

Project Manager's Behavior Analysis Template



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A simple tool for analyzing problem behavior on a project team

Think of a specific troublesome, recurring pattern of behavior from a stakeholder or team member. We want to think about behavior, not personality or character. So focus on what they do (Pat criticizes other people's work when they are not present), not what their character is (Pat is a shifty two-faced sneak). Then answer these simple questions:

1. Describe the actions that make up the "problem" behavior:
2. Guess what he/she gets or avoids or escapes by engaging in the "problem" behavior:
3. What might you have to do to get him/her to change his/her behavior?
4. Incidentally, what do you get or escape or avoid for the role you have been playing in this behavior pattern?

Look for other ways for the individual to get, avoid or escape that are more productive



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