A Analyse — Initiate and plan | C Connect | A Align | E Engage | M Measure

ACAEM© · CHEAT SHEET

Three questions to negotiate with your sponsor

What a vague answer and a firm answer sound like

1 — What will you invest in the first 30 days?

VAGUE *"You can count on me. Just keep me posted."*

FIRM **"Two hours a week in the steering group, and I open the kick-off myself."**

2 — Which impacts will you stand behind?

VAGUE *"We will see how people react."*

FIRM **"I will explain them to the teams myself, and I am ready to discuss the trade-offs they bring."**

3 — After six months, what sign will tell you it took hold?

VAGUE *"Everyone is on board."*

FIRM **"Teams work without the old spreadsheet, and managers have adopted the new system."**

A vague answer is not a no. Say it back, propose a concrete option, agree a date.



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