



Agenda

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Tactful and Effective Methods for Dealing With Difficult Stakeholders

Instructor(s): Frank P. Saladis, PMP, PMI Fellow

Length: 2 days

Prework: None

CEUs: 1.4/14 PDUs

Level: Intermediate

Training Topic: Business Skill Enhancement

Subtopics: Program Management, Stakeholder Engagement

Training Description:

Managing the daily challenges of a project to complete objectives and meet client expectations is a challenge regardless of project size and complexity. Dealing with changing, and seemingly unreasonable demands and requirements of the client, often tests the ability of the project manager and project team to remain focused on the project deliverables. Project managers and teams must develop skills and techniques that will assist them in maintaining an effective working relationship with their clients and recognize behavior or situations that may lead to potential conflict, dissatisfaction, or strained working relationships with clients. This training focuses on the importance of establishing a collaborative environment, setting and managing expectations, and dealing with clients who create difficult working environments.

This training is designed for project managers, project leaders, and managers who have direct contact with demanding clients and must establish effective working relationships, obtain requirements, negotiate changes, and manage client interfaces effectively. It is a highly interactive and enjoyable session.

Project managers and program managers encounter many challenges in the pursuit of successful completion of objectives. Among the challenges is the strong possibility of working with stakeholders whose personalities and behaviors may create situations that are difficult to manage or cause significant conflict among other project stakeholders.

In this training, you will learn how to identify the characteristics and tactics of difficult stakeholders whether they are clients, suppliers, coworkers, employees, or managers and develop strategies for creating a more effective and productive work environment. You will practice techniques that will assist in solving conflicts and removing barriers that reduce productivity, frustrate team members and coworkers, and slow organizational growth. This training will assist you in improving your ability to lead your team to higher levels of performance and to more effectively manage business relationships that will contribute toward achieving desired outcomes. We will also address the concepts of emotional intelligence and the importance of emotional management.

Learning Objectives:

Upon completion of this training, learners will be able to:

- Develop an understanding of the benefits realized through effective management of difficult stakeholders.
- Describe the key elements of emotional intelligence.
- Identify and classify typical behaviors and tactics of difficult stakeholders.
- Develop potential responses to effectively manage difficult stakeholders.
- Establish and manage stakeholder expectations.
- Align actions and behavior with client viewpoints and perspectives.
- Minimize the negative effects of confrontations.
- Develop solutions to resolve conflicts and manage irate or argumentative people.
- Further develop leadership capability.
- Define the strategic and business benefits of managing difficult stakeholders.

AGENDA, DAY 1

- 8:00 a.m.** Introductions and training expectations
- 8:30 a.m.** Small group exercise—Examples of actual difficult stakeholder situations
- 9:00 a.m.** Key principles of managing difficult stakeholders and primary actions when dealing with difficult people
- 9:15 a.m.** Leadership behaviors and prioritizing time—Small group exercise
- 9:30 a.m.** **Break (estimated break time)**
- 10:00 a.m.** Leadership and conflict—Managing conflict, personal conflict assessment
- 10:45 a.m.** Working with people
- Benefits from dealing effectively with difficult stakeholders
 - Fundamentals of human social interaction
 - The four branches of emotional intelligence; Emotional intelligence personal assessment
 - Creating a “feelings vocabulary”
- 12:00 p.m.** **Lunch Break (estimated time)**
- 1:00 p.m.** Self-reflection—A starting point for managing difficult people
- Brief “after lunch reengagement exercise”
 - Stakeholder management and benefits realization—The business benefits of managing difficult stakeholders
- 1:30 p.m.** Categories of difficult people
- Small group exercise—Peace, power, and influence
- 2:00 p.m.** **Break**
- 2:30 p.m.**
- Defining and understanding communications barriers—Small group exercise
 - Managing difficult people—Identifying common tactics and behaviors frequently associated with difficult people
- 3:45 - 4:00 p.m.** Open discussion—Review of key topics, recommendations, and observations

AGENDA, DAY 2

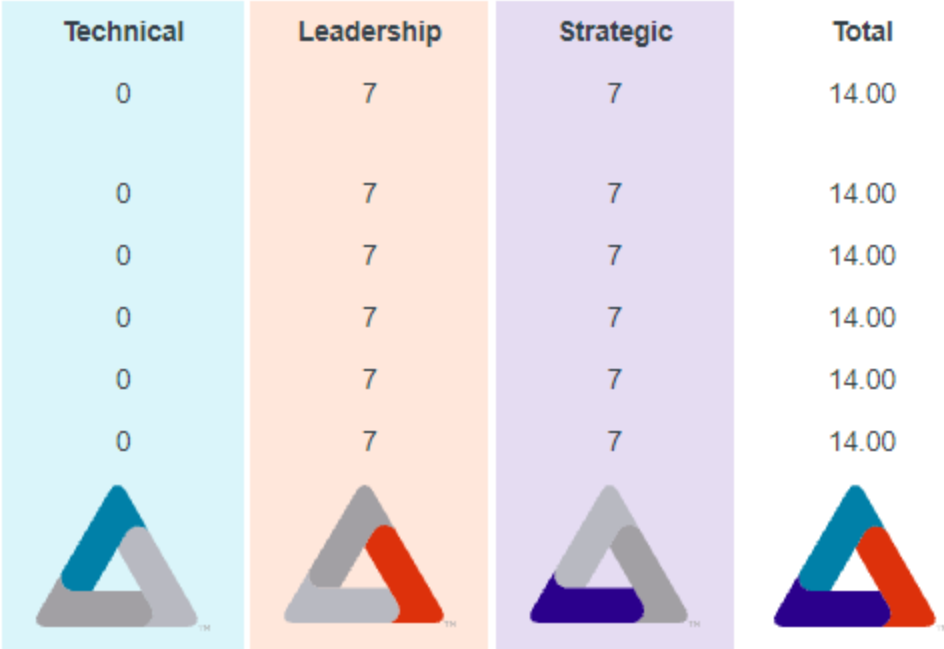
- 8:00 a.m.**
- Challenges of working with difficult people
 - Strategies for dealing with difficult people
- 9:00 a.m.** Categorizing difficult people
- 9:30 a.m.** **Break**
- 10:00 a.m.** Categorizing difficult people (*continued*)
- 11:00 a.m.** Tactics for dealing with difficult people
- 12:00 p.m.** **Lunch**
- 1:00 p.m.** Tactics for dealing with difficult people (*continued*)
- Preparing for more effective communication
 - Setting expectations
 - Improving negotiation skills
- 2:00 p.m.** **Break**

- 2:30 p.m. Don't be difficult—Winning ways for a happier you and your team
- Fine-tuning leadership, team-building, and influencing skills
 - The importance of maintaining strong and positive relationships in the work environment
 - Bringing it all together—Key takeaways
 - Summary and next steps

4:00 p.m. Close

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	0	7	7	14.00
PMI-ACP® / Agile*	0	7	7	14.00
PMI-SP®	0	7	7	14.00
PMI-RMP®	0	7	7	14.00
PfMP®	0	7	7	14.00
PMI-PBA®	0	7	7	14.00



**Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.*