

SAMPLE Sponsor Behavior Pattern Analysis & Influence Worksheet

Impact	Symptoms:	Not Willing	Not Able	Possible Root Cause(s):		Influence Tactics & Conversations	
				Common	Unique		
H	Absent from key meetings or events		✓	Competing project priorities-overscheduled		1) "Prioritization conversation". 3) Feedback on observations; honest discussion - "Do we/how do we get this done?".	
	Doesn't make timely decisions or frequently revisits decisions						
M	Doesn't exercise authority	✓					
H	Not visible in important forums		✓				
	Unconstructive communication (e.g., Anger, outbursts, belittling)				Controlled by forces behind the scenes.		
H	Attempts to delegate own accountability	✓					
	Does not appear to want the solution						
	Avoids (or creates) conflict						
	No time, overscheduled						
	Says/does the wrong thing (or nothing)						
	Doesn't provide adequate resources						
	Doesn't consequence team members						
	Says one thing, does another						
M	Does not keep commitments as promised		✓			4/5 times = Daycare, elder care & other commitments	
	Blames others, does not take responsibility						
	Refuses public involvement						
	Not publicly & privately supporting the change						
	Micromanaging project details						
	Became involved very late in project						
M	Sponsor seems disinterested	✓					
	No prior experience, lack of awareness of sponsorship role						
	Doesn't provide political support						
	Limited or no communications						
M	Not accessible; unavailable for 1:1 meetings		✓		2) Schedule late AM or early afternoon meetings to allow for personal obligations.		
	Overly concerned about appearances; needs to 'look good' to boss						
	Vision or direction of project constantly shifting						
	Requests reports or work product that do not provide value to the project						
	Rejects feedback on role performance						
	Lack of middle management engagement						
	Other:						
	Other:						

Notes: On the surface, the pattern suggests that this sponsor is not able to effectively manage personal and work priorities. These should be gently addressed. Once they have been, the sponsor's unwillingness to commit to an agenda that they were given by their boss may emerge as the primary driver of 'lack of importance'.

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Notes: -
