Energy Project Leadership and Stakeholder Negotiation

GExperts Learning Academy | EX-073 | EX | 3 days

Course overview

3 days EX programme focused on Energy Project Leadership and Stakeholder Negotiation, using energy-sector cases and applied decisions.

Designed for: Learners appropriate to the stated programme level

Learning outcomes

- Explain core principles and terminology for Energy Project Leadership and Stakeholder Negotiation.
- Interpret an applied case using evidence and stated assumptions.
- Identify risks, safeguards, role boundaries and escalation points.
- Prepare a clear recommendation for a multidisciplinary audience.

Course guide

Work through each module objective, lesson and teaching note, complete the applied activity and assessment, then use the separate Academy practice page for practice questions and answer feedback.

Separate practice questions:
https://www.globalexpertsconsultoria.com/training/academy/courses/questions/?course=EX-073

Academic and certification status

Draft learning resource for study and review. It does not confer accreditation, external certification, a regulated qualification, professional licence, safety-critical competence or site authorisation. Confirm approvals, current laws, standards, approved procedures and awarding-body requirements before delivery.

Module 1: Project initiation and governance

Learning objectives

- Explain project initiation and governance, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Project initiation and governance
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. A project charter defines purpose, intended benefits, scope boundary, sponsor, authority and success criteria. Distinguish a project output from the benefit it enables. Governance establishes who approves funding, change and acceptance at each stage.

Decision logic. Test alignment with business need and implementation capacity before detailed planning. Record assumptions and dependencies. A charter should identify exclusions and decision rights rather than promising guaranteed results. Benefits need an owner beyond project handover.

Worked example. A fictional project delivers a warehouse system; the intended benefit is reduced picking errors, which must be measured separately.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Write a one-page charter with benefits, authority and evidence of success.

Model answer guide. Include sponsor, measurable outcomes, scope, constraints, assumptions and acceptance owner.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Write a one-page charter with benefits, authority and evidence of success.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 2: Stakeholder engagement and communication

Learning objectives

- Explain stakeholder engagement and communication, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Stakeholder engagement and communication
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Stakeholders can affect or be affected by a project. Analyse interests, influence, exposure and communication needs. Consultation is a continuing process, not simply sending information. Include groups with high impact exposure but limited formal power.

Decision logic. Choose accessible channels and record concerns, responses and decisions. Avoid assuming silence equals consent. Communication plans should define purpose, owner, timing, feedback and confidentiality. Actual commitments need delegated authority.

Worked example. A fictional port project consults officials but overlooks fishers whose access may change.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Develop an engagement plan and grievance-response route.

Model answer guide. Include affected groups, accessible formats, response tracking and boundaries on commitments.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Develop an engagement plan and grievance-response route.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 3: Contract strategy and risk allocation

Learning objectives

- Explain contract strategy and risk allocation, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Contract strategy and risk allocation
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Contracts define scope, deliverables, payment, acceptance, change and remedies. Lump sum, reimbursable and target-cost arrangements allocate uncertainty differently. Begin with scope maturity and market capability rather than choosing a familiar contract label.

Decision logic. Risk should be allocated to parties able to manage it, with realistic pricing and assurance. Unclear interfaces create disputes despite detailed clauses. Actual indemnity, liability, insurance and governing-law terms require qualified legal and commercial review.

Worked example. A supplier prices an undefined offshore interface as an exclusion; the owner's total risk remains unresolved.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Draft a scope and interface schedule for a fictional package.

Model answer guide. Include deliverables, acceptance evidence, owner interfaces, change control and exclusions.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Draft a scope and interface schedule for a fictional package.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 4: Earned value and project control

Learning objectives

- Explain earned value and project control, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Earned value and project control
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Planned value represents scheduled budgeted work; earned value represents budgeted value of completed work; actual cost represents expenditure. CPI equals EV divided by AC and SPI equals EV divided by PV under the chosen measurement method.

Decision logic. Earned value needs a reliable baseline and objective progress rules. Spending less may reflect delayed work, not efficiency. Forecasts require remaining-work judgement and known changes. Explain that aggregate indices can hide critical delays or poor quality.

Worked example. With EV 80, AC 100 and PV 90, CPI is 0.8 and SPI about 0.89.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Calculate the indices and write a management interpretation.

Model answer guide. Cost efficiency and progress are adverse under the baseline; investigate causes and forecast remaining work.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Calculate the indices and write a management interpretation.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 5: Safety and project leadership

Learning objectives

- Explain safety and project leadership, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Safety and project leadership
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Leadership sets priorities through decisions, resources and response to bad news. Explain the difference between stated values and incentives that reward unsafe shortcuts. Leaders need clear delegation, listening and evidence-based challenge.

Decision logic. Use leading indicators tied to important barriers and delivery outcomes. Review overdue actions and organisational capacity, not just aggregate counts. Encourage escalation and resolve conflicting objectives openly. Authority remains accountable even when tasks are delegated.

Worked example. A manager requests schedule recovery while critical tests are incomplete. The team must resolve priorities explicitly.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Write a leadership response and a 30-day improvement plan.

Model answer guide. Require safe sequencing, resources, action owners and follow-up; do not reward concealment of incomplete work.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Write a leadership response and a 30-day improvement plan.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 6: Energy Project Leadership and Stakeholder Negotiation: Data and

Learning objectives

- Explain energy project leadership and stakeholder negotiation: data and performance, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Energy Project Leadership and Stakeholder Negotiation: Data and Performance

2. Systems and operating context

3. Evidence, assumptions and decision gates

4. Hazards, safeguards and escalation

5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Energy Project Leadership and Stakeholder Negotiation: Data and Performance describes a practical part of Energy Project Leadership and Stakeholder Negotiation. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for energy project leadership and stakeholder negotiation: data and performance. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans energy project leadership and stakeholder negotiation: data and performance while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for energy project leadership and stakeholder negotiation: data and performance: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for energy project leadership and stakeholder negotiation: data and performance: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 7: Energy Project Leadership and Stakeholder Negotiation: Applied C

Learning objectives

- Explain energy project leadership and stakeholder negotiation: applied case, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Energy Project Leadership and Stakeholder Negotiation: Applied Case
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Energy Project Leadership and Stakeholder Negotiation: Applied Case describes a practical part of Energy Project Leadership and Stakeholder Negotiation. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for energy project leadership and stakeholder negotiation: applied case. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans energy project leadership and stakeholder negotiation: applied case while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for energy project leadership and stakeholder negotiation: applied case: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for energy project leadership and stakeholder negotiation: applied case: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 8: Energy Project Leadership and Stakeholder Negotiation: Communi

Learning objectives

- Explain energy project leadership and stakeholder negotiation: communication and escalation, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Energy Project Leadership and Stakeholder Negotiation: Communication and Escalation
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Energy Project Leadership and Stakeholder Negotiation: Communication and Escalation describes a practical part of Energy Project Leadership and Stakeholder Negotiation. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for energy project leadership and stakeholder negotiation: communication and escalation. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans energy project leadership and stakeholder negotiation: communication and escalation while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for energy project leadership and stakeholder negotiation: communication and escalation: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for energy project leadership and stakeholder negotiation: communication and escalation: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 9: Energy Project Leadership and Stakeholder Negotiation: Knowledg

Learning objectives

- Explain energy project leadership and stakeholder negotiation: knowledge check, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Energy Project Leadership and Stakeholder Negotiation: Knowledge Check
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Energy Project Leadership and Stakeholder Negotiation: Knowledge Check describes a practical part of Energy Project Leadership and Stakeholder Negotiation. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for energy project leadership and stakeholder negotiation: knowledge check. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans energy project leadership and stakeholder negotiation: knowledge check while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for energy project leadership and stakeholder negotiation: knowledge check: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for energy project leadership and stakeholder negotiation: knowledge check: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 10: Energy Project Leadership and Stakeholder Negotiation: Compete

Learning objectives

- Explain energy project leadership and stakeholder negotiation: competence review, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Energy Project Leadership and Stakeholder Negotiation: Competence Review
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Energy Project Leadership and Stakeholder Negotiation

Detailed teaching notes

Teaching notes

Core explanation. Energy Project Leadership and Stakeholder Negotiation: Competence Review describes a practical part of Energy Project Leadership and Stakeholder Negotiation. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for energy project leadership and stakeholder negotiation: competence review. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans energy project leadership and stakeholder negotiation: competence review while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for energy project leadership and stakeholder negotiation: competence review: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for energy project leadership and stakeholder negotiation: competence review: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Facilitator close-out and resources

Facilitator close-out

Record attendance, assessment evidence, learner support needs, incidents and improvement actions according to approved provider processes. Do not sign learners off for regulated or safety-critical work without the authorised assessment and certification route.

Resources and references

- Supplied GExperts/IUM reference materials; verify reuse rights and currentness.
- Current applicable Namibian legislation, standards and approved site procedures supplied by the provider.
- Case worksheet and instructor slides must be produced and reviewed before course release.