
Stakeholder Engagement and Project Communication

16 – 20 November 2026
Barcelona





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Ref: 1410_3485 **Date:** 16 – 20 November 2026 **Location:** Barcelona **Fees:** 4800 GBP

Programme Summary

Initiatives frequently stumble not from technical deficiencies, but because key constituents are misaligned, vital messages fail to reach decision-makers, or conflicting priorities remain unaddressed. Stakeholder Engagement and Project Communication provides an applied curriculum focused on transforming fragmented interactions into systematic, trust-building communication architecture. Participants progress through stakeholder analysis matrices, communication channel design, tactical negotiation, and high-stakes relationship management across challenging initiative environments. This masterclass is delivered by Mars Training Centre UK.

The Business Case

Organisations that neglect deliberate constituent interaction encounter severe scope creep, delayed milestone approvals, and escalating political friction. Establishing systematic protocols for dialogue and interest group alignment safeguards strategic objectives, builds executive goodwill, and prevents misunderstandings from derailing mission-critical work streams.

- **Approval Velocity:** Accelerates milestone sign-offs by anticipating objections and maintaining transparent alignment channels.
- **Expectation Governance:** Limits scope disputes through clear boundary setting and auditable information exchange.
- **Conflict Mitigation:** Neutralises opposition early via collaborative problem solving and interest-based bargaining.
- **Constituent Trust:** Strengthens credibility with sponsors and oversight committees through consistent, candid reporting.

Principles and Evidence Base

- **PMI PMBOK Guide 7th Edition:** Informs the stakeholder engagement and communication management performance domains.
- **Mitchell, Agle, and Wood Salience Model:** Guides constituent prioritisation through rigorous evaluation of power, legitimacy, and urgency.
- **ISO 21502:2020 Guidance on Project Management:** Directs practices for integrated governance, information distribution, and constituent collaboration.
- **Harvard Negotiation Project Framework:** Underpins interest-based bargaining, boundary setting, and conflict resolution mechanisms.



Intended Participants

- Practitioners tasked with coordinating multi-party expectations, steering committees, and sponsor relationships.
- Functional coordinators responsible for cross-departmental messaging, schedule alignment, and status reporting.
- Initiative coordinators seeking rigorous methods for handling conflicting sponsor demands and difficult conversations.
- Change facilitators responsible for driving adoption, mitigating resistance, and maintaining productive cross-functional dialogue.

The curriculum benefits coordinators working across infrastructure, digital systems, business services, and organisational change.

Learning Outcomes

1. Participants will be able to construct stakeholder analysis matrices to assess influence, attitude, and impact across diverse constituents.
2. Participants will be able to execute communication channel design that aligns message frequency, medium, and content with constituent needs.
3. Participants will be able to apply interest-based negotiation strategy to resolve schedule, scope, and resource tensions.
4. Participants will be able to conduct high-stakes relationship management to de-escalate hostility and protect initiative momentum.
5. Participants will be able to structure transparent, honest messaging protocols for communicating adverse variances to executive sponsors.
6. Participants will be able to implement an integrated project communication management framework tailored to organisational realities.

Programme Structure

Day 1: Stakeholder Identification and Matrix Analysis

How are diverse constituent interests systematically mapped, prioritised, and addressed?

- Stakeholder Salience Model: Power, Legitimacy, and Urgency Mapping
- Constructing Multi-Variable Stakeholder Analysis Matrices
- Assessing Hidden Agendas, Cultural Dynamics, and Informal Influence Networks
- Tracking Constituent Sentiment and Attitude Shifts Across Initiative Lifecycles
- Establishing the Baseline Matrix for Ongoing Interest Group Alignment

Day 2: Communication Channel Design and Messaging Protocols

How do initiative teams establish information pathways that inform without overloading?



- Strategic Communication Channel Design: Selecting Medium, Tone, and Cadence
- Developing the Comprehensive Project Communication Management Charter
- Information Distribution Architecture: Push, Pull, and Interactive Mechanisms
- Crafting Tailored Messaging Frameworks for Governance Boards and End Users
- Minimising Cognitive Overhead and Status Reporting Friction

Day 3: Collaborative Negotiation and Scope Trade-Offs

How can competing constituent demands be reconciled into sustainable consensus?

- Principles of Principled Negotiation: Separating Personalities from Substantive Issues
- Navigating Competing Priorities Across Cross-Functional Dependencies
- Trade-Off Matrix Formulation: Balancing Quality, Budget, and Milestone Constraints
- Overcoming Impasse Through Creative Options and Objective Evaluation Criteria
- Securing Firm, Documented Commitments from Sceptical Counterparts

Day 4: High-Stakes Relationship Management and Critical Messaging

How should teams convey difficult news and manage vocal resistance under pressure?

- Frameworks for High-Stakes Relationship Management in Ambiguous Environments
- Communicating Unfavourable Variances, Cost Overruns, and Delays with Candour
- Psychological Safety and De-escalation Techniques for Confrontational Meetings
- Managing Disruptive Interventions and Entrenched Resistance Constructively
- Crisis Communication Playbooks: Rapid Response, Attribution, and Message Control

Day 5: Engagement Governance, Consensus Building, and Capstone Application

How are relationship strategies sustained and evaluated throughout the full lifecycle?

- Formalising Feedback Loops and Continuous Sentiment Monitoring Routines
- Metrics for Constituent Alignment: Gauging Trust and Message Penetration
- Building Cross-Functional Coalitions and Champions Networks
- Synthesising Engagement Workflows into Operational Assurance Routines
- Capstone Presentation: Defending an Integrated Engagement and Communication Blueprint

Methodology

Learning takes place through interactive facilitation, scenario simulation, and practical workspace laboratories. Participants evaluate realistic organisational dilemmas, roleplay contentious negotiation scenarios, and test messaging architectures against simulated sponsor pushback.



- Suggested activity: Populating a comprehensive stakeholder matrix for an initiative encountering active internal resistance.
- Suggested activity: Roleplaying an executive briefing delivering severe milestone delay notifications under strict time limits.
- Suggested activity: Designing an end-to-end communication matrix across five divergent functional units.

Capstone Output

Each participant synthesises their work into an actionable Stakeholder Engagement and Communication Playbook. This comprehensive document contains a completed stakeholder analysis matrix, custom communication channel architecture, an adverse news communication protocol, and an interest-based negotiation roadmap ready for workplace application.

Frequently Asked Questions

How does this programme differ from general management programmes?

This syllabus concentrates specifically on the relational, political, and communicative hurdles of cross-functional initiatives rather than generic leadership theory or schedule controls.

Are the communication methods applicable in fast-moving work environments?

Yes. The channel design frameworks and critical messaging protocols are built to streamline communication velocity and eliminate bureaucratic status-reporting overhead.

Will participants learn specific tools to handle hostile counterparts?

Day 4 explicitly focuses on de-escalation methods, psychological safety, and principled conflict management techniques designed for contentious workplace interactions.

Can the templates generated during the sessions be applied directly to current initiatives?

Yes. Every matrix, messaging protocol, and negotiation rubric is developed for immediate transfer to participants' active workplace assignments.