Working with External Stakeholders

22 – 26 March 2020

Muscat / Sultanate of Oman

A Member of:

PROJACS ACADEMY

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Introduction

If you want your company to succeed, it pays to remember the old saying, "No man is an island. Why? Because almost every company you work on – large or small, simple or complex – needs input from other people. And, chances are you'll depend on some of them for support, investment and resources.

Stakeholder management is the process of engaging with these people, and maintaining good relationships with them. You'll likely be working with people in many different roles, with varying levels of influence over your project. Communicating with each one in the right way can play a vital part in keeping them "on board." Remember that Good communication keeps crucial stakeholders on board.

As your company becomes more successful, the actions that you take start to affect more and more people. The more people you affect, the more likely it is that your actions will impact people who have power and influence over your work. These people could be strong supporters of your company – or they could block them, so you need to identify who these people are and win them over.

Objectives

By the end of the program, participants should be able to:

1. Understand developing stakeholder's management strategy.
2. Understand planning your stakeholders' communication
3. Understand stakeholders' engagement approach
4. Understand stakeholders' identification
5. Understand stakeholders' analysis
6. Understand stakeholders' prioritization
7. Understand stakeholders' needs and expectations
8. Understand stakeholders' problem solving
9. Understand stakeholders' decision making
10. Importance of feedback with external stakeholders

Who Should Attend?

Construction quality control managers & site engineers and their subordinates

Course Outline

Course Curriculum

Day 1:

- **How good are you and Your Team at Teamwork and Team Building?**

- **Develop Team Charter**
  - ➢ Context.
  - ➢ Mission and Objectives.
  - ➢ Composition and Roles.
  - ➢ Authority and Boundaries.
  - ➢ Resources and Support.
  - ➢ Operations.
  - ➢ Negotiation and Agreement.
- **Developing Your Team**
  - • How Well Do You Develop Your People?
  - • Understanding Developmental Needs (Helping Your People Reach Peak Performance)
  - • The Nine-Box Grid for Talent Management (Assessing Team Member Performance and Potential) *(Also known as the Performance and Potential Matrix)*
- **Coaching Your Team**
  - ➢ How good are your coaching skills?
  - ➢ What is coaching?]
  - ➢ The GROW Model (A Simple Process for Coaching and Mentoring)
  - ➢ Building Rapport in Coaching
  - ➢ The Skill/Will Matrix
  - ➢ The PRACTICE model of Coaching
  - ➢ Coaching for Team Performance (Improving Productivity by Improving Relationships)
  - ➢ Coaching with Feedback (Helping Your People to Improve Their Performance)

DAY 2:

- **Management Skills**
  - ➢ How good are your management skills?
  - ➢ Team Management Skills (The Core Skills Needed to Manage Your Team)
  - ➢ Mintzberg's Management Roles (Identifying the Roles Managers Play)
  - ➢ Seven Surprises for New Managers (Common Management Misconceptions)
  - ➢ Deming's System of Organizational Knowledge (Understanding Your Organization), *(Also known as Deming's System of Profound Knowledge)*

- **Improving Team Effectiveness**
  - • Building an Effective Team (Creating a Productive and Efficient Group)
  - • Team Effectiveness Assessment (How Good is Your Team?)
  - • Team Briefings (Sharing Organizational Information Efficiently)

- Employee Satisfaction Surveys (Learning What Your People Think)
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- **Team Dynamic**
  - Forming, Storming, Norming, and Performing (Understanding the Stages of Team Formation)
  - Cog's Ladder (Understanding and Accelerating Group Formation)
  - The Leader-Member Exchange Theory (Getting the Best From all Team Members)
  - *(Also known as LMX or Vertical Dyad Linkage Theory)*
  - Belbin's Team Roles (How Understanding Team Roles Can Improve Team Performance)
  - Benne and Sheats' Group Roles (Identifying Both Positive and Negative Group Behavior Roles)
  - Team-Building Exercises (Planning Activities That Actually Work)

DAY 3:

- **Motivating Your Team**
  - How good are Your Motivation Skills? (Discover Key Factors for Building a Motivated Team)
  - Motivating Your Team (How to Motivate Your People)
  - McClelland's Human Motivation Theory (Discovering What Drives Members of Your Team)
  - Amabile and Kramer's Progress Theory (Using Small Wins to Enhance Motivation)
- **Performance Management**
  - Performance Management and KPIs (Linking Activities to Vision and Strategy)
  - Management by Objectives (MBO) (Aligning Objectives With Organizational Goals)
  - Dealing with Poor Performance (Lack of Ability, or Low Motivation?)
- **Difficult Management Situations**
  - Resolving Team Conflict (Building Stronger Teams by Facing Your Differences)
  - Managing "Rogues" (Controlling Disruptive People)
  - Conflict Resolution Techniques

Day 4:

- **Team Building Exercises**
  - Communication
  - Problem Solving
  - Decision Making

DAY 5:
- **Delegating Effectively**
  - How well do you delegate?
  - Successful delegation
  - Preventing Mangers dependency
- **Open Discussion**

Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation
- slides and handouts
- Post-assessment

Program Support

This program is supported by interactive discussions, role-play, and case studies and highlight the techniques available to the participants.

Schedule

The course agenda will be as follows:

- Technical Session   08:30 – 10:00 am
- Coffee Break   10:00 – 10:15 am
- Technical Session   10:15 – 11:30 noon
- Coffee Break   11:30 – 11:45 am
- Technical Session   11:45 – 01:00 pm
- Lunch   01:00 – 02:00 pm
- Technical Session   02:00 - 03.45 pm

Course Fees*

Per Participant: $3,400

Which includes the following:

- The course will be conducted in a private meeting room in a 4 or 5 stars Hotel in Muscat (subject to availability)
- Daily Lunch plus 2 coffee breaks
- Consultant's services for designing and delivering the training
- Consultant's transportation, hotel accommodation and living expenses
- Provision of original PROJACS Certification for participants who attend and complete the full period of training
- Provision of Training manual/Reference Material for each participant