0:00   [MUSIC] Managing Project Risks and Changes >> Back when you and the team were creating the scope statement for project A. One of the stakeholders really wanted you to include some additional features. These features were not part of the initial scope, and so you noted these features as out of scope. The stakeholder who requested these features was not happy. But her peers voted her down and reminded her of the importance of time to market.

0:33   She has never given up on these features. She tells anyone who will listen that it is a mistake to release the product to market without these features. She has escalated her concerns to your executive management team. She has convinced at least one of them that she is right. [SOUND] Now your phone rings, and it is that executive manager. He is insisting that the features be added to the product immediately. What do you do?

0:59   A is definitely not the way to go. Certainly it is intimidating to have an executive call and make a demand but that does not make it okay to change the project. B is pretty tempting because this situation is, in some ways, a bit annoying. But the right thing to do, is to bring this to the Change Control Board and have them make a decision.