# BCS Professional Certificate in Stakeholder Engagement Training

Duration: **2 Day**

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## Overview

The **BCS Professional Certificate in Stakeholder Engagement** is a two-day professional certification course focused on the frameworks, communication skills and practical techniques required to work effectively with stakeholders during business change projects and programmes.

Stakeholder engagement has become a critical capability across roles such as Business Analysis, Project Management and IS Consultancy. Successful change depends not only on developing the right solution, but also on identifying the right people, understanding different perspectives, managing expectations, enabling collaboration and dealing constructively with disagreement.

The course provides a structured introduction to stakeholder analysis, communication, facilitated workshops, rapport, creative problem solving, expectation management, negotiation and conflict management. Participants develop a broader understanding of how stakeholder relationships can be planned and managed throughout a business change initiative.

New content continues until approximately the middle of the afternoon on day two, with the **BCS Professional Certificate in Stakeholder Engagement** examination taking place later that day.

Participants should also expect to spend approximately **one to two hours each evening** on revision, homework and other activities set by the instructor.

## Prerequisites

There are no mandatory prerequisites for attending the course.

However, some practical experience of working on projects and engaging with different stakeholder groups will be useful.

### Using This Certificate Towards the BCS Advanced Diploma

This certificate is one of the professional qualifications that may contribute towards the **BCS Advanced Diploma in Business Analysis**.

Candidates intending to work towards the Advanced Diploma must already hold the **BCS International Diploma in Business Analysis**.

In general, candidates must:

- Gain certifications in four subject areas across three skill domains
- Provide evidence of at least five years of Business Analysis experience
- Demonstrate engagement with the Business Analysis community

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## Who Should Attend

The course is suitable for professionals who want to develop a stronger understanding of the concepts and techniques required for effective stakeholder engagement.

It is particularly relevant to:

- Business Analysts
- Project Managers
- Programme professionals
- Change professionals
- IS Consultants
- Managers responsible for stakeholder engagement
- Candidates progressing towards the BCS Advanced Diploma in Business Analysis

## What You Will Learn

By the end of the course, participants will be able to:

- Identify and analyse stakeholders.
- Plan stakeholder engagement activities.
- Explain the communication process.
- Recognise common barriers to communication.
- Apply active listening and effective listening behaviours.
- Explain how groups form and develop.
- Understand how facilitated workshops are prepared and conducted.
- Apply fundamental facilitation techniques.
- Explain rapport and its importance in professional relationships.
- Use creative problem-solving techniques.
- Manage stakeholder expectations more effectively.
- Define a structured approach to negotiation.
- Identify common causes of conflict and evaluate suitable resolution approaches.

## Outline

### 1. Understanding Stakeholders

The course begins by examining how stakeholders can be identified, analysed and managed throughout business change.

- Stakeholder analysis
- Stakeholder planning
- Different stakeholder perspectives
- Evaluating interest, influence and expectations
- Planning an appropriate engagement approach

The objective is to avoid treating every stakeholder in the same way and instead develop engagement strategies suited to different needs and perspectives.

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## 2. Communication

Effective stakeholder engagement depends on clear two-way communication.

Topics include:

- The communication process
- Core components of communication
- Barriers to communication
- Factors that may lead to misunderstanding
- Active listening
- Listening behaviours
- Supporting mutual understanding

The emphasis is not only on delivering messages, but also on listening effectively and interpreting the perspectives of others.

## 3. Working with Stakeholder Groups

Participants explore how groups develop and how differences in learning preference can affect collaboration.

- Group development processes
- Group dynamics
- Learning styles
- Recognising different working and learning preferences

## 4. Facilitated Workshops — Introduction

This section explores the use of facilitated workshops within business change.

### Benefits of Facilitated Workshops

- Bringing stakeholders together
- Surfacing different perspectives
- Supporting decision-making
- Creating shared understanding

### Main Workshop Roles

- Facilitator
- Scribe
- Participants
- Sponsor

### Workshop Stages

- Preparing the workshop
- Defining objectives and scope
- Conducting the workshop
- Recording outcomes
- Follow-up activities

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### Facilitation Techniques

- Encouraging participation
- Guiding discussion
- Balancing different viewpoints
- Adapting during the workshop

### 5. Rapport

Participants examine the importance of building effective professional relationships.

- Defining rapport
- Building rapport
- Creating trust and mutual understanding
- The role of rapport in relationships
- Its impact on stakeholder engagement

### 6. Creative Problem Solving

This section introduces techniques for helping stakeholders approach problems from different perspectives.

- A creative problem-solving model
- Idea generation
- Mind maps
- Stimulating creative thinking
- Edward de Bono's **Six Thinking Hats**

These techniques help groups move beyond the first available answer and explore a wider range of possibilities.

### 7. Managing Expectations

Explore how stakeholder expectations are created and how they can be managed.

- Sources of expectations
- Controllable expectation creators
- Uncontrollable expectation creators
- Risks created by poorly managed expectations
- A structured expectation management process

The aim is to maintain a realistic relationship between stakeholder perceptions, commitments and achievable outcomes.

### 8. Negotiation

Participants examine approaches for working through situations where needs, priorities or interests differ.

- Negotiating positions
- Understanding underlying needs
- **BATNA — Best Alternative to a Negotiated Agreement**

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- Integrative negotiation
- Distributive negotiation
- Selecting an appropriate negotiation approach

### 9. Managing Conflict

The final subject area explores why conflict occurs and how it can be addressed constructively.

### Root Causes of Conflict

- Goals
- Judgements
- Values

### Conflict Resolution

- Options for resolving conflict
- Selecting approaches according to the situation
- Constructive conflict management

### Thomas-Kilmann Model

- Thomas-Kilmann Conflict MODE Instrument
- Different conflict-handling styles
- Considering when each approach may be appropriate

## Exams and Assessments

The course includes the **BCS Professional Certificate in Stakeholder Engagement** examination.

The assessment takes place on the **afternoon of day two**.

Candidates must bring valid photographic identification, such as a **passport, driving licence or student card**, before sitting the exam. This is a BCS requirement, and candidates unable to provide acceptable identification will not be permitted to take the assessment.

Successful completion leads to the **BCS Professional Certificate in Stakeholder Engagement**.

The certificate may also contribute towards the **BCS Advanced Diploma in Business Analysis**, provided the candidate already holds the BCS International Diploma in Business Analysis and meets the required experience and Business Analysis community engagement criteria.