

PM Essentials: Part 3

— Effective Communication & Stakeholder Management

WCP

Project management excellence goes beyond producing project charters, detailed schedules and colourful status reports. Projects involve people. There are team members, clients, management, subordinates, peers, account managers, suppliers, contractors, regulators, and numerous other stakeholders. And with people, there are differing opinions, personality conflicts, office politics, and sometimes hidden agendas. Your people skills often make the difference between road blocks versus opportunities, and project success versus failure.

Interacting effectively with others is at the heart of good project management. Poor communication and relationships result in significant issues and detract from what matters and what needs to be done. This is why we have made this 3-day workshop part of our “Essentials Series” of Project Management workshops.

The first two days deal with all aspects of Effective Project Communication. Participants are given the opportunity to discuss issues or challenges they are facing and get input on how to address them. The session includes group exercises, scenarios/role plays and facilitated discussions that will enable participants to deal with and discuss real life situations.

The last day of the workshop deals with the application of learned techniques within the specific context of managing stakeholder expectations. The *PMBOK® Guide* recognizes Stakeholder Management as one of ten specific knowledge areas within project management. Using various scenarios and case studies, participants learn how to improve project success through the proper understanding and managing of stakeholder requirements and the influence they have on the project.

Who should attend

This course will benefit anyone working in a team environment who needs to handle tough issues and difficult interpersonal situations, and do so with confidence and effectiveness. This includes: Project Managers, Department Managers, Team Leaders, Account Managers, Supervisors and project team members.

Learning outcomes

Through group exercises, role play, simulations and discussion, participants completing this workshop will be able to...

- Deal effectively with peers, subordinates, and superiors
- Analyze and adjust your approach as required when influencing others
- Minimize conflict and deadlocks
- Build a foundation of influence and credibility to handle situations with discretion and authority
- Deal effectively with difficult people
- Deal with the realities of office politics
- Bring out the best in projects and people
- Identify project stakeholders along with their influence on the project and their requirements for the project
- Develop and apply a Stakeholders Management Plan
- Deal with ethical issues in managing project stakeholders
- Apply lessons learned from involvement with Stakeholders on past projects

Prerequisites

- Prior to taking this course, participants should have completed [PM Essentials: Part 1](#)

Materials

- Course workbook
- Reference files containing course specific and general project management materials
- Framed certificate of completion

Course Outline

DAY 1

Introduction – Setting the Stage for Successful Communication

- Understanding yourself – the role of self-awareness and self-management in effective communication
- Maintaining perspective and being aware of your triggers
- Learning about different Communication styles and non-verbal signals
- Analyzing and adjusting your approach
- Enhancing enablers and avoiding barriers to good communication
- Using effective listening and querying techniques
- Focusing on the other in information gathering
- Avoiding common communication pitfalls

Managing Conflict

- Understanding your preferences
- Recognizing different styles and valuing other approaches
- Distinguishing between intent and impact
- Avoiding disagreement and conflict through validation and clarity
- Delivering difficult messages and dealing with difficult situations
- Increasing receptivity and decreasing defensiveness
- Handling challenges, differing opinions and contrarian views

DAY 2

Influencing and Negotiating

- Learning more about negotiation styles and strategies
- Addressing common barriers when trying to negotiate with or influence others
- Building common ground and achieving mutual benefit
- Understanding the difference between interests and positions
- Knowing how to influence others and deal with deadlock
- Dealing with diverse attitudes, personalities, frames of reference and opinions

Building Effective Relationships

- Engaging others – sponsors, bosses, team mates and various stakeholders confidently
- Focusing on value and bringing out the best in others
- Understanding the pivotal role of communications in setting expectations, motivating, providing feedback and teaming
- Knowing how to relate to and engage others in ways that build strong relationships and partnerships

DAY 3

Identify Stakeholders

- Stakeholder classification
- Facilitative tools
- Stakeholder register

Define Stakeholders' Influence and Requirements

- Stakeholders analysis
- Techniques of collecting requirements
- Requirements traceability matrix
- Prioritizing between stakeholders/their requirements

Prepare Stakeholders Management Plan

- Requirements management Plan
- Stakeholder management strategy
- Communication plan

Manage Stakeholder Expectations

- Strengthen stakeholder relationships
- Sustain stakeholder commitment
- Increase stakeholder satisfaction
- Dealing with negative stakeholders
- Stakeholders and risk communication
- Dealing with specific types of stakeholders (case studies)

Some Ethical Issues

Learn From Past Experience

Wrap-up

Additional information

- This course is part of the [Canadian Construction Association Gold Seal Certificate Program](#). Participants of this course will receive a Gold Seal Certificate as well as 3 SICS credits
- In-house workshops are recommended for groups of 6 or more, are available across Canada, may be customized to accommodate specific client requirements
- Public session available regularly in [Mississauga](#), [Toronto](#), [Sudbury](#) and [Whitehorse](#)
- Participants qualify for 21 PDUs / Contact hours
- Talent Triangle areas: (0 Technical, 12 Leadership, 9 Strategic and Business Management)

For more information or to arrange an in-house delivery of this workshop, call toll free at 1-800-214-8096 or email us at info@wcpconsulting.com

