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Module 3: Influence Without Authority Challenge

## The Inbox File

Each incoming message represents a common product management scenario. Apply the communication strategies taught in this module and your knowledge about your cross-functional partners to respond to stakeholders by email. Tailor your messages to each stakeholder, using the [general scenario](https://docs.google.com/document/d/1AcLjzg5d8oAeSzGoHArEc1ToV8kHq-e_A9-EAMzXuTo/edit?usp=sharing) as a resource.

Write your response underneath each email below, and submit a copy of the document through Canvas. You will use your responses in the product update presentation. Make note of any decisions you make in your emails, and relay them in the product update presentation.   
  
**Note**: We’re not looking for step-by-step solutions. The goal is to apply communication principles to maintain constructive working relationships with stakeholders.

**EMAIL 1**

**From:** Allison James

**To:** me

**Subject:** New security measure for user data

As you’ve likely seen in the news recently, there have been a series of data breaches affecting the digital publishing industry. While we haven’t been affected so far, the data security team believes that our billing and subscription model makes us a target so we’ve decided to update our data security measures.

The database teams will handle most of the update, but there is some work that will affect our customer experience. Here’s what we need to implement on the front end:

* Two-factor authentication for login.
* Security questions inserted within the password reset request.
* Addition of biometric unlock (Face ID and/or fingerprint) for our mobile application.

Due to the sensitive nature of this issue, we’re asking for compliance within the next four months.

Please contact me with any questions or concerns.

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Allison James

Director of Data Compliance

**WRITE RESPONSE BELOW**

**From:** me

**To:** Allison James

**Subject:** Re: New security measure for user data

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Dear Allison,

Thank you for sharing this important information with us. As a product team, we take data security very seriously, and we appreciate the proactive measures that Two Birds is taking to ensure the safety and protection of our customers' information.

We understand the significance of the updates that need to be made to our user authentication and password reset processes. We will work closely with the database teams to ensure that the front-end implementation of these changes is completed as smoothly as possible. Our team will prioritize these updates in our product roadmap to ensure that they are delivered by the deadline of four months.

Please let us know if there are any additional requirements or specifications that we need to take into account while implementing these changes. We value your input and appreciate your efforts to maintain the highest standards of data security for our customers.

Best regards,

Aliona Mizelle

**EMAIL 2**

From: Darren Brent

To: me

Subject: Why hasn’t our new reader rewards tool launched?!?!

Our marketing messaging told our users that the new rewards tool was launching at 9 a.m. today. We’re getting calls from customers trying to enroll in the program, but the tool isn’t working. WE NEED THIS FIXED NOW!

Darren Brent

Sr. Manager - Marketing

**WRITE RESPONSE BELOW**

**From:** me

**To:** Darren Brent

**Subject:** Re: Why hasn’t our new reader rewards tool launched?!?!

...

Dear Darren,

Thank you for bringing this to our attention. We understand how critical it is to have a functioning rewards program, especially given the promotional messaging that went out to our customers.

We apologize for any inconvenience or confusion that this has caused. Our team has identified the issues with the rewards program and we are working as quickly as possible to fix them. We will keep you updated on the status of the program and let you know as soon as it is fully functional.

In the meantime, we recommend that we update our customers with a message informing them that the rewards program launch has been delayed due to unforeseen issues and that we are working to resolve them as quickly as possible. We want to assure them that we value their loyalty and appreciate their patience while we work on this.

We understand the urgency of this situation, and we are doing everything we can to resolve it as quickly as possible. We will keep you informed of our progress and will work with your team to ensure that we minimize any negative impact on our customers.

Thank you for your understanding.

Best regards,

Aliona Mizelle

**EMAIL 3**

From: Tyson Newsom

To: me

Subject: New release issue

Hey,

After the release last night we discovered an issue that is preventing Android users from accessing the new rewards tool. The team is still looking into the root cause. Will send an update when I have one.

-Tyson

Tyson Newsom

Tech Lead - Consumer Products

**WRITE RESPONSE BELOW**

**From:** me

**To:** Tyson Newsom

**Subject:** Re: New release issue

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Dear Tyson,

Thank you for bringing this issue to our attention. We appreciate your quick response and for keeping us informed.

We understand the criticality of this issue and how it is affecting our Android users from accessing the rewards tool. Our team is working with the database teams to investigate the root cause of this problem and we will do everything in our power to resolve this as quickly as possible.

Please keep us updated on any further developments on this issue and let us know if there is anything we can do to support your team in resolving it. We appreciate your efforts and we are confident that we will be able to fix this issue and provide our users with the best possible experience.

Thank you.

Best regards,

Aliona Mizelle

**EMAIL 4**

From: Valentina Nunez

To: me

Subject: High complaint volume

Good morning,

My team is seeing a big increase in customer call volume this morning. A lot of customers are unable to access the new rewards program and get their early sign-up bonus reward.

Do you have any information on the issue and when it will be fixed? My team needs to know what we should be telling customers before we lose subscribers.

Thanks,

Val

Valentina Nunez

Customer Service Team Manager

WRITE RESPONSE BELOW

**From:** me

**To:** Valentina Nunez

**Subject:** Re: High complaint volume

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Dear Valentina,

Thank you for bringing this to our attention. We understand that the situation is critical and we apologize for the inconvenience that this has caused to our customers.

Our team is aware of the issue and we are working to resolve it as quickly as possible. We are currently investigating the root cause of the problem and we will keep you updated on our progress. We are also working to provide a temporary workaround to ensure that our customers can still access the rewards program and receive their sign-up bonus.

We understand the urgency of this issue and we want to assure you that we are doing everything we can to resolve this as quickly as possible. We will keep you updated on our progress and will provide you with any information that you need to pass on to our customers.

We appreciate your patience and understanding, and we apologize for any negative impact that this may have on our subscribers.

Best regards,

Aliona Mizelle

**EMAIL 5**

From: Linda Kim

To: me

Subject: Last update meeting

In the last update meeting, you highlighted the decision to prioritize launching the new rewards tool over the app navigation redesign the UX team has been working on.

Can you outline the rationale for that decision and the expected impact on the UX project again? I’m meeting with marketing leadership and need to explain the background and impact of what we sacrificed for them.

-Linda

Linda Kim

Head of Digital

WRITE RESPONSE BELOW

**From:** me

**To:** Linda Kim

**Subject:** Re: Last update meeting

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Dear Linda,

Thank you for reaching out. I understand that you need a clear explanation of the rationale behind our decision to prioritize launching the new rewards tool over the app navigation redesign project. I would be happy to provide you with more context and insights into the impact of our decision.

We prioritized the launch of the rewards tool over the UX redesign because of the potential impact on revenue growth. Marketing predicted that the rewards program would be a significant boost to our sales numbers, and customer research showed a positive response to the program from current customers. In contrast, the UX redesign project was not projected to have as immediate of an impact on revenue growth.

That being said, we did not completely sacrifice the UX redesign project. We simply postponed it to ensure that we could focus on delivering a successful launch of the rewards program. Our team has been working diligently to ensure that the new rewards tool is fully functional and that we can deliver the best possible experience for our customers.

We understand the importance of the UX redesign project and we plan to resume work on it as soon as the rewards program is launched and stabilized. Our team will work with the UX team to adjust the timeline and ensure that the project is still delivered to the highest standard.

I hope this explanation helps to provide you with the necessary background and insights to share with marketing leadership. Please let me know if you have any further questions or concerns.

Best regards,

Aliona Mizelle

**EMAIL 6**

From: Davante Smith

To: me

Subject: Security project impact

Hello,

I’m guessing you’ve heard about the new security initiative we’re going to be starting. I need your input about your current team size and if you have the right resources to handle the front-end updates.

Let me know if you’d like to talk this through. Maybe we can do lunch this week?

-Davante

Davante Smith

IT Director

WRITE RESPONSE BELOW

**From:** me

**To:** Davante Smith

**Subject:** Re: Security project impact

Dear Davante,

Thank you for reaching out to us. Yes, we are aware of the new security initiative that will be implemented and we appreciate you taking the time to inform us about it. We would be happy to provide you with the necessary input about our current team size and resources.

As for the front-end updates, we are working closely with the database teams to ensure a seamless implementation of the updates. Our team has the necessary resources to handle the front-end updates and we are confident that we can deliver a secure and effective system for our customers.

We appreciate your willingness to discuss this further over lunch this week. Unfortunately, our team is currently swamped with critical work and we are not available for lunch this week. However, we are open to discussing this further via email or setting up a meeting at a later date.

Please let us know if you have any further questions or concerns.

Best regards,

Aliona Mizelle

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Group Facilitation: Facilitation Guide

The purpose of this meeting is to develop a new vision statement for the ebook subscription product you manage. After working through the user personas and value proposition canvas for Two Birds in the last challenge, it’s time to refresh the team with a new product vision. The old vision, *“*unlimited reading for everyone,*”* doesn’t fully capture what you’re trying to accomplish.

Your role? Use your influence to get your team excited about the exercise and your facilitation skills to create a productive, creative environment to generate a new product vision statement.

**If you’re completing the challenge without participants, follow these instructions:**

1. **Create a meeting agenda with objectives.**

Review user personas and value proposition canvas for Two Birds

Brainstorm new ideas for a product vision statement

Evaluate and refine ideas to create a clear, concise product vision statement

Assign action items to ensure the vision statement is shared with the larger team and used to guide our product development efforts.

1. **Write out the introductory statement you would use to kick off the meeting.**

Hello everyone, and thank you for joining me today to develop a new product vision statement for our ebook subscription product. Our old vision statement, "unlimited reading for everyone," no longer fully captures what we're trying to accomplish. We need a new vision statement that is more specific, memorable, and inspiring to our team and our customers.

We have a diverse group of attendees today, including the Marketing Director, Director of Digital products, and Senior editorial manager for ebooks. Each of you brings a unique perspective to this meeting, and I encourage you to share your ideas and feedback.

We'll start by reviewing the user personas and value proposition canvas for Two Birds, to ensure that we keep our target customer and value proposition in mind as we develop the new vision statement. Then, we'll brainstorm new ideas and evaluate them to create a clear, concise product vision statement that guides our product development efforts. Finally, we'll assign action items to ensure that the vision statement is shared with the larger team and used to guide our product development efforts.

Thank you again for joining me today, and I'm excited to hear your ideas and collaborate on this important project.

1. Read through the role descriptions for each meeting participant.
2. Write one to two paragraphs about the concerns and perspectives you would expect from each participant, and how you would tailor the meeting to meet each participant's expectations.

The **Marketing Director** would likely be focused on ensuring that the product vision statement clearly captures the target customer of the ebook product, with a strong focus on communicating to customers. To address their concerns, I would ensure that we spend sufficient time reviewing the user personas and value proposition canvas for Two Birds, and make sure that the vision statement clearly articulates who the target customer is and how the product will meet their needs.

The **Director of Digital products**, on the other hand, would likely be focused on using digital technology to solve customer problems and deliver value to the customer. To address their concerns, I would make sure that we focus on creating a vision statement that clearly articulates the role the product will have in solving problems for customers and delivering value. This could include features like personalized recommendations, a seamless reading experience, and early access to new publications.

The **Senior Editorial Manager** would likely be focused on ensuring that the product vision statement captures the unique features of Two Birds' ebooks, such as an extensive range of topics and genres, and a market-leading cross-device reading experience. To address their concerns, I would ensure that we include these features in our brainstorming and evaluation of ideas for the vision statement. Additionally, we could discuss how to position Two Birds' ebooks as different and unique from competitors, and how to use the vision statement to communicate this to customers. Overall, by tailoring the meeting to meet each participant's concerns and perspectives, we can create a new product vision statement that is effective and inspiring.

1. **Use your empathy skills to apply the various perspectives of the meeting participants and create a vision statement that you think would satisfy the entire team.**

"At Two Birds Publishing, we aim to provide a seamless, personalized reading experience that empowers our customers to discover and read engaging books from our diverse library on their mobile devices, anytime and anywhere. Our early access to new publications and market-leading cross-device reading experience further distinguishes us from the competition and cements our position as the go-to destination for readers seeking relaxation, stress relief, self improvement and social connection."

This vision statement should satisfy the entire team by incorporating key features and benefits that each participant emphasized. For the Marketing Director, the statement focuses on providing a seamless and personalized reading experience for customers, while also communicating the value proposition through user-friendly interface and personalized recommendations. For the Director of Digital products, the statement emphasizes a focus on customer needs and how the product will solve problems and deliver value, while also providing regular updates and improvements. And for the Senior Editorial Manager, the statement highlights the unique features of Two Birds' ebooks, including the diverse range of topics and genres, early access to new publications, and market-leading cross-device reading experience. Overall, this vision statement should help the team feel unified and inspired, while also providing a clear direction for the product.

1. **Write one to two paragraphs explaining how you crafted the vision statement, and why you believe the stakeholder team will embrace it.**

Crafting the vision statement involved a careful consideration of each stakeholder's concerns and perspectives, as well as the user personas and value proposition canvas. I focused on incorporating the key features and benefits that each participant emphasized, while also ensuring that the statement was clear, concise, and inspiring. I used the language and tone that would resonate with each participant, and ensured that the statement was grounded in the values and goals of Two Birds Publishing.

I believe the stakeholder team will embrace the vision statement because it reflects a shared understanding of the product and the target customers, as well as a clear direction for the future of the product. The statement highlights the unique features and benefits of the product, while also emphasizing the importance of customer needs and experience. The statement is also aligned with the goals of the company, including the digital transformation strategy and the need to increase ebook sales. By crafting a vision statement that addresses the concerns and perspectives of each participant, and speaks to the values and goals of the company, I believe the stakeholder team will be motivated and inspired to work towards achieving the vision.

1. **At the end of your meeting, be sure to thank your participants. You may also want to follow up with individual notes thanking people for their time.**

Dear Participants,

I wanted to thank you all for your time and contributions during our meeting today. I appreciate your insights, ideas, and perspectives on the future of our ebook subscription product, and I believe that our discussion was both productive and inspiring.

I know that we all have busy schedules, and I'm grateful that you were able to make time for this meeting. I'm confident that the vision statement we created together will help guide our product development efforts and align us towards the common goal of meeting the needs and expectations of our customers.

Once again, thank you for your time and contributions, and I look forward to continuing to work with each of you.

Best regards,

Aliona Mizelle

1. **As soon as possible after the meeting, organize the information you captured by creating a meeting summary.**

Meeting Summary:

Agenda:

* Introduction and Meeting Objectives
* Discussion of User Personas and Value Proposition Canvas
* Creation of New Vision Statement
* Conclusion and Next Steps

Key Points:

1. The meeting was focused on developing a new vision statement for the ebook subscription product managed by the product manager.
2. Participants included the marketing director, director of digital products, and senior editorial manager.
3. The discussion of user personas and value proposition canvas helped identify key features and benefits that should be included in the new vision statement.
4. The new vision statement emphasizes the unique features and benefits of the product, while also emphasizing the importance of customer needs and experience.
5. The statement is aligned with the goals of the company, including the digital transformation strategy and the need to increase ebook sales.
6. The meeting ended with a sense of motivation and excitement about the future of the product.

Next Steps:

1. The product manager will finalize the vision statement and share it with the stakeholders for feedback.
2. The team will continue to work on product development efforts in line with the new vision statement.
3. The product manager will schedule a follow-up meeting to discuss progress towards the new vision statement.

Action Items:

1. Product Manager: Finalize the vision statement and share it with stakeholders for feedback.
2. Team: Continue to work on product development efforts in line with the new vision statement.
3. Product Manager: Schedule a follow-up meeting to discuss progress towards the new vision statement.

Aliona Mizelle

Product Manager