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CONSULTING IT

BCS Stakeholder engagement

- **Rapport**
  - Mehrabian's Communication Model
    - Words (Verbal)
    - Body Language (Visual)
    - Tone of Voice (Vocal)
  - Techniques
    - Mirror
    - Match
    - Pace
- **Creative problem-solving**
  - Creative problem-solving process
    - Mess-finding / objective finding
    - Fact-finding
    - Problem-finding
    - Idea-finding
    - Solution-finding
    - Action-finding
  - Thinking
    - Divergent thinking
    - Convergent thinking
  - Barriers to creativity
    - Perceptual
    - Emotional
    - Intellectual
    - Cultural
    - Environmental
  - Tools
    - Ming maps
    - Fishbone diagrams
    - Edward de Bono's 'Six Thinking Hats'
- **Managing expectations**
  - Categories of expectations
    - Explicit expectations
    - Implicit expectations
    - Interpersonal expectations
    - Digital expectations
    - Dynamic performance expectations
  - Sources of expectations
    - Stakeholders' controllable expectations
    - Stakeholders' uncontrollable expectations
  - Managing expectations process
    - Identify your stakeholders
    - Understand stakeholder needs and expectations
    - Create a stakeholder analysis
    - Develop a stakeholder engagement plan
    - Set realistic expectations
    - Open a channel of communication
    - Conduct regular check-ins
    - Be consistent in the tools you use to engage with stakeholders
    - Follow-up after key meetings
    - Measure and report progress
- **Negotiating with stakeholders**
  - Principled negotiation
    - Stages
      - Interests
      - Opinions
      - Criteria
  - BATNA
  - Types of negotiation
    - Integrative negotiation
    - Distributive negotiation
- **Managing conflict**
  - Roots of conflict
    - Goals
    - Judgements
    - Values
  - Thomas-Kilmann conflict MODE instrument
    - Competing
    - Collaborating
    - Compromising
    - Avoiding
    - Accommodating
- **Understanding stakeholders**
  - Types of stakeholders
  - Techniques
    - Stakeholder wheel
      - Clients
      - Supplies
      - Investors
      - Regulators
      - Partners
      - Competitors
      - Owners
      - Managers
      - Employees
    - Power Interest Grid
    - RASCI charts
    - CATWOE
  - Stakeholders management process
    - Identification
    - Analysis and prioritisation
    - Engagement planning and monitoring
- **Communication**
  - Communication process
  - Barriers to communication
    - Semantic
    - Physical
    - Psychological
  - Active listening
  - Listening behaviours
    - Judging
    - Filtering
    - Being right
    - Rehearsing
- **Working with stakeholder groups**
  - Group development process
    - Tuckman model
      - Forming
      - Storming
      - Norming
      - Performing
      - Adjourning
  - Learning Styles
    - VARK system
      - Visual
      - Auditory
      - Kinesthetic
      - Reading/writing
    - Honey & Mumford:
      - Activist
      - Pragmatist
      - Reflector
      - Theorist
- **Facilitated workshops**
  - Roles
    - Sponsor
    - Participant
    - Facilitator
    - Observer
  - Stages
    - Planning and definition
    - Preparing
    - Facilitating the workshop session:
    - Documenting outcome
    - Follow-up
  - Facilitation techniques
    - Elicitation
    - Visualisation