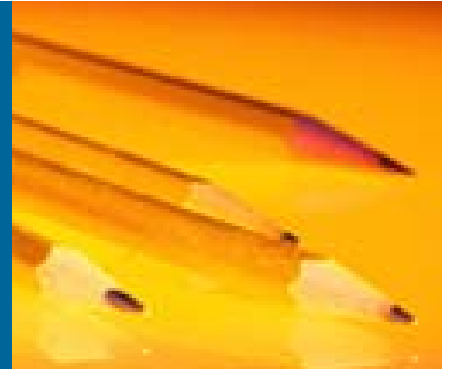




Expectation Management - Key to Project Success

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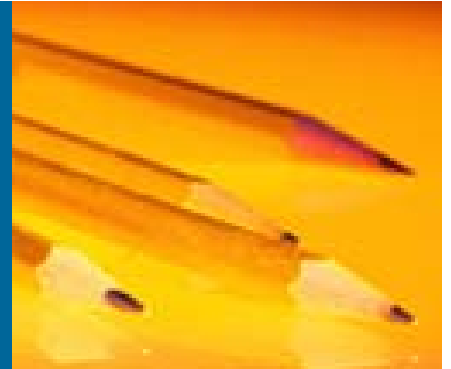


- “The greatest enemy of communication is the illusion of it”
– Pierre Martineau
- Without a shared understanding or definition, you don’t get the results you want because your definition of success is not shared



Expectation Management is the process of gathering, incorporating, and measuring stakeholder expectations during the life of a project

- Expectation Management is necessary during the procurement, building, and delivering phases of projects
- Expectations should be set at the beginning of the project and should be agreed upon by all members
- Successful Business/IT solutions require a defined business proposition, an understanding of the technology's capability, and understanding of stakeholders' expectations



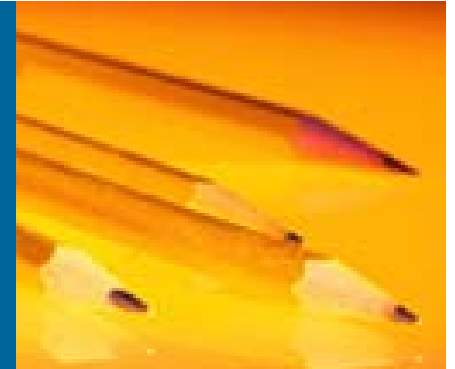
- Quality Management approach requires 6 components:
 - *Expectation Management*
 - Quality Verification
 - Process Management
 - Metrics
 - Continuous Improvement
 - Rewards and Recognition



The Necessity of Expectation Management



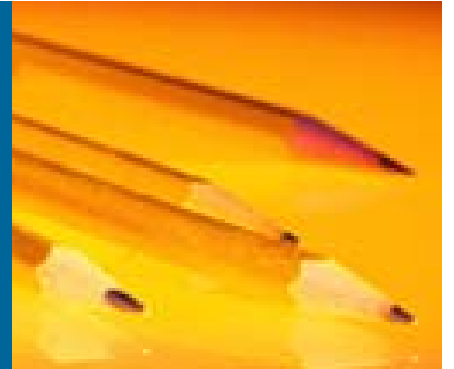
- Executives responsible for the business do not always understand what they get from technology and do not know how to control IT costs
- Executives do not always view IT and IT vendors as partners in developing solutions
- As a result, many vendors abandon the critical role of determining and fulfilling clients' strategic objectives and instead become technical project managers



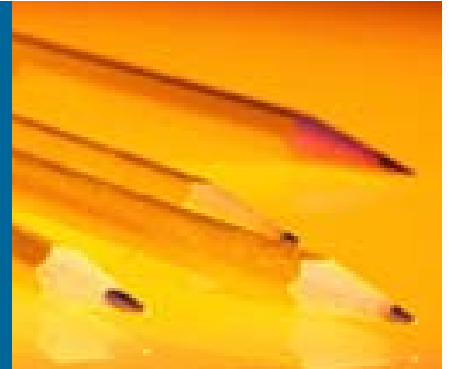
- Expectation process framework will vary based on the nature of the program
- Will also depend upon the approach defined to understand and manage program expectations
- Expectation Management approach may be very loosely structured and informal
- May also support a large program effort which would require a more formalized framework to be established



- Expectation Management Components include:
 - Communication framework
 - Status reporting mechanism
 - Tool/system for gathering stakeholder expectations and perceptions
 - Stakeholder repository
 - Expectation repository
 - Expectation management templates

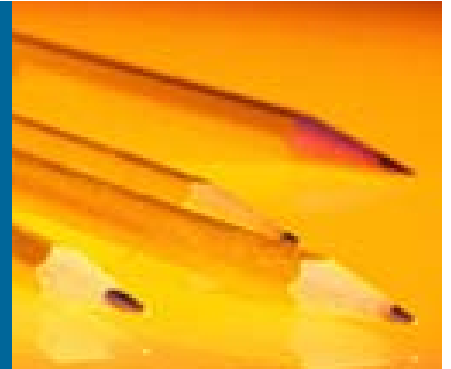


- Expectation Management Deliverables include:
 - Communication Plan
 - Status Reporting – all levels
 - Stakeholder Expectation Document
 - Value Realization Plan
 - Expectation repository
 - Expectation management templates
 - Deliverable Expectation Documents (DEDs)



- Project leaders need to develop a plan for how the program intends to meet sponsor and stakeholder expectations
- Program expectation management process is defined to provide a mechanism for understanding and managing the expectations of *all* stakeholders affected by the program

Defining the Expectation Management Process



When defining the expectation management process, take into account (but do not limit considerations to) the following elements:

- Which stakeholder's expectations will be collected?
- How will expectations be categorized?
- How will expectations be shared with the program team and stakeholders?
- Who will be responsible for overseeing the expectation management process?
- Who will be responsible for gathering expectations?
- How will expectations be prioritized?
- How will expectations be tracked and monitored?
- How will expectations that are not being met be addressed?



- Most important aspect of expectation gathering is to develop an accurate understanding of what key stakeholders want
 - Service Delivery Results
 - Personal Agendas
- Expectation Management ensures that goals and expectations are consistent with what the program is trying to achieve



Are IT executives connected with business leadership?



Do IT Executives know:

- What keeps top management up at night?
- Key political challenges?
- Major new service initiatives?
- Percent of IT spent on discretionary development?

Do Business Executives know:

- The complexities of creating a new capability?
- Which systems are most strategic and which features are really being used?
- What IT is doing to enable new eService initiatives?
- How to make informed decisions about IT investments?



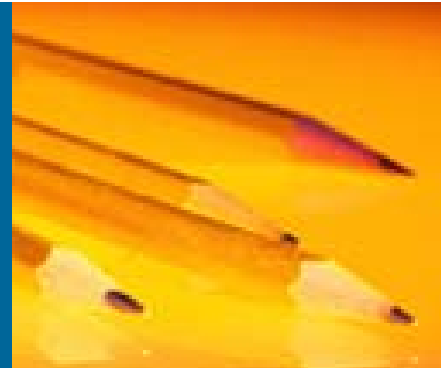
Connecting IT to the Business



- **Too often, the answer is NO!**
- The result of this miscommunication in disconnected organizations is that business executives are disgruntled and IT organizations are demoralized



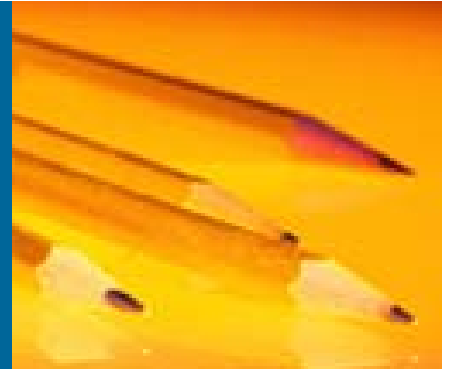
Connecting IT to the Business



- World-class Agencies/Departments know that optimizing the value of their funding and service levels is the key to maximizing taxpayer value
- They have a clearly defined value proposition that drives day to day operations
- These organizations use a “stay connected framework”



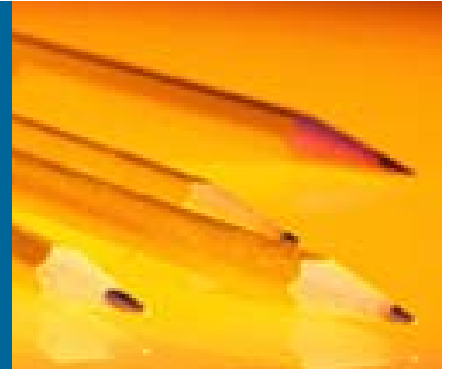
The framework for staying connected



- Staying Connected Framework:
 - Knowledge
 - Organization and Skills
 - Process
 - Incentives and Metrics
 - Relationship Agreement



Expectation Management = Success



- As technology has become intertwined with business strategy, the need for IT professionals to be plugged into business has become critical
- Business professionals must understand how IT can improve business results
- Being plugged in and connected is all about KNOWLEDGE, TRUST, and WORKING TOGETHER and KNOWING WHAT TO EXPECT