



Says

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

Total  
expenses=  
Net revenue-  
Net income

Helps set a  
profit margin  
and slaes  
price

The overall  
expected future  
expenses  
incurred by a  
project or  
manufacturer



Thinks

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

Take  
ownership of  
everything

Forward-  
thinking

Estimation is a  
key technique  
for predicting  
and controlling  
project risks



Gather your  
financial  
statements

Create a list  
of monthly  
expenses

Examine  
your  
expenses

Purpose of  
estimation is  
to predict the  
quality, costt  
and price

Focus on  
results, not  
on how many  
hours you  
work

It also takes a lot  
of strong  
emotions to get a  
business started  
and to take on  
the risks



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?