

3-day PL^C Masterclass

Stakeholder Management

11-13 September 2023, The African Leadership Centre, Quatre Bornes, Mauritius

Team SYNthesis (Mauritius & Africa) Ltd is pleased to invite you to attend an intensive **Stakeholder Management Masterclass** on **11-13 September 2023** at **Pearle Beach Resort & Spa, Wolmar, Flic En Flac, Mauritius**.

Formal stakeholder analysis is used by business leaders and project managers to identify the key influencers associated with a particular project or programme then assess their attitude, level of interest and the importance they attach to it. Such knowledge helps change programmes to interact in the most effective way with stakeholders, particularly in planning **optimal pro-active communication** and engage in **crucial conversations**. It is essential to conduct the initial stakeholder analysis before the change or transformation programme begins so that the business leader or project manager can drive positive outcomes by detecting **negativity, resistance or misunderstandings** early on and take appropriate action. Stakeholder analysis can also be helpful when a programme changes direction.

Many people go fishing all their lives without realizing it is not fish they are after, Thoreau.

Stakeholder management is a key **leadership tool**. Done consciously and effectively, these **socialization** or **syndication** activities secure the **ownership** and **accountability** necessary for delivering change. It is a way of aligning multiple teams with a single goal and providing that all-important **golden thread** of relevance to the strategic aims of the organisation. **70% of all large-scale change initiatives fail to achieve their anticipated business benefit ...John Kotter, A Sense of Urgency.**

Project Stakeholder Management involves recognizing and managing possible stakeholder-related risks associated with **potential opportunities and returns**. By knowing the expectations of the sponsor and other key stakeholders (**Expectation Matrix**) with regards to the project's performance indicators, a **tailored** and **effective communications strategy** can be crafted for continual engagement. **Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so, Douglas Adams.**

The **Stakeholder Masterclass** scrutinizes how **emerging best practices** and **techniques** can be applied to highlight more known unknowns and **reduce unknown unknowns**. Success in doing so is critical in determining the **outcome** of every project in every organization. **Nothing in this world is good or bad, but thinking makes it so, William Shakespeare.**

Benefits of Stakeholder Management

- ◆ Opinions of the most **powerful** stakeholders must be used to shape your projects at an early stage. Not only does this make it more likely that they will support you, their input can also **improve the quality** of your project. **Ignore what a Leader desires and you ignore the very source of his power**
- ◆ Gaining support from powerful stakeholders can help you secure the **RIGHT resources** – this makes it more likely that your projects will be successful. **People are not your most important asset, the RIGHT people are! Jim Collins, Good to Great**
- ◆ By communicating with stakeholders early and frequently, you can ensure that they fully understand what you are doing and understand the benefits of your project – this means they can **support you actively** when necessary. **Effect of an organizational change management (OCM) program on ROI is 143% when an excellent OCM program was part of the initiative, McKinsey 2002**
- ◆ You can **anticipate what stakeholder's reaction** to your project may be, and **build into your plan the actions** that will win stakeholder's support. **Your life does not get better by chance, it gets better by change, Jim Rohn.**

About the Chief Instructor:



Mr. Tan Chee Peng is the founder and CEO of **Team SYNthesis (TS)** and **Business Technovise International (BTI)**, a strategic services firm specializing in Business / IT Strategy, **Programme & Project Management (PPM, PMO & IQA Advisory)** of large implementations and business process integration projects.

Prior to BTI, Mr. Tan was the managing partner, **Andersen Worldwide** managing the consulting practice in Mauritius, Madagascar, Kenya, Malawi, Tanzania and Uganda. Mr. Tan, an **ASEAN scholar** and a **First Class Degree** holder from Imperial College, UK, has more than **38 years of consulting experience** in financial services industry, helping MNC clients in Business-IT Strategy Formulation & Implementation, Business Process Reengineering, Programme and Change Management, Performance Management and, e-Commerce strategy and Implementation. He was previously the Vice President, Technology of **Citibank N.A**, Singapore.

Mr. Tan was conferred the **CITPM Senior**, the Singapore National IT Project Management Certification on 26 November 1998. Based on his professional work in Singapore, Mauritius and Africa, he was independently nominated and admitted to the **International Who's Who of Professionals for 1999**. Mr. Tan also sits on the **Board of Assessor** for the Singapore National IT Skills Certification Programme – IT Project Management since its inception.

He is also a **Fellow Member** of the Singapore Computer Society and has been listed on the **SCS Roll of Honour** in recognition and appreciation of his valuable support and contribution to the Society. Mr. Tan has given Project/Programme Management Conferences, workshops and training sessions to more than **8,000 PMs** worldwide and has successfully completed assignments in more than **80 countries**. Mr. Tan is also a Mauritius SAPES recipient & invited member, **Honorary 300** of the Singapore National Infocomm Registry for ICT Professionals 2011-2013. Mr Tan anchors the national Leadership certification programme in **Malaysia, Singapore & Mauritius**.

Target Audience:

This course aims at empowering the Program managers, Project managers, Operations managers, Senior Engineers, Team Leaders, managers and others who want to apply best practices for **Stakeholder Management**. This is the **tenth & final** of 10-part knowledge areas to develop high performance teams that can drive initiatives to successful completion and obtain the desired organization outcome. **Certified PMs will find the missing links in their PPM practices and relish its inherent challenges.**

The course is very demanding, inevitably it will force the participants out of their comfort zone in order to climb the next S-curve. All participants **should have** a laptop (with **WIFI Connections**) in order to take part in the exercises and read the course notes provided in PDF format.

Agenda

Stakeholder Management

DAY ONE - (08:30 –19:00)

08:30-12:30

Stakeholder Management - The Relationship Paradox

- What is Stakeholder Management?
- The Science of Stakeholder Management
- The Art of Stakeholder Management

Stakeholder Management Processes

- Identify Stakeholders
- Plan Stakeholder Management
- Manage Stakeholder Engagement
- Control Stakeholder Engagement

Stake is one or a combination of:

- Interest (Internal & External, Primary vs Secondary)
- Rights
- Ownership
- Knowledge
- Impacted
- Contribution

Stakeholder Management Techniques

- Stakeholder Analysis & Expectations (Power/Interest Grid)
- Stakeholder Type, Position, Engagement Level & Political Landscape
- Effective Communication Methods & Influencing Tools
- Interpersonal Skills, Influence & Conflict Management
- Management Skills
- Rules of Engagement
- Noise vs Issue
- OCM ROI & Crucial Conversations

Emerging Best Practices in Stakeholder Engagement

13:00-19:00

Practical Sessions

Stakeholder Management – The Best Practices

Computer Based Testing (CBT) 1

Course Work (PMP) 1

Group Work 1

PMBOK Process Groups & 10 Knowledge Areas –

- Integration (how it is impacted)
- Scope (how it is impacted)
- Time (how it is impacted)
- Cost (how it is impacted)
- Quality (how it is impacted)
- Human Resource (how it is impacted)
- Communications (how it is impacted)
- Risk (how it is impacted)
- Procurement (how it is impacted)
- Stakeholder (direct)

1st IGS Leadership Speaker

DAY TWO - (08:30 –19:00)

08:30-12:30

Review & Discussion on CBT, Course Work & Group Work

Stakeholder Management—The Masterclass

Why is Stakeholder Important?

- Engaging & Measuring
- Support
- Receptiveness

Targeted Engagement Plan

- Relationship
- Power Differences
- Credibility
- Relevance
- Format/Content

Stakeholder Management Methodology

- Identify
- Prioritize
- Visualize
- Engage
- Monitor

Emerging Techniques in Stakeholder Type Engagement during Socialization/Syndication:

- Meddling
- Overbearing
- Poor
- Untrustworthy
- Indecisive
- Unavailable

13:00-19:00

Practical Sessions

Stakeholder Management – Beyond Best Practices

Computer Based Testing (CBT) 2

Course Work (PMP) 2

Group Work 2

2nd IGS Leadership Speaker

1-1 Project RM Review

DAY Three - (08:30 –19:00)

08:30-12:30

Group Work 3 (Presentation)

Computer Based Testing (CBT) 3

13:00-19:00

3rd IGS Leadership Speaker

Stakeholder Management – Delivering the Desired Business Outcome

Certificate of Attendance Presentation & Closing

Stakeholder Management



The 3-day PLC Masterclass has helped me to critically assess my roles in my organization. Being very focused, I had always thought that I was doing my job with the best approach. But, after the PLC Masterclass, I am equipped with new practical techniques which would enable me to do my job even better, for my benefit, my staff and my company. As a leader, over and above skill and competence, humility is very important to make the difference, have the winning edge and makes it happen...

Francois CHONG TSANG FEE AH QUNE, Manager Maintenance Planning, Air Mauritius Ltd



The PLC Masterclass has driven me back into the inspired mood of the 5-day PLC. This Masterclass, however, is more in-depth and covers each knowledge area comprehensively. The Masterclass has given me more useful tools which I can, not only use in my work, but also in my day-to-day life. Overall, I am very satisfied and will certainly encourage my colleagues & friends to attend the future Masterclass series...

Beenou MUNGRA-RAMPARGASS, Human Resource Manager Livestock Feed Ltd



I have recently been posted in the Quality Department in my company. I was unaware of the terms used. Now after the Masterclass, I am well equipped to do the Quality Assurance & I am well versed with the 'Quality terms'. The concepts/ideas presented will be very helpful to me to apply in my new job. Overall, I am satisfied with this 3-day PLC Masterclass Workshop...

Mirella MALHERBE, Assistant Administrative Officer, Financial Services Commission



Very good knowledge was imparted to us, with more details, techniques & templates to enable one to perform better in his daily work. I will certainly use these techniques to achieve better targets for my company. Overall, I am satisfied with this 3-day PLC Masterclass Workshop...

Yasdeo RAWOTEEA, Head of HR Management, Cum Head of Electronic Banking, MPCB



The 3-day PLC Masterclass was very interesting and I learnt new techniques which will help in practice. Communication plays a vital role in my job & it is good to know how to handle it. In the PLC Masterclass, I learnt how to conduct presentations the right way. It will certainly be very helpful for me...

Amit JUGGURNATH, IT Manager Central Water Authority



Apart from being an invaluable knowledge enriching experience, the Masterclass on Risk Management has broadened my views and has enhanced my way of doing things. Managing risk is a daily activity for all of us. In general, we all have a general idea of risk management and mitigation but this 3-day Masterclass brings out this practical and real aspects, especially in the context of running a business. Investors are always

worried about multiplying their wealth, directors about their paychecks, creditors about payment on time and so many constraints exist in real life. However, this Masterclass shows us how to identify, address and mitigate risks such that no issue is left unresolved thereby, satisfying all stakeholders. Masterclass is definitely the enlightenment! **Ashwini Sala-**



Being at the level of management, all the scopes are of great interest to me. On a personal point of view I also find that all the scopes are important for any deliverables in any field of activity. Overall, I am satisfied with this 3-day PLC Masterclass Workshop. The class was really interesting and all the modules are directly applicable to the different functions for the deliverables in our company. On the whole, I must say that the approach with all the details were very good for the understanding of the course...

Ludy RAMALINGUM, Managing Director, DCL



The PLC Masterclass has completely taken me out of my comfort zone. Now that I have acquired a lot of practical techniques, I will certainly put them into practice as from tomorrow. The Masterclass made me realize that I have not reached the summit yet. I will definitely set another dream for my students tomorrow. The Masterclass journey has come to a quick end but created 2 major changes in me (both personal & professional). I would also testify that the Masterclass is tougher than my PhD ...

Mahend GUNGAPERSAD, Rector, Rabindranath Tagore Secondary School



The 3-day PLC Masterclass was very insightful. I have learnt many techniques & terminologies which will allow me to compartmentalize the steps and activities in my project procurement plan. What I acquired in the Masterclass will be very useful in building up my knowledge and helping me in putting theory into practice. Besides, it is always a pleasure to attend the PLC Masterclasses...

Eric Taily, Project and Engineering Manager DRBC Milling Co Ltd, Alfeo Group



After the 5-day PLC course, I thought I had gone through everything. But, life is a learning process. The 3-day PLC Masterclass was a good refresher course on each knowledge area topped up with real-life experience. I acquired new skills which I will put into practice as from tomorrow ...

Ken Arian, Manager Business Projects Harel Mallac Technologies Ltd



I have learnt a lot in this Masterclass. I will have to apply everything that I have learnt in my day-to-day work & make things better. I will certainly recommend my colleagues/friends to attend the Masterclass in the future...

Hassen Emrith, Head of Operation, Vector International Ltd



The 3-day PLC Masterclass has exceeded my expectations, not only professionally but also personally. I regret it's already over. What I learnt will complement my professional life with the additional knowledge of tools, techniques and technical terminologies. The Masterclass certainly value-add in terms of planning for **my future professional career ...**

Jeannique Marie Noelle Ithier Procurement Manager Livestock Feed Ltd

Stakeholder Management



I would like to say that the 5-day PLC has brought many success in my department. This 3-day PLC Masterclass is more detailed. I learnt many things which I will certainly put into practice...

Ronny PAZOT
Infrastructure & Production Manager
MCB LTD



Attending the 3-day PLC Masterclass was a significant achievement for me, especially in learning the different aspects of Integration management. The Masterclass also taught me how to stay focus in what we do and that there is no barriers to success if you have a vision and the right plan and approach to achieve it ...

Mantasha RAMPARSAD
Client Service Manager



The 3-day PLC Masterclass has certainly morphed me into a butterfly. I can now relate to the key aspects of stakeholder engagement and using the various techniques to drive an initiative to a successful outcome. I am now more focused ready to fly...

Damini RAJIAH
Analyst Programmer
Mauritius Telecom



Before attending the 3-day PLC Masterclass, planning was the main thing for me to start a project. But now, it is not only about planning, but also applying the 10 Knowledge areas. With a very complete & comprehensive view of Project Management, the knowledge I gained in the Masterclass will certainly help me to drive my projects successfully in the future. The 3-day PLC Masterclass is worth more than the 2- year Masters in Project Management that I did

...
Jean Eddy ARISTIDE
Assistant Maintenance Manager
ALTEO Refinery Ltd



The 3-Day PLC Masterclass is where I have practiced and mastered the hands on experience and apply the best methodologies in the field of Project Management. The learnership is beyond the boundaries of the traditional lecture class but rather of a Masterclass Project Management Office where attendees use a PMIS, diagnose a real Project Management Plan, use real project documents and apply best methodologies in live-mode project management. The Intermediate PPM Workshop is an ideal platform where Project Managers are inspired and propelled to showcase with confidence their project performance, progress and success to any Steering Committee. PLC Masterclass where the Project Management savvy meets the Master of Project Management Practitioner to strengthen his/her foundation and eventually grow in heights...

Arvind MUNGROO
Project Manager



It was a very tough balancing act of ongoing work pressure and the 3-day PLC Masterclass intensity. Nevertheless, I can say with certainty that I have no regrets staying the course & completing the Masterclass. I am very happy to learn of challenges that lie within and beyond a project. I am now much more prepared for these challenges & the next steps. What I liked the most in the Masterclass is the practical sessions and their interactions. It gave us an opportunity to think deeper and broader. The 3-day PLC Masterclass is, without any doubt, very interesting and fulfilling ...

Nadine LUCHMUN
QA Manager



The 3-day PLC Masterclass has very much exceeded my expectations. I have been able to grasp many techniques on how to engage stakeholders. The Masterclass is indeed a very intense experience with in-depth focus on a specific knowledge area and solutions towards handling difficult situations ...

Purusham RAMIAH
Software Engineer
Mauritius Telecom



The 3-day PLC Masterclass has exceeded my expectations. I will certainly recommend to my Management to send our senior staff to attend this Masterclass which will generate win-win outcome for the Company. I am taking away with me a pool of knowledge that will put me in a good stead for the challenges ahead ...

Noorani RUJUBALI
Maintenance Manager
AVIPRO Ltd

Registration Form

Stakeholder Management

1. PERSONAL DETAILS

Mrs Miss Ms Mr

First Name (s) _____

Billing Address _____

Tel. (Incl. area code & extension) _____

Email _____

Meal Preferences: Veg Non-veg

Title (Dr, Prof, etc) _____

Surname _____

Country _____

Company _____

Mobile _____

Fax _____

Personal Email _____

Signature _____ Date _____

2. PROFESSIONAL BACKGROUND

Qualifications _____

Years of Project Management Experience _____

Professional Project Management Certification (e.g. PMI, CITPM, PLC, AAPM, Prince2, etc) _____

Years of Experience _____

Years as Officially-designated PM Roles _____

Additional Information _____

3. REGISTRATION METHOD

Email: PLCSecretariat@teamsynthesis.com

Phone: (230) 465 0048/ (230) 454 6730

Fax: (230) 465 0048/ (230) 454 6730

Post: TeamSYNthesis (Mauritius & Africa) Ltd

4A Hitchcock Avenue

Quatre Bornes

Mauritius

4. MODE OF PAYMENT

(Local Delegates - Rs. 33,000)

Number of participants _____

Please find enclosed a cheque for Rs. _____

Please invoice my institution and payment will be made prior to the start of the Course.

Cheque should be drawn to the order of **Team SYNthesis (Mauritius & Africa) Ltd**

(Overseas Delegates - USD 2,000)

Number of participants: _____

The only method of payment acceptable is via Telegraphic Transfer to the bank account of the Team SYNthesis (Mauritius & Africa) Ltd. Payment must be received 10 days before the start of the course.

Swift Code: STCBMUMU

Account Name: Team SYNthesis (Mauritius & Africa) Ltd

Bank Account No: 610 301 0003 7432

Bank Name: State Bank of Mauritius

Bank Address: State Bank Tower

1 Queen Elizabeth II Avenue

Port Louis

Mauritius

MQA APPROVED

5. INFORMATION & DISCLAIMER

PAYMENT POLICY

Payment is due in full at the time of registration. Full payment is mandatory for event attendance.

CANCELLATIONS & SUBSTITUTIONS

Once registration form is received by Team SYNthesis and invoice issued to participants, payment is expected. You may substitute participants at least **5** working days prior to the beginning of the Course. Cancellations will be refunded **The duly filled Registration form together with payment** only if made in writing at least 10 days prior to the beginning of the Course. In lieu of **should reach the Team SYNthesis (Mauritius & Africa) Ltd by Friday, 8th September 2023.** (Tel: (230) 454 6730/ (230) 465 0048) the preceding cancellations, participants can be transferred to the next session but such transfer is allowed ONCE only regardless of the period of notice. No refund is given for any late cancellations or for participants who do not show up for the **6730/** course (no-show or partial show). The Organizers reserve the rights to change the venue at their own discretions.

VENUE & ACCOMODATION

The African Leadership Centre

4A Hitchcock Avenue

Quatre Bornes

 **TeamSYNthesis**

www.teamsynthesis.com

... Another Value-add Talent Management Initiative

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