



"Charting the Course ...

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... to Your Success!"

Dealing with Demanding Customers (2 hours)

Course Summary

Description

According to PMI's PMBOK® Guide, managing a project typically includes balancing the competing demands or constraints among:

- Scope ("Good")
- Quality ("Good")
- Schedule ("Fast")
- Budget/Resources ("Inexpensive")
- Risk ("Wise")

The relationships among or interaction between these factors is such that if any one changes, at least one other factor is likely to be affected. Yet, it's the lack of balance among these competing demands or constraints – not the actual work – that causes most conflicts between customers (especially demanding ones) and the IT Project Manager. This conflict can create a high level of stress for all stakeholders including the IT Project Manager and the Customer. If not addressed properly, the situation can escalate and get out of control quickly.

Since the Customer is considered the most important project stakeholder, even though (s)he might be "wrong", and blatantly so, (s)he's still the Customer and the source of work that allows you to make a living. Such a reality dictates that you learn to communicate effectively and efficiently with him/her.

This 2-hour, interactive webinar focuses on assessing the project situation throughout the life cycle, especially when changes to the requirements occur that involve these competing demands, looking for creative ways to maintain or return them to a state of balance, by opening and sustaining channels of proactive communication with the Customer. This "openness" allows the IT Project Manager to make trade-offs among competing objectives and alternatives using a simple, five-step approach:

1. Listen
2. Empathize
3. Accept
4. Respect
5. Negotiate

Objectives

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

- Confirm the importance of having a Requirements Document and a Requirements Traceability Matrix are prepared reflecting the expectations of the Stakeholders, especially the Customer, before any work is actually performed on an IT project.
- Identify the six (6) project constraints and the five (5) resulting project expectations that play a direct role in dealing with demanding customers on IT projects.
- Identify the five (5) step approach for dealing with demanding customers.
- Discuss the challenges and opportunities of using the five (5) step approach for dealing with demanding customers on an IT project.



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Course Summary (cont'd)

Topics

- Defining the problem or “pain-point” at-hand before identifying the potential “solution”.
- Defining, setting, and managing stakeholder expectations.
- Managing a project without positional authority over resources (“matrix management”).
- Managing in an environment with organizational and departmental conflicting priorities.
- Obtaining buy-in and negotiating for compromise.
- Next Steps

Audience

This webinar is appropriate for IT Project Managers and other practitioners who work in transaction- and service-oriented environments, especially those involving a technological component.

Prerequisites

Prior to taking this webinar, it is recommended that students take the two-hour “Eliciting and Collecting Project Requirements” webinar.

Duration

Two hours