# Influence Conversation – SCENARIO A

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario A – Communicating Technical Content to a Non-Technical Leader

You finally got some time on the calendar of one of the senior contracting officials in your agency to explain why a website development project your agency is embarking on should use an agile approach. You have already worked with the program office on an acquisition strategy, which has resulted in thinking agile is the way to go. An hour before the meeting, your supervisor approaches you to let you know that the senior contracting official says he/she understands the agile process and is open to the website using this process. However, he/she wants to know when the website will be launched and how much it will cost the agency.

**Your Conversation Goal:** You want to get the senior contracting official to a point where he/she can paraphrase how to measure the overall value of the agile product, including what incremental value will be received. You’ll concede if he/she says “I get it”, but it’s risky as you’re not sure what he/she will be communicating to other members of agency leadership who are key for buy-in to the agile approach.

**Preparing for the Conversation:**

*What is your key message on how to measure the overall/final value of a product developed using agile?*

*What are some strategies you can use to ensure a non-technical leader understands a complex technical topic?*

# Influence Conversation – SCENARIO A

## Role: Senior Contracting Official

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario A – Communicating Technical Content to a Non-Technical Leader

**The Scenario:** You finally got some time on the calendar of one of the senior contracting officials in your agency to explain why a website development project your agency is embarking on should use an agile approach. You have already worked with the program office on an acquisition strategy, which has resulted in thinking agile is the way to go. An hour before the meeting, your supervisor approaches you to let you know that the senior contracting official says he/she understands the agile process and is open to the website using this process. However, he/she wants to know when the website will be launched and how much it will cost the agency.

**Your Perspective as the Senior Contracting Official:** You’re ready to go into the meeting with and want to understand the participant’s recommendation. However, you believe there is no difference between agile and waterfall and have heard of failures in the past based on this process. You don’t want your agency to be the one sticking their neck out for risky acquisitions. If you don’t know when something is going to be delivered or how much the total life cycle will cost, you are not inclined to approve. In this conversation, you do not have technological background to understand software development in general. If the participant just launches into a briefing on how to measure the value of agile, you should stop them to make sure he/she understands two of your other questions:

* What are some specific metrics I can use to assess ongoing progress?
* How do I know protect the agency?

You also are the type of person who struggles when there’s not a concrete example to walk through a process. You like analogies to things you can understand in your day-to-day life. If the participant succeeds in providing this kind of example you will accept their proposed idea.

You will not accept their recommendation if they do not address: lowered risk, incremental value, protection to taxpayers.

# Influence Conversation – SCENARIO A

## Role: Observers

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario A – Communicating Technical Content to a Non-Technical Leader

**The Scenario:** You finally got some time on the calendar of one of the senior contracting officials in your agency to explain why a website development project your agency is embarking on should use an agile approach. You have already worked with the program office on an acquisition strategy, which has resulted in thinking agile is the way to go. An hour before the meeting, your supervisor approaches you to let you know that the senior contracting official says he/she understands the agile process and is open to the website using this process. However, he/she wants to know when the website will be launched and how much it will cost the agency.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *How did the participant approach the conversation?*

* *How was this approach similar to or different from how you would approach the conversation?*
* *What was the participant’s tone during the conversation? Did you find it persuasive?*

***Question 3:*** *Assess the participant’s explanation of delivering agile value. What worked well? How could he/she have better targeted their message?*

* *Note that one of the risks of this scenario is learning what the senior contracting official wants to discuss and then only focusing on that rather than the participant’s goal for the conversation.*

***Question 4:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario) and the guest for whether he/she accepts the participant’s proposed idea.*

**For Discussion After the Role Plays in Small Groups:**

***Question 5:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*

# Influence Conversation – SCENARIO B

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario B – Influencing Others to Take Action

You return from the last classroom session of the Digital Acquisition Pilot excited to make a difference in your agency. A couple of weeks back on the job and you’re getting sucked into your routine responsibilities. You take a pause and reflect on the fact that you are supposed to be a champion for change in your agency. You decide to start encouraging change in others, beginning with one of your colleagues who frequently voices discontent with the status quo. You set up a meeting with him/her to get a sense for their ideas of what should change and share your plan for how to create incremental change in your agency.

**Conversation Goal:** Your colleague commits to taking on one action item (no matter how big or small) to champion change in the agency.

**Preparing for the Conversation:**

*What are some areas where you can affect realistic and incremental change in your agency in procurement that you will share with your colleague during the conversation? What support will you request from your colleague?*

*What are some strategies you can use to negotiate with your colleague if he/she does not appear interested?*

*How should you encourage your colleague to think outside of the box if they propose actions that have been tried before and that you know don’t bring change?*

# Influence Conversation – SCENARIO B

## Role: Colleague

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario B – Influencing Others to Take Action

**The Situation:** You return from the last classroom session of the Digital Acquisition Pilot excited to make a difference in your agency. A couple of weeks back on the job and you’re getting sucked into your routine responsibilities. You take a pause and reflect on the fact that you are supposed to be a champion for change in your agency. You decide to start encouraging change in others, beginning with one of your colleagues who frequently voices discontent with the status quo. You set up a meeting with him/her to get a sense for their ideas of what should change and share your plan for how to create incremental change in your agency.

**Your Perspective as the Colleague:** As the scenario mentions, you frequently express discontent with the status quo. You are a vocal, direct communicator who is not afraid to share your strong opinions. You agree that change needs to happen in your agency, but aren’t immune to the challenges. Throughout the role play, you should voice any opinion that you have strongly and directly – either positive on what you think will work or negative on what you think won’t work.

As the participant role plays the conversation with you, share the challenges you perceive.

* You have a supervisor who is very risk averse and you don’t see that changing. Procuring a new technology or solution is a heavy lift. Anything you would classify as “new technologies” – digital, agile, social, the cloud – forget about it.
* Everything feels like it takes a long time and you’re not sure how or where to speed up the timelines.

If the participant shares both his/her plan for how to create incremental change in your agency AND specifically addresses your two challenges, then you will take on an action item to champion change.

You will not take on an action item if the participant does not address: concrete examples of incremental change and dealing with risk aversion of others.

# Influence Conversation – SCENARIO B

## Role: Observer

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario B – Influencing Others to Take Action

**The Situation:** You return from the last classroom session of the Digital Acquisition Pilot excited to make a difference in your agency. A couple of weeks back on the job and you’re getting sucked into your routine responsibilities. You take a pause and reflect on the fact that you are supposed to be a champion for change in your agency. You decide to start encouraging change in others, beginning with one of your colleagues who frequently voices discontent with the status quo. You set up a meeting with him/her to get a sense for their ideas of what should change and share your plan for how to create incremental change in your agency.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *The case says that the participant should “share [a] plan for how to affect incremental change in your agency?” What did the participant include in his/her plan?*

***Question 3:*** *Was the participant’s approach to the conversation persuasive?*

***Question 4:*** *Did the directness of the guest throw off the participant? What were some strategies that the participant used to move the conversation towards the desired outcomes?*

***Question 5:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario and the guest for whether he/she accepts the participant’s proposed idea.*

**For Discussion After the Role Plays in Small Groups:**

***Question 6:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*

# Influence Conversation – SCENARIO C

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario C – Slipping Schedules in Agile

You have worked with a vendor on a firm-fixed price agile software project for the past six months, and are excited that the team has already had its first deployment. The deployment was successful and the product owner wants to keep up the momentum by adding functionality. The vendor’s project manager approaches you to let you know that Sally, one of the developers, has to go out on medical leave beginning immediately. His proposed solution in light of this is to push back the schedule on your next deployment. Respond to the vendor about the Sally situation.

**Conversation Goal:** The vendor needs to understand that in agile FFP, the schedule and price are locked. The vendor needs to provide a solution and timeline for how to achieve the product vision delivered per the contract terms.

**Preparing for the Conversation:**

*How will you respond to the vendor? What are the key points that you will bring up during the conversation?*

*What are some reasons that the vendor might be trying to change the schedule?*

*What type of tone and approach should you use for this conversation? What if the vendor keeps pushing back on the schedule?*

# Influence Conversation – SCENARIO C

## Role: Vendor

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario C – Slipping Schedules in Agile

**The Situation:** You have worked with a vendor on a firm-fixed price agile software project for the past six months, and are excited that the team has already had its first deployment. The deployment was successful and the product owner wants to keep up the momentum by adding functionality. The vendor’s project manager approaches you to let you know that Sally, one of the developers, has to go out on medical leave beginning immediately. His proposed solution in light of this is to push back the schedule on your next deployment. Respond to the vendor about the Sally situation.

**Your Perspective as the Vendor:** Your team released a successful deployment and you want to build on your team’s momentum to develop the next phase of the solution. You’re hesitant to bring a new member onto the team who will need to get up-to-speed on the content and the team’s progress to date. What’s more, you’re not sure who you would bring onto the team – you’re concerned that none of your current members have the knowledge, skills, and collaborative approach that the team needs.

If the participant communicates that this is about working with the team to meet the product vision within the price and schedule, determine what the minimum quality levels are and make sure you tell the participant you can restructure your team to meet those. You realize you might need time to shift duties among the current team to take up the slack so ask the participant for an additional sprint to readjust.

You will escalate the problem to your management if the contracting officer is not willing to discuss a shift in the workload or strategy of the team to meet the product vision.

# Influence Conversation – SCENARIO C

## Role: Observers

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario C – Slipping Schedules in Agile

**The Situation:** You have worked with a vendor on a firm-fixed price agile software project for the past six months, and are excited that the team has already had its first deployment. The deployment was successful and the product owner wants to keep up the momentum by adding functionality. The vendor’s project manager approaches you to let you know that Sally, one of the developers, has to go out on medical leave beginning immediately. His proposed solution in light of this is to push back the schedule on your next deployment. Respond to the vendor about the Sally situation.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *What were the key points that the participant made during the conversation about why the schedule should not be adjusted?*

* *Note that one of the risks of this conversation is the participant agreeing with the vendor that they do not want to “shake up” the team dynamics, and placing those ahead of results. How willing was the participant to discussing the challenge with the vendor?*

***Question 3:*** *What was the tone that the participant used during the conversation? How might this tone shift if the vendor refused to adapt a problem-solving mindset?*

* *Note that one of the risks of this conversation is the participant using authoritative power too early in the conversation, and staunching the opportunity to develop a better solution with the vendor.*

***Question 4:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario) and the guest for whether he/she accepts the participant’s proposed idea.*

**For Discussion After the Role Plays in Small Groups:**

***Question 5:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*

# Influence Conversation – SCENARIO D

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario D – An Urgent Product Owner Request

A product owner you work with drops by your office to tell you that he/she wants to shift work on the next sprint from company A - SoftwareIsUs to company B – Agile4U. The product owner just got out of a meeting with Agile4U and was impressed by the speed and accuracy of their tool to reduce the backlog. The product owner’s tone is insistent on moving to Agile4U’s tool, and you know he/she is under a lot of pressure with a project running behind and costing more than intended. The product owner asks if you can get this done and quickly.

**Your Conversation Goal:** Identify the areas where you will need more information and commitment from the product owner. Ensure that the product owner is aware of what is expected of them in an agile implementation before you agree to shifting work to Agile4U.

**Preparing for the Conversation:**

*How do you respond to the product owner? What are the specific areas where you will need more information before agreeing to switch vendors?*

*What are some strategies you can use with a more competitive, direct, or aggressive influencer?*

# Influence Conversation – SCENARIO D

## Role: Product Owner

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario D – An Urgent Product Owner Request

**The Situation:** A product owner you work with drops by your office to tell you that he/she wants to shift work on the next sprint from company A - SoftwareIsUs to company B – Agile4U. The product owner just got out of a meeting with Agile4U and was impressed by the speed and accuracy of their tool to reduce the backlog. The product owner’s tone is insistent on moving to Agile4U’s tool, and you know he/she is under a lot of pressure with a project running behind and costing more than intended. The product owner asks if you can get this done and quickly.

**Your Perspective as the Product Owner:** You’re in a challenging situation. Your project is behind on both schedule and budget, and you’re starting to get pressure from your leadership to show results. When you see Agile4U’s presentation, you remember they have a software tool that can reduce the processing backlog. You used the software in your last position, and you’ve seen a couple of Agile4U’s presentations in the last year. You just didn’t make the connection that it could be a good solution until today.

Here’s what makes you more confident about the solution that you will share with the participant if he/she asks: it’s non-proprietary, proven and in use at three other agencies, and Agile4U is the only vendor with this type of tool. If the participant asks you any questions outside of this, ask why the question is important to the decision. Be direct and aggressive in your questions.

If the participant supplies you with a good rationale as to why these questions are important to answer, then you will accept his/her proposal and do some more research.

If the participant cannot provide a good rationale, then you will keep demanding that you move forward with Agile4U.

# Influence Conversation – SCENARIO D

## Role: Observers

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario E – An Urgent Product Owner Request

**The Situation:** A product owner you work with drops by your office to tell you that he/she wants to shift work on the next sprint from company A - SoftwareIsUs to company B – Agile4U. The product owner just got out of a meeting with Agile4U and was impressed by the speed and accuracy of their tool to reduce the backlog. The product owner’s tone is insistent on moving to Agile4U’s tool, and you know he/she is under a lot of pressure with a project running behind and costing more than intended. The product owner asks if you can get this done and quickly.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *How did the participant approach the conversation?*

* *How did the participant respond to the direct, aggressive negotiation style of the product owner?*
* *What did the participant find most challenging about this conversation?*

***Question 3:*** *What questions did the participant ask the product owner to learn more about Agile Services? Are there other questions that you would have asked?*

***Question 4:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario) and the guest for whether he/she accepts the participant’s proposed idea.*

**For Discussion After the Role Plays in Small Groups:**

***Question 5:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*

# Influence Conversation – SCENARIO E

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario E – Persuading Your Leadership

You work directly with a lot of your product owners and have come up with a great idea. You want to implement a new social technology tool to gather customer feedback that was developed by a Silicon Valley start up. The tool will enable your agency to gather feedback from customers across the U.S., analyze the data, and update auto-generated feedback results in just a couple of minutes. You and the product owner consider yourselves a united team, so you presented the idea to your supervisor together. The first time he/she responded that it’s a good idea and wanted to know if it has ever been used in the Federal environment. The second time you presented, he/she asked a couple more questions about the tool. You’re curious what the holdup is and want to see if you can gain a commitment from your supervisor. You schedule a meeting to discuss with him/her.

**Your Conversation Goal:** Gain a commitment from your supervisor to move forward with an RFI.

**Preparing for the Conversation:**

*How will you approach the meeting with your supervisor? How will you uncover his/her other concerns?*

*What are some strategies you can use to influence a stakeholder (particularly a member of leadership) who is hesitant to provide his/her commitment?*

# Influence Conversation – SCENARIO E

## Role: Supervisor

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario E – Persuading Your Leadership

**The Situation:** You work directly with a lot of your product owners and have come up with a great idea. You want to implement a new social technology tool to gather customer feedback that was developed by a Silicon Valley start up. The tool will enable your agency to gather feedback from customers across the U.S., analyze the data, and update auto-generated feedback results in just a couple of minutes. You and the product owner consider yourselves a united team, so you presented the idea to your supervisor together. The first time he/she responded that it’s a good idea and wanted to know if it has ever been used in the Federal environment. The second time you presented, he/she asked a couple more questions about the tool. You’re curious what the holdup is and want to see if you can gain a commitment from your supervisor. You schedule a meeting to discuss with him/her.

**Your Perspective as the Supervisor:** You think the social technology feedback tool is a terrible idea as you do not like to spend money on frivolous technology. But, you don’t like to give subordinates a direct “no” so you decide to push off all the concerns you have to what you THINK other stakeholders will say. For example, your OGC is typically risk averse when it comes to adopting new technology tools. You’ve also encountered naysayers in the security shop as well as challenges with ensuring products are 508 compliant. Even your communications office is worried about the potential for results of feedback tools like this going public and damaging the agency’s reputation.

Finally, you must be convinced by a solid plan which does not put you at risk. Throughout the scenario, push back on the participant when you feel like he/she is trying to force you to make a decision.

You’ll accept the participant’s proposal and convene a group of potentially challenging internal stakeholders, if the participant can share a logical approach to the deployment of the new tool that uses an agile or lean approach. This includes an iterative approach of build, measure, and learn to get risk averse stakeholders onboard as you go.

If the participant cannot provide a detailed approach to the feedback tool, then you won’t accept the proposal.

# Influence Conversation – SCENARIO E

## Role: Observers

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario E – Persuading Your Leadership

**The Situation:** You work directly with a lot of your product owners, and have come up with a great idea. You want to implement a new social technology tool to gather customer feedback that was developed by a Silicon Valley start up. The tool will enable your agency to gather feedback from customers across the US, analyze the data, and update auto-generated feedback results in just a couple of minutes. You and the product owner consider yourselves a united team so presented the idea to your supervisor together. The first time he/she responded that it’s a good idea, and wanted to know if it’s ever been used in the Federal environment. The second time you presented, he/she asked a couple more questions about the tool. You’re curious what the hold up is and want to see if you can gain a commitment from your supervisor so you schedule a meeting to discuss with him/her.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *How did the participant approach the conversation?*

* *How did the participant perform when having a conversation with someone who is open to change, but not necessarily a risk taker who will make the decision to move forward?*
* *What did the participant find most challenging about this conversation?*

***Question 3:*** *Assess the participant’s approach to deployment of the new technology feedback tool and to convincing some of the challenging stakeholders.*

***Question 4:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario) and the guest for whether he/she accepts the participant’s proposed idea.*

**For Discussion After the Role Plays in Small Groups:**

***Question 5:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*

# Influence Conversation – SCENARIO F

## Role: Participant

**Instructions:** You will engage in a role play where you try to influence our guest over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and individually prepare for the conversation. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to have the role play conversation** with the guest.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief.

## Scenario F – The Definition of High Quality

A product owner stops you in the hall and asks if you’ve seen your vendor’s latest deliverable from a sprint that ended last Friday. According to the product owner, it doesn’t have the quality he would expect for an MVP – there are a number of dead links, and templates haven’t been applied properly. You log into the portal when you get back to your desk and are surprised too. You know that you’ll need to have a conversation with the vendor about the quality of their product and the “definition of done.” This is a new challenge for this vendor – normally their products meet your expectations.

**Your Conversation Goal:** Find out what factors are affecting quality – is this a vendor process problem or is there government delays or communication problems that are affecting quality? Set clear expectations for quality on products that will come out of subsequent sprints.

**Preparing for the Conversation:**

*What will be your approach to diagnosing issues with the vendor? Consider the situation, what their performance looks like, and what the impact of this performance is on the agency.*

*What is the specific request that you will make of the vendor moving forward?*

*What will be your tone when delivering this feedback?*

# Influence Conversation – SCENARIO F

## Role: Vendor

**Instructions:** You will engage in a role play where the participant tries to influence you over the next 15 minutes. The activity has three distinct parts:

* **5 minutes to prepare.** Provide the participant/observers with a couple of minutes to answer the preparation questions.
* **Take the next 5 minutes to have the role play conversation**. Use the guidance on the role you should play below.
* **Take the remaining 5 minutes to debrief the conversation.** The observer’s handout has a list of questions that he/she will use to lead the debrief. Share your insights and advice with the participant during the debrief.

## Scenario F – The Definition of High Quality

**The Situation:** A product owner stops you in the hall and asks if you’ve seen your vendor’s latest deliverable from a sprint that ended last Friday. According to the product owner, it doesn’t have the quality he would expect for an MVP – there are a number of dead links, and templates haven’t been applied properly. You log into the portal when you get back to your desk and are surprised too. You know that you’ll need to have a conversation with the vendor about the quality of their product and the “definition of done.” This is a new challenge for this vendor – normally their products meet your expectations.

**Your Perspective as the Vendor:** You’re relieved when your team submits its deliverable for the last sprint. The team was working hard, but uncovered a challenge when they tried to pull all of the components they had been working on individually together. They finally got it together on Friday when the sprint ended, but your team did not have a chance to fully test/QA the product. You’re not too concerned about it though, as your team can make any revisions during the next sprint.

However, when the participant approaches you to discuss that your deliverable doesn’t meet the agency’s quality expectations, you’re surprised. You consider the QA process to be a part of the next sprint. You didn’t specify that QA was one of your tasks during your sprint planning meeting with the product owner. Your definition of done was that you’d have a first draft of some of the features, not that they’d be fully tested and ready for deployment. You expected there to be bugs that needed ironing out in the next sprint.

However, in re-reading the contract, you realize that QA actually is a part of the delivered sprint process. The definition of done that you and the PO worked out and the one that is in the contract are different. You realize you’ve made a mistake, but do not want to have to re-work at your own cost all of the deliverables. You want to negotiate a settlement for this sprint and then will commit to change your process in the next sprint going forward.

# Influence Conversation – SCENARIO F

## Role: Observers

**Instructions:** You will observe the role play over the next 15 minutes. You should:

* **Take 5 minutes to prepare.** Review the scenario and respond to the pre-conversation question. ***Do not interact with others in your group while preparing – this is an individual activity.***
* **Take the next 5 minutes to observe the role play conversation**. Take notes during the role play conversation based on what you observe.
* **Take the remaining 5 minutes to debrief the conversation.** Lead the debrief by asking the questions and sharing your observations on the questions.

## Scenario F – The Definition of High Quality

**The Situation:** A product owner stops you in the hall and asks if you’ve seen your vendor’s latest deliverable from a sprint that ended last Friday. According to the product owner, it doesn’t have the quality he would expect for an MVP – there are a number of dead links, and templates haven’t been applied properly. You log into the portal when you get back to your desk and are surprised too. You know that you’ll need to have a conversation with the vendor about the quality of their product and the “definition of done.” This is a new challenge for this vendor – normally their products meet your expectations.

***Pre-Conversation – Question 1:*** *How would you respond to the scenario? What points would you make?*

***Post-Conversation:***

***Question 2:*** *How did the participant deliver feedback to the vendor?*

* *Did the participant describe the situation, behavior, impact of the behavior, and make a request to change the behavior moving forward?*
* *What tone did the participant take when delivering feedback?*

***Question 3:*** *What quality expectations did the participant and the vendor set for moving forward? Would you have included similar or different quality expectations?*

***Question 4:*** *What was the resolution of the conversation? Ask the participant for the conversation goal (listed at the bottom of the scenario) and the guest for whether he/she knows what the quality expectations that were defined look like.*

**For Discussion After the Role Plays in Small Groups:**

***Question 5:*** *Reflect on the conversation using what you learned about the DiSC styles. How did the participant approach the conversation? What would have you done similarly and differently based on your DiSC style?*