

- This is a rather unusual way to begin a book.
- She writes in a very personal, informal style (says "you" and "me" and "I'll," not "one" or "they" or "people").
- She asks me to think through an almost automatic process—getting acquainted—to find out *what else* is going on and *why* we do things a certain way.
- She organizes her material into visual as well as verbal explanations (the list of • "bullets" that visually tell you they'll explain further details of what was just said above).

Okay. Now you're beginning to get an idea about the style in which I'll talk to you and something of the focus I'll take.

What next?

To hold you and draw you in, I need to tell you what you can expect to find in these pages that will be useful to you. And I have to show you that I know enough about *you*—and what you need—for you to stay tuned.

WHAT THIS BOOK IS ABOUT

This book is about getting what you want at work. I want to help you understand what happens in a variety of work situations when you try to express yourself, and to help you develop the new techniques you need for being clear and getting the responses you want.

We'll approach communicating as a complete process involving not only all of what you're about but what other people need from you to listen.

In each aspect of your work-communication we will:

- Focus on another dimension: the unfamiliar one of finding out what else you really want and need *before* you plan your strategy.
- Understand the hidden and predictable agendas on the other side of the desk: what does the other person—the one you're communicating with—want and need?
- Gain information about issues common to all of us: what usually gets in the way as we interact at work: why effective communicating is often so hard to do.
- Absorb some basic principles of communicating and why they work, in order for you to be most effective.