

## Potential Questions and Concerns from Stakeholders that Commonly Arise on BPI Projects

Question/Concern	Potential Response to Address Question/Concern
What do we expect will be different when a refined or updated process is implemented?	<p>In a response, consider individual benefits over organizational benefits, such as:</p> <ul style="list-style-type: none"> <li>• Time spent on administrative tasks will be reduced.</li> <li>• Less time will need to be spent on the phone with customers to solve problems.</li> <li>• More time will available to be spent on value-added activities.</li> <li>• Less steps will need to be taken to complete a task, thereby reducing errors and enabling for increased productivity and meeting individual goals.</li> </ul>
Who is going to lose their jobs because of this change?	<p>This is a sensitive question/concern and one that frequently arises. This question cannot be answered by the project manager and may not be able to be answered yet (or want to be answered) by the project sponsor. Prior to having a stakeholder Q&amp;A session, ask the sponsor had he/she would like to have such a question addressed since it is quite likely it will arise.</p>
What impact will this BPI project have on current roles and responsibilities?	<p>This question may be a replacement for the question above regarding job loss. In some organizations, stakeholders will not come right out and ask about who will lose jobs but rather will position the question a bit differently. This answer may be referred to a project sponsor for a response or, if it is known that there are no job losses and there may be job gains the answer might be as follows:</p> <ul style="list-style-type: none"> <li>• We expect to hire additional people to fulfill a number of new roles within the organization based on the process change.</li> </ul> <p>Alternatively, if roles will stay the same by responsibilities may change, the response might be as follows:</p> <ul style="list-style-type: none"> <li>• While roles are not changing, there may be changes in some responsibilities to accommodate the use of the new process and to enable for more efficiencies and effectiveness in meeting goals and objectives.</li> </ul>
What will be provided to stakeholders to be comfortable using the new process?	<p>To ensure comfort in using the new process, stakeholders will be provided:</p> <ul style="list-style-type: none"> <li>• Training in a variety of formats</li> <li>• Quick guides (reference sheets) and other handouts</li> <li>• Webinars</li> <li>• One-on-one training</li> <li>• Time to adapt to the new process</li> </ul>

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How will pilot group testers get their regular work done and spend time testing the new process?	Pilot group testers will have time allocated by their managers to ensure they can effectively participate in the testing phase but also accomplish their tasks without having to work overtime. This will be done through the use of temporary help or through shifting responsibilities during testing to non-testers in the department/workgroup.
Will pilot group members be trained on the new process?	Pilot group members will be trained <i>prior</i> to using the new process so that they are comfortable during testing. They will be provided data they can use to test and be given a safe environment so that they don't have to worry about errors that are made. Real data will not be impacted by the testing process.
What if the process is not perfect?	Pilot testing enables us to see where we need to make adjustments to the new process so that it will work better for stakeholders. Changes will be made based on feedback by pilot testers so that when the new process is rolled out throughout the organization, we know it is ready to go and all of the bugs have been worked out.
Will we be able to use the old process for a time while we adjust to the new one?	Some organizations permit some transition time, others do not. If a transition time is permitted, it is essential to be very clear about how much time is allowed, if there are parameters/restrictions around the transition and what happens at the end of the transition period. Incentives to utilize the new process immediately help to ensure a shorter transition period and motivate stakeholders to use the new process.
Does management support this initiative?	This is why early socialization of the BPI initiative is essential. It is important to have management/leadership support of all initiatives. The BPI project team will need to rely on this support to ensure that stakeholders are held accountable for using the process and that pilot group testers have time allocated to test. Sometimes when this question is asked, it is basically testing if this is a process that users will actually have to use, or if they can ignore it when rolled out because management is not on board. The response to this question is that management understands the reason for the project and champions the project and will be sure to support users in the use of the new process when it is rolled out.
How much training will be provided to ensure we can use the new process?	As much training as needed will be provided. Some users will need more training than others. Training will be provided in a variety of formats so that every user has access to training. This will include face-to-face sessions, webinars/on-demand training, a portal for Q&A and problem solving, and one-on-one sessions where required.
What if I don't have the skills needed to utilize the new process?	You will get the skills! This project is a great opportunity to gain new skills and build your knowledge. We will provide every user training that they need to build their skills and be comfortable in using the process <i>before</i> we ask you to use it

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	on the job. Once on the job, the project team will be providing support to users as questions and concerns arise in using the process.
How will we know that this is the right change to the process?	The BPI project team will reach out to all users through a variety of forums to understand what's working now and where improvements can be made. We won't change the process without your input! Since you are using the process every day, we need you to tell us how to improve upon it so that it works for you and also meets the organizational goals.
When do we expect to start seeing a positive impact from this process change initiative?	We will be measuring how well the new process meets the desired business impacts as soon as it is released. This may take anywhere from a few weeks to a few months to half a year in order to evaluate against all the desired business measures. Individual users of the process will see changes in how they are working and meeting their own goals very quickly.