

Title	Skill Element 2	Managing Expectations
Intro	Why is this skill element important?	Our stakeholders often decide whether we have achieved success in our work based on their judgment and satisfaction with the outcome. So, it's important that we understand their expectations and manage those expectations accordingly.
	Learning outcomes	<ul style="list-style-type: none"> • Understand and manage the expectations of key stakeholders • Build effective stakeholder engagement plans
	Content agenda	There are 3 main components to this session. 'The emotional bank account', 'Managing stakeholder Expectations' and Building Effective Engagement Plans'.
Body	Understanding the challenge/issue	In this session we look at how the emotional bank account and how mis management of this can impact our relations with stakeholders. There we need tools to help us build up the right deposits and avoid withdrawals
	Insight	Understand the SCARF model – David Rock – and how we can use this to best effect.
	Experience	Assess 'Manage Closely' stakeholders in your world using the SCARF model. Understand how our actions can cause alarm and what we can do to mitigate this.
	Apply & reflect	Delegates will then factor their thinking into stakeholder engagement plans that can be revisited throughout the project.
Wrap	Next steps/transfer	Using the techniques to understand a variety of problems they face