

YOU (Exec)	THEY (Mike)
<b>GOALS</b>	<b>GOALS</b>
<b>NEEDS</b>	<b>NEEDS</b>
<b>EXPECTATIONS</b>	<b>EXPECTATIONS</b>

I'll fill in a chart, using Mike and the Exec, to demonstrate and explain.

### *Do It Yourself*

To make this information most pertinent to you and most quickly absorbed into your routine, make your *own* chart as you read along, using an example from your own work life. Focus on a recent event, perhaps one that didn't go as well as you thought it should. See if you can gather some new insights about it as you design your own chart based on that encounter. You can also plan for an upcoming encounter and shed some new light, as we go through the steps of making a chart.

Normally, to get at the truth about what you really think and feel without yet being influenced by what you'll discover on the other side, you should complete the chart vertically on *your* side first—Goals, Needs, and Expectations. Then, when you fill in your opposite number or opposite group's side, you can see the contrasts and differing motivations most keenly.

However, for purposes of explaining and showing you how to develop alternative strategies as we go along, we'll take each category and, completing both sides horizontally, discuss it before we move on to the next.

### Objective Goals

#### *Yours*

Step one is to determine the bottom-line goals of the encounter. Let's begin with the easier part—listing yours (the Exec's). Try filling this