



**Says**

What have we heard them say?  
What can we imagine them saying?



**Thinks**

What are their wants, needs, hopes, and dreams?  
What other thoughts might influence their behavior?

the product  
should be of  
good  
quality

will they  
complete the  
project  
successfully?

I need to  
clear about  
the project  
work

to satisfy  
the  
stakeholder

Complete  
the project  
within set  
budget

makes the  
plan



project manager

nervous

Monitor the  
process and  
take corrective  
decision to  
improve it

Organize  
and leads  
project  
work

coordination  
with  
shareholders

excited  
about  
project

fear  
about  
outcomes

Motivates  
team for  
more  
efficiency



**Does**

What behavior have we observed?  
What can we imagine them doing?



**Feels**

What are their fears, frustrations, and anxieties?  
What other feelings might influence their behavior?