



Welcome to this session:

Open Session:

Navigating Challenges in Urban Redevelopment Projects

The session will start shortly...

Any Questions?

Drop them in the questions section.





welcome

Safeguarding & Welfare

We are committed to all our students and staff feeling safe and happy; we want to make sure there is always someone you can turn to if you are worried about anything.

If you are feeling upset or unsafe, are worried about a friend, student or family member, or you feel like something isn't right, speak to our safeguarding team:



Ian Wyles
Designated Safeguarding
Lead



Simone Botes



Nurhaan Snyman



Rafiq Manan



Ronald Munodawafa



Tevin Pitts

Scan to report a
safeguarding concern



or email the Designated
Safeguarding Lead:
Ian Wyles

safeguarding@hyperiondev.com



Democracy

Every person's opinions matter.

Respect

We look after each other.

Tolerance

We accept each other's differences.

British Values

Rule of Law

We keep to the rules.

Liberty

We are free to make choices.

A group of diverse people, including men and women of various ethnicities, are shown from the chest up, giving thumbs up. They are smiling and looking towards the camera. The image has a teal overlay.

HOUSEKEEPING

Leadership & Management Live Lectures – Housekeeping

- The use of disrespectful language is prohibited in the questions, this is a supportive, learning environment for all - please engage accordingly.
 - ***(Fundamental British Values: Mutual Respect and Tolerance)***
- No question is daft or silly - **ask them!**
- Should you have a question during the lecture, please feel free to **post in the Questions section** and I will respond throughout.



Leadership & Management Live Lectures – Housekeeping

- Activating **live captions** in your browser's accessibility settings is a helpful option for better understanding, especially for those with hearing impairments or challenges with accents.
- For all **non-academic questions**, please submit a query: www.hyperiondev.com/support
- Report a safeguarding incident: www.hyperiondev.com/safeguardreporting
- Should you have any further questions or want to provide us with feedback, please feel free to post them [here](#).
- [GitHub Link to access L&M Presentation Slides.](#)



PLEASE
NOTE...



LEARNING OBJECTIVE

Learning Objective



Be able to apply effective project **communication strategies**, identify and **engage stakeholders**, and implement **conflict resolution** techniques in project teams.



BACKGROUND



BACKGROUND

Setting The Scene

Today, we'll dive into **the £5.6 million revamp of Glasgow's Sauchiehall Street**; a project that's as much a story about ambition as it is about lessons learnt the hard way.

Sauchiehall Street was meant to become a **vibrant, pedestrian-friendly area** that brought people together and revitalised the local economy.





BACKGROUND

Setting The Scene

But along the way, **delays**, **staffing challenges**, and **unexpected design changes** created roadblocks; not just in construction, but in relationships with the very people the project was meant to benefit.

Local businesses were left frustrated, and the community's patience ran thin.

BACKGROUND

Setting The Scene

We're going to dig deeper into this story, **not to criticise but to uncover valuable lessons.**

“How do communication failures impact trust?”

“How do we engage stakeholders effectively, even when things don't go as planned?”

“How can we resolve conflicts in project teams before they derail progress?”

BACKGROUND

Purpose of the Project

The redevelopment was designed to modernise Sauchiehall Street, **making it more walkable, attractive, and socially engaging.**

Goals included widening pedestrian pathways, **improving lighting, and integrating green spaces.**



BACKGROUND

Challenges Faced

Delays: The project **timeline stretched beyond** initial estimates, frustrating stakeholders.

Staffing Issues: A **shortage of skilled workers** and high turnover rates disrupted progress.

Design Changes: Adjustments were made mid-project due to **budget constraints or unforeseen challenges**, adding to confusion.

BACKGROUND

Impact on Stakeholders

Local businesses: Many experienced **reduced foot traffic and revenue losses** during prolonged construction.

Community: Residents expressed dissatisfaction with perceived mismanagement and **lack of clear communication about delays**.



DEMOCRACY

Urban development projects
**should reflect the collective
voice of the community,**
achieved through
democratic consultation and
ongoing dialogue.



A group of five diverse people (three women and two men) are sitting on a wooden bench against a white brick wall. They are all smiling and looking upwards. The woman on the far left is holding a rectangular sign. The woman next to her is holding a speech bubble. The man in the center is holding a rectangular sign. The woman next to him is holding a speech bubble. The man on the far right is holding a rectangular sign. There are also speech bubbles floating in the air above them.

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

The Problem

During the Sauchiehall Street redevelopment, **poor communication created confusion** among stakeholders. Design changes, unexpected delays, and staffing issues were either not communicated in a timely manner or conveyed inadequately, leading to misinformation and growing frustration.

Local businesses, who were directly affected by the disruptions, felt left out of the loop. This **lack of transparency created mistrust**, damaging relationships with the very stakeholders whose buy-in was crucial for the project's success.

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

The Role of Communication

Transparent communication is vital for managing expectations in complex projects. Even when updates aren't positive, **openness about challenges fosters empathy and understanding.**

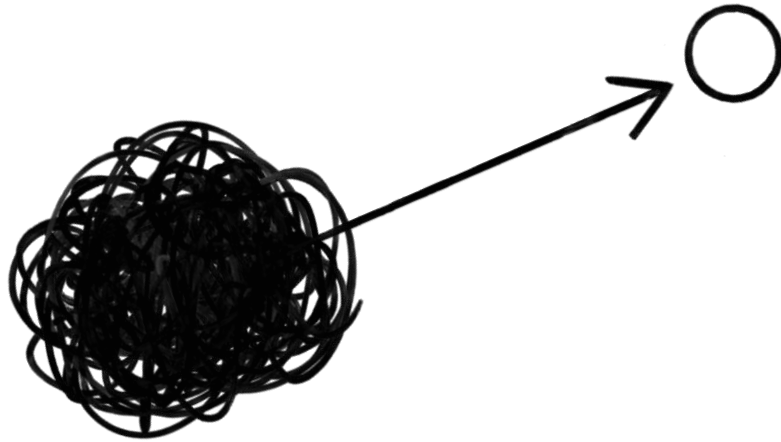
For instance, if the project team had shared staffing shortages and their mitigation plans, **local businesses might have been more patient and supportive.**



EFFECTIVE PROJECT COMMUNICATION STRATEGIES

The Role of Communication

Clarity in updates; both in frequency and content, **helps stakeholders understand how changes will affect them.**



For example, instead of announcing “unexpected delays,” **specifying a revised timeline and outlining steps to resolve** the issue would build confidence and reduce ambiguity.

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

Practical Techniques

Weekly Bulletins

These **brief, easy-to-read updates** can include key milestones achieved, upcoming plans, and any emerging challenges.

Centralised Channels

Establish a **dedicated email or social media account** where stakeholders can access information at any time.

Proactive Media Use

Anticipate and address stakeholder concerns through **public statements or press releases**.

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

What If?



change



let's talk.

Imagine you're managing the **Sauchiehall Street project**. Halfway through, significant design changes are required due to budget constraints. Local business owners are already frustrated.

How would you communicate these **changes** in a way that reduces frustration and builds trust?

EFFECTIVE PROJECT COMMUNICATION STRATEGIES

What If?



Possible responses might include:

1. Hosting a **town hall meeting** to explain the changes face-to-face.
2. Providing **visual aids** (e.g., 3D renderings) to illustrate the updated design.
3. Offering a **detailed Q&A document** addressing anticipated stakeholder concerns.

MUTUAL RESPECT

Respecting stakeholders means **keeping them informed and addressing their concerns openly**, fostering trust and collaboration.



STAKEHOLDER IDENTIFICATION AND ENGAGEMENT



STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

The Problem



Key stakeholders; including **local businesses and residents; felt neglected.**

Poor engagement led to frustration, distrust, and a **perception that their needs and concerns were not a priority,** damaging long-term relationships.

STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

Mapping Stakeholders

Primary Stakeholders

Local businesses: Directly impacted by construction disruptions and loss of foot traffic.

Residents: Affected by noise, dust, and access challenges.

City councils: Accountable for project funding, timelines, and outcomes.

STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

Mapping Stakeholders

Secondary Stakeholders

Media: Shaping public perception of the project through their coverage.

Neighbouring Areas: Indirectly influenced by economic and social changes in Sauchiehall Street.



STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

Engagement Strategies

Early Involvement

Including stakeholders in early design discussions **fosters ownership and reduces resistance.**

Feedback Loops

Regular forums, virtual Q&A sessions, or surveys **allow stakeholders to share concerns and stay informed.**

Empathy Mapping

A tool to identify stakeholders' pain points, fears, and priorities. **To make navigation around construction easier.**

STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

What If?

You're meeting with
frustrated café owners who
fear losing customers due to
prolonged construction.

What's your opening line?



STAKEHOLDER IDENTIFICATION AND ENGAGEMENT

What If?

Examples of Responses

“I understand this construction has been disruptive, and I want to hear how it’s affecting your business so we can find ways to minimise the impact.”

“We know delays have been frustrating. Let’s discuss temporary solutions, like enhanced signage or adjusted delivery access, to help your business during this time.”

When engaging frustrated
café owners, stress the
importance of **being open
to differing perspectives
and finding common
ground.**



A man with a beard and short hair, wearing a light-colored shirt, is shown in a close-up, shouting with his mouth wide open and eyes squeezed shut. He has a frustrated or angry expression. In the background, other people are visible but out of focus, suggesting a meeting or office environment. The overall tone is one of conflict or intense emotion.

CONFLICT RESOLUTION IN PROJECT TEAMS

CONFLICT RESOLUTION IN PROJECT TEAMS

The Problem



Delays, resource shortages, and design changes **created tension within the Sauchiehall Street project team.**

These conflicts **hindered decision-making and progress,** exacerbating delays and frustrations.

CONFLICT RESOLUTION IN PROJECT TEAMS

Recognising Conflict Triggers

Misaligned Expectations:

Team members had **different understandings of project timelines**, leading to confusion and missed deadlines.

Poor Workload Distribution:

Overburdened **team members felt unsupported**, while others felt underutilised.

CONFLICT RESOLUTION IN PROJECT TEAMS

Resolution Techniques

Mediation

A **neutral facilitator** helps address grievances and find common ground.

Collaborative Problem Solving

Encouraging **teams to co-create solutions** builds buy-in and reduces resistance.

Emotional Intelligence

Managing emotions and **fostering empathy within teams.**

CONFLICT RESOLUTION IN PROJECT TEAMS

What If?

**How Sauchiehall Street Delays
Could Have Been Mitigated**

Regular team check-ins to
address challenges early.

**Cross-functional communication
tools**, such as shared dashboards,
to align team members.



CONCLUSION

A dark, moody image featuring a film strip running horizontally across the center. The film strip has two frames with the words 'THE' and 'END' in large, bold, black capital letters. The background is a dark, textured surface with a large, metallic film reel visible behind the strip. The overall aesthetic is cinematic and vintage.

THE

END

CONCLUSION



Key Points

Effective communication **builds trust and clarity.**

Stakeholder engagement **fosters loyalty and collaboration.**

Conflict resolution **maintains team morale and productivity.**

CONCLUSION

Whether you're managing a multimillion-pound redevelopment or a smaller workplace project, **these skills are your toolkit for turning challenges into opportunities.**

“What's one thing you'll start applying in your work tomorrow?”

RESOURCES

A black and white photograph of a stack of books. In the foreground, an open book lies flat, with a pair of glasses resting on its right page. The background is filled with more stacks of books, creating a sense of a library or a large collection of resources.

RESOURCES

Articles

- ✓ [SAUCHIE HORROR SHOW Glasgow's Sauchiehall St revamp facing more delays as workers 'axed' days before Christmas.](#)
- ✓ [Transparency In Partnerships: Our Approach To Stakeholder Engagement And Scientific Research.](#)
- ✓ [Daniel Goleman's Emotional Intelligence in Leadership: How To Improve Motivation In Your Team.](#)
- ✓ [How Leaders Can Communicate To Build Trust.](#)

Thank you for attending



CoGrammar



Department
for Education