

Managing Stakeholder Expectations

Course Summary

Description

This course dives deep into the definition of what an expectation is, reveals how stakeholder wants and beliefs interact with the project plan, demonstrates two kinds of expectations and explains steps that you can take to keep stakeholder expectations in alignment with the objectives of the project. You will be taught the use of tools that allow the discovery and management of expectations commonly encountered among stakeholders and team.

Objectives

At the end of this course, students will be able to:

- Know the Impact of unknown expectations
- Uncover hidden expectations
- Listen for stakeholder Wants and Beliefs
- Understand the importance of stakeholder alignment to plan
- Know what to do when expectations do not match plan
- Know what to do when expectations do not match reality
- Know what actions you can take to manage expectations

Topics

- Intro
- What is an expectation?
- How do we manage expectations?
- Applying what we just learned

Audience

This course is designed for Project Managers, Managers of Project Managers, Functional Managers with project responsibility, and Project Management Office staff.

Prerequisites

This course assumes familiarity with basic project management concepts as well as some experience in the planning and execution of projects.

Duration

One day

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Course Outline

I. Intro

- A. Define expectations
- B. Why they are important
- C. PMBOK says
- D. Roadmap for rest of workshop

II. What is an expectation?

- A. Targets and baselines
- B. Beliefs and Wants
- C. Consonant and Dissonant
- D. Combine with plan

III. How do we manage expectations?

- A. Discover them
 - 1. Know your stakeholders
 - 2. Stakeholder Expectations Matrix
 - 3. Exercise: Expectations checklist
- B. Align them
 - 1. When to change the Want
 - 2. When to change the Belief
 - 3. When to change the Plan
- C. Listen
 - 1. Watch for unforeseen risk

IV. Applying what we just learned

- A. Communities Analysis
- B. Stakeholders list
- C. Based on what you know, fill out Stakeholder Expectations Matrix