

## Stakeholder Management

Learn the art of stakeholder identification and analysis in this fast-paced, practical, short course. Learn how to plan stakeholder engagement for your project or program, as well as how to bring your stakeholders around to supporting your goals and objectives.

**Duration: 1 day**

**PDU's: 7.5**

### Course Overview

This full day course will introduce the concept of a stakeholder and explain how to categorize them in terms of their power, influence and potential impact on your project or programme.

You will be introduced to stakeholder engagement planning and will appreciate the importance of influencing stakeholders who are hostile to your work, persuading them to take a more favourable view of your efforts.

Particular emphasis will be placing on managing upwards – how to create a better relationship with your manager - a key stakeholder. Included in this course is a summary of communications planning – a vital contributor to successful stakeholder management.

We will also focus on how to deal with remote stakeholders – ones that you might never meet face-to-face.

### For whom is this course suitable?

Every Portfolio, Program and Project Manager will have to manage stakeholders in order to fulfil their goals and objectives. This course is ideal for both experienced and novice managers who are finding it difficult to keep track of their stakeholders and provide appropriate visibility to each.

No pre-requisite knowledge is assumed.

### Learning Outcomes

On completion of this course, the student will be able to:

- Define what a stakeholder is and what stakeholder management is all about.
- Distinguish between different types of stakeholder
- Create a Stakeholder Register

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- Analyse stakeholders in terms of risk tolerance
- Employ a variety of tools to prioritize the identified stakeholders:
  - Stakeholder Maps (power / influence grids)
  - Salience Models
- Change stakeholders from unaware and resistant positions
  - Use the Stakeholders' Engagement Assessment Matrix to record existing and desired positions
  - Deal with resistant stakeholders
  - Drive change
- Plan communications with the stakeholders effectively
  - Including effective status reporting
- Deal with the various problems distance lends to remote stakeholder management
- Maintain positive stakeholder engagement during the project
  - Using the Issue Log
- Appreciate the need to record all communications with stakeholders
- Assess your own position when managing upwards
- Carry out an investigation of the manager's preferences
- Apply twelve tactics to improve relations with your manager

### Course Content

- Definition of stakeholder and stakeholder management
- Different types of stakeholder
- Stakeholder Identification
  - The Stakeholder Register (with exercise)
- Stakeholder Analysis
  - Risk tolerances
  - Stakeholder map (with exercise)
  - Salience Model
  - Stakeholder Engagement Assessment Matrix (with exercise)
- Dealing with resistant stakeholders (with exercise)
- Changing stakeholders' positions
  - Overcoming fear of change (with exercise)
- Communications planning (with exercise)
- Effective status reporting
- How your remarks can be interpreted
- Dealing with remote stakeholders
  - Geographical, temporal, linguistic and cultural distance
- Stakeholder engagement planning (with exercise)
  - The issue log
- Recording stakeholder engagement

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- The project manager's role
- Effectively managing upwards (with exercise)
- Action plan