Difficult SaaS Customer Conversations: Scope, Delays and Expectations

Public workshop · Live online

Wednesday 18 November 2026 · 09:30–14:30 GMT · 4 training hours

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Workshop focus

- Open a difficult call
- Acknowledge the impact
- Explain options and limits
- Agree a credible next step

Customer Communication

Practical people skills for tech teams

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Workshop overview

Practise a customer conversation you find hard to open. Explain a scope or timing issue, listen to its impact and agree a next step you can deliver.

Workshop focus

- Open a difficult call
- Acknowledge the impact
- Explain options and limits
- Agree a credible next step

Workshop practice

In a group of up to four, you take turns practising situations agreed during your training needs analysis. A peer or your facilitator gives you feedback on what they saw and heard. You try the difficult part again.

Preparation and follow-up

Before the workshop

For a manager-sponsored place, we first ask your manager what they want the training to help you do. In a short, private training needs analysis (TNA), you tell us about your product or solution, the people you work with and a conversation or task you want to handle better. You and your facilitator agree what the group can use for practice.

Allow 15–20 minutes to prepare a short opening about a difficult customer moment. Identify what was expected, what you know and what you still need to ask.

Bring · Your agreed brief, using only details suitable for a mixed-company group. Leave out names, dispute correspondence and sensitive commitments.

After the workshop

Revise your opening and customer update using the feedback. Choose two behaviours to try the next time a customer challenges scope, timing or an expectation.

Your individual report distinguishes clarity and accuracy in the written tasks from listening, acknowledgement and responses observed during practice. It includes 2 suggested actions and a workplace review prompt.

Workshop agenda

09:30–10:00	**Say the difficult opening out loud** Open the call you identified in your brief. Tell the customer what has happened, explain what you know and ask how it affects their team. **Feedback** · Your customer tells you what they understood from your first two sentences. Try the opening again using their feedback.
10:00–10:45	**Acknowledge the impact in the customer's words** Ask the customer to describe what the issue has changed for them. Reflect back the impact and wait for them to correct or confirm your understanding. **Feedback** · A peer points out the words that acknowledged the impact and any point where you moved too quickly to an explanation.
10:45–11:30	**Explain a boundary and offer a way forward** Respond to a request that tests what you can commit to. Ask what outcome matters most, explain the boundary and offer a workable option or a route to a decision. **Feedback** · Your customer distinguishes what you offered from what still needs approval. Rephrase any wording that sounded like a promise.
11:30–12:30	**Lunch break** Optional 10-minute 1-to-1 video check-in with your facilitator to review feedback and focus your afternoon practice.
12:30–13:15	**Handle pushback in your own customer call** Lead a short exchange about your product or service. Your customer challenges one part of your response. Hear them out, check the concern and respond within your authority. **Feedback** · The customer identifies the part of the reply that addressed their concern. An observer checks the accuracy of your commitments.
13:15–14:00	**Replay the hardest exchange** Return to a moment where the customer rejected an option or asked for certainty. Try a different response, test what would help and agree what you will take forward. **Feedback** · Customer and observer compare the two attempts. They identify the question or phrase that helped the conversation move on.
14:00–14:30	**Close the call and send an accurate update** Give a short spoken recap and turn it into a customer update. Invite your peer to check the agreed actions, open decisions, owners and next contact. **Feedback** · Your customer flags any difference between what they heard and what you wrote. Correct the update before closing.

Free workshop resources

Before discussing a delay or change in scope, use the checklist to confirm the facts and decide what you can offer the customer.


Difficult Customer Conversations checklist


Difficult Customer Conversations e-learning

Browse all checklists