FORE-THOUGHT CHECKLIST

1. Make a chart.

Deliberately writing succinct facts instead of just vaguely thinking about something makes you become aware of all the forces in an upcoming encounter, whether you're the originator of the meeting or the person summoned.

2. Take the time to discover and state your own goals.

If you dig, you'll find out *all* you really want to have happen at the meeting, and you can use that as an agenda to be sure it happens.

3. Analyze your audience's goals.

What outcomes would that person or group logically want from the meeting? See their position clearly. What does he/she or they want from you? Know that they can't give you the fulfillment of your goals unless they get some of theirs, too.

4. Be honest about your emotional needs.

Without judging whether they are worthy and should be there or not, acknowledge and allow yourself to have emotional needs. Have the courage to find, recognize, and state them, in writing.

5. Uncover the other's emotional needs.

Through imagination and perception, become aware of what your opposite number's or audience's feelings probably are in relation to the upcoming meeting. Reverse roles to find out what you, or anyone, would need in that situation.

Then, given those needs we would all share, go from the general to the specific. If it's someone you know, use your perception and knowledge of this particular person or group to add to your insights about what this person(s) would need emotionally in this situation.

6. Find out what you expect to have happen.

Derail that knee-jerk reaction. Make yourself recognize and rethink your conditioned style and response to the upcoming situation. Analyze whether that's the best way, given what else you now know.

7. Imagine the other's expectations of the meeting.

What do they probably expect? Build on that stereotype of what is expected, going for the element of surprise. Open new avenues to a closer meeting of the minds by using another tack than the one most expected.