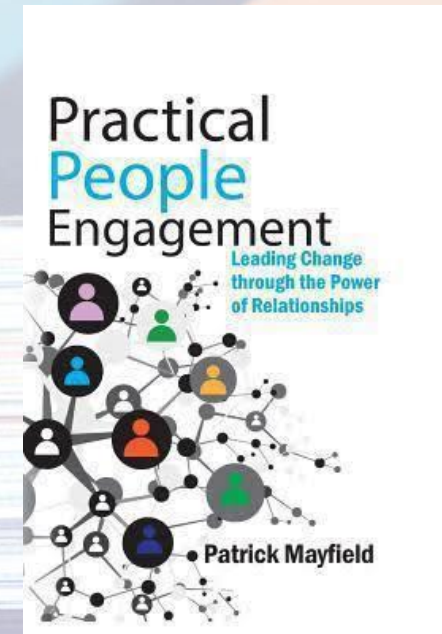
Risks of not doing it

- Uncertainty of outcome
- Likelihood of reactive planning
- Emotional Ineptness
- Diversion and distraction of resources
- Silo thinking, factions and division amongst all levels: individual, group, organisational
- Unprofessional and unethical behaviours

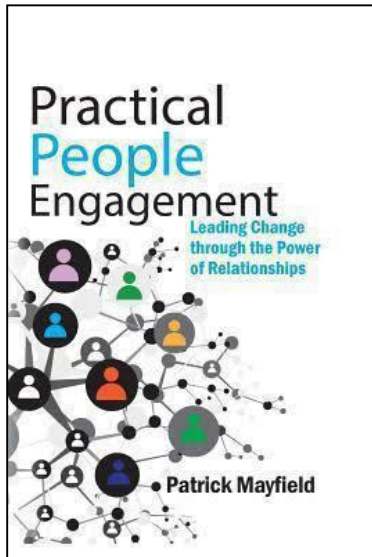
Practical People Engagement

Leading Change through the Power of Relationships

- ❑ **Provides guidance and a set of principles for effectively engaging and managing stakeholders.**
- ❑ The principles are aligned to best practice, namely that they are universal, self-validating and empowering.
- ❑ Offers a set of techniques and practices that provides an armoury of tools which the PPM professional, and others with an interest in dealing with people, can use to address stakeholder engagement and management issues.
- ❑ Underpins the APMG Stakeholder Engagement syllabus & exams, and supporting training courses.



What's in the publication?



FOUNDATIONS

- CHAPTER 1:** A better way
- CHAPTER 2:** Seeing the bigger picture
- CHAPTER 3:** Seven principles of stakeholder engagement

THEMES

- CHAPTER 4:** The six engagement hats
- CHAPTER 5:** The power of Why
- CHAPTER 6:** Collaboration
- CHAPTER 7:** Story-telling
- CHAPTER 8:** Agile

PATHWAY

- CHAPTER 9:** The Who Step: Knowing your stakeholders
- CHAPTER 10:** The How Step: Shaping your engagement
- CHAPTER 11:** The When Step: Planning your messages
- CHAPTER 12:** The Engage Step: Doing it
- CHAPTER 13:** The Adapt Step: Measure, adapt, improve

Seven principles of stakeholder engagement

1

Seek first to understand & then be understood

Listening is always the start position in effective influencing

2

Effective change is always led

Change is so uncertain we need leaders to guide us through

3

Habits are the inhibitors and the goal

Habits make us resist change, and our goal is not to remove habits but to replace them

4

Recognise and minimise the pain of change

People always seek to minimise pain, so engage them with this in mind

5

High performance comes through people and action

Leaning into relationships is a key proclivity for being effective, as is being action-oriented, rather than being continually stuck in analysis

6

Integrity is powerfully persuasive

It breeds trust and makes engagement so much easier

7

Feelings trump reason, and meaning trumps authority

We are not as rational as we like to think we are, and so engagement works better when we recognise the need for emotional connection. Also connecting people to the reasons for change is more helpful than merely wielding authority and commanding people to change.



Training and Certification



Stakeholder Engagement Syllabus

■ Seven topic areas:-

- ❖ **Foundations**
- ❖ **Themes**
- ❖ **Who**
- ❖ **How**
- ❖ **When**
- ❖ **Engage**
- ❖ **Adapt**



Stakeholder Engagement Exam



FOUNDATION

Multiple-choice format

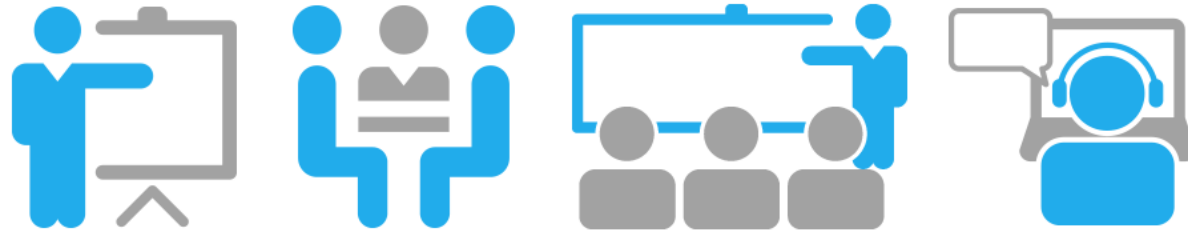
50 questions

50% pass mark (25/50)

40 minutes

Closed-book

Training



Approved training courses available via APMG ATOs
(Accredited Training Organizations)

(RECOMMENDED)

APMG accredited processes, courseware and trainers.
ATOs offer a range of course options, from traditional tutor-lead to fully online.

Self-study is also an option.

Who is it for?

- The guidance is written primarily for project managers, leading change through a project. However, it is equally relevant for all involved in driving change, including those executing strategy at senior level.
- Although primarily aimed at project and programme managers, the guidance, training and certification are relevant to anyone seeking to lead, shape and achieve positive outcomes from change (change managers and business analysts for example).



Benefits and learning outcomes

A successful candidate should understand:

- the benefits of Stakeholder Engagement for a change initiative
- the seven principles
- the five steps of the pathway, their purpose, objectives and context
- the purpose of the promoted techniques
- the relationship(s) between principles, pathway steps and techniques within the guide

Optimize your ability to identify, influence and lead key stakeholders:

- Drive results and benefits through effective collaboration.
- Improve communication and influencing skills.
- Prioritise time and organize resources effectively.
- Generate buy-in and cooperation from key stakeholders.
- Remove obstacles to progress and success.
- Draw on a range of experience and techniques for influencing people.
- Develop a reputation as a key player and influencer.

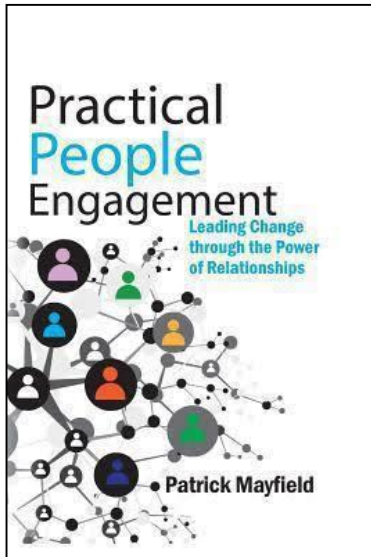
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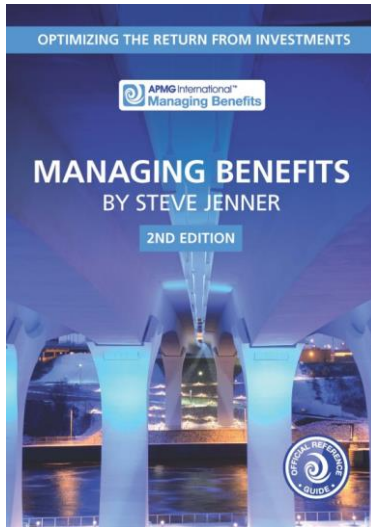
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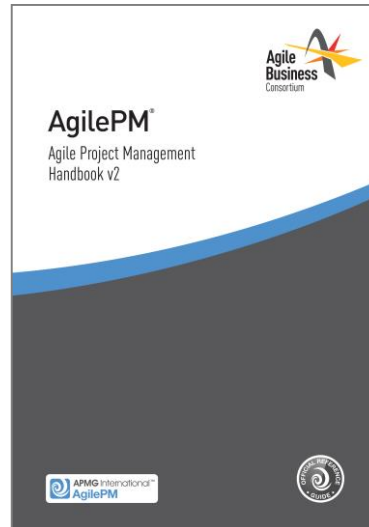
www.apmg-international.com/ppc

<https://apmg-businessbooks.com/books/business-improvement/practical-people-engagement-1>

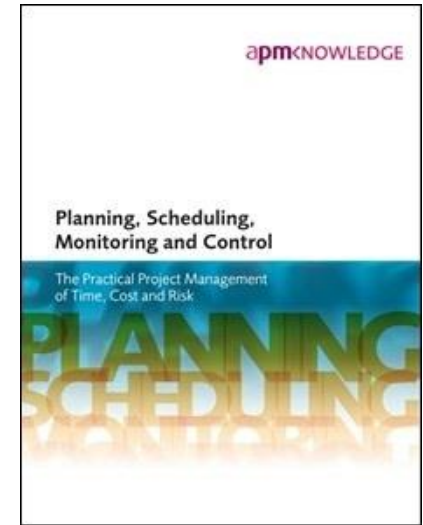
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