

PROJECT MANAGEMENT TRAINING SCENARIO
MANAGING STAKEHOLDER EXPECTATIONS

KEY CHARACTER 1

STAKEHOLDER: M. NODTLER (*difficult stakeholder, resistant to change*)

SCENARIO OVERVIEW

You are a functional manager at your company. You manage a team of 20. Your company has chartered and initiated a project that will create a deliverable which will be used by your team and will result in significant changes to your team's current work processes. You are not embracing this change due to the following concerns.

YOUR MAJOR CONCERNS AS STAKEHOLDER

- **Implementation date for the new changes has been scheduled without consulting you.**
 - *Due to your company's merger with another company, there has been a lot of re-organizing and restructuring across the company and your team is currently engaged in transitioning a line of business to a different department.*
 - *Your preference is to delay implementation for your team by 2 months in order to complete the transition already underway.*
 - *You feel that your team cannot accommodate the current implementation schedule, you are not happy that you were not consulted and you are not applauding the impending changes since this will further stretch your team.*

- **Your team will need many hours of training to master these new changes.**
 - *You have an issue with the training schedule in reference to work schedules for your staff. You have full time, part time and contract staff.*
 - *The current training schedule does not account for these diverse work schedules and consequently, some of your staff will have to come in for training after hours. If that is the case, then you want to be sure overtime pay for your team is part of the project budget because you do not feel that your department should foot the bill for any overtime resulting from this training.*

PROJECT MANAGEMENT TRAINING SCENARIO MANAGING STAKEHOLDER EXPECTATIONS

KEY CHARACTER 2

PROJECT MANAGER: D. ZUN (*Project Manager*)

SCENARIO OVERVIEW

You are a project manager on a demanding project with several cross-functional teams participating in a global project. Apart from the team being globally dispersed, there are several constraints and a lot of push-back from functional managers who's resources are either directly involved in doing the work or involved in testing and training.

One particular stakeholder seems to be more resistant than the others.

This has completely overtaken your project priorities because without the stakeholder's buy-in and involvement, you will be unable to complete the project successfully (on time, on budget and within scope).

You have a 5 minute meeting with the stakeholder in the next 5 minutes.

MEETING END GOALS

- With this information in mind, address the stakeholder's concerns to manage the stakeholder's expectations and buy-in.
- Remember to dialog with the stakeholder bearing in mind this is a stakeholder with a high level of power, influence and moreover resources who will ultimately test the project and be trained on the project.
- The stakeholder's resources will also ultimately be power users of the project in one of the organizations many branches. Read the stakeholder's concerns below.

STAKEHOLDER CONCERNS

- *Implementation dates for the new changes were scheduled without consulting the stakeholder.*
- *The stakeholder's team will need many hours of training to master these new changes.*
- *The stakeholder does NOT want to pay for overtime for this training.*

YOUR CONCERNS AS PROJECT MANAGER

- *You want your project on time on budget and on schedule but you also want quality testing, training and buy-in from key stakeholders who have a say in the project.*