

- *Agenda*

When you begin the Substance section of your encounter, tell your opposite number what you have planned. Describe your agenda in simple, bullet-like terms. Hit only the highlights. This is to explain the *organization* of your information, not to *give* it, just yet.

- *Goals*

Everyone who's busy at work wants some bottom-line orientation. So the next thing you share are your goals for this meeting; why you're having it, what you hope to accomplish; perhaps something about how your opposite number relates to this material.

- *Time*

Unless you negotiated the time when you scheduled your appointment (as I suggested), you must now ask how much time you have and do your editing right there. Even if you have already negotiated it, remind your counterpart how long you'll take and ask if there are any problems with that time.

Sharing the Power

Decide on how much power you need in this encounter. Depending on who called the meeting and what the subject matter is about, one important aspect of a one-on-one is finding ways to balance the power between two people.

My work has taught me that people communicate best when they feel on solid ground. Not only the solid ground of knowing their subject and being committed to an idea but also the solid ground of being able to share in how things will be done and that he/she can make things happen at the meeting, too.

How Much Can You Share

It requires inner security to know that you *do* have power and that you therefore can share as much as you like because you're not *losing* it; you're only *lending* some . . .

You surely know that subordinates worry about your power. Calling a meeting puts you in a powerful position indeed.