

Theirs

Let's create Mike's side of the chart. What are *his* objective goals, the things he would want to accomplish in this meeting? What would any "Mike" want in this situation, based on our knowledge of human nature?

Fill in your own opposite number's side of your chart now. Then let's look at Mike's.

YOU (Exec)	THEY (Mike)
	GOALS
	1. Keep my job. Get promoted.
	2. Avoid the boss's wrath.
	3. Try to get reports in on time.

Now what could our Exec learn from filling in Mike's side of the chart? And studying it as he makes his plans?

The first thing you (the Exec) would see is that wrath, recrimination, and desk-pounding would feed right into Mike's biggest anxieties. You'd realize that such an approach could shut down his thinking system and turn up the volume on his survival/defense mode. No ability to make changes then. No chance for honesty or problem solving. Just Mike protecting himself at all costs.

What else? You'd have the time to realize that Mike, along with being scared, would *like* to get the reports in on time and feels embarrassed about it before his peers. Everyone would rather do a job well than mess it up. Everyone would rather have praise than disapproval. This reflection on human nature could lead our Exec to plug into the energy of Mike's goals, his powerful motivating self-interest, to help them *both* solve the problem.

Look back at the goals on the Exec's side of the chart. The Exec wants to "make sure Mike gets the message" and that it "doesn't happen again." How? One way certainly is to open a dialogue: To talk, not just to tell. The fact that the problem recurs tells you that Mike, on his own, hasn't been able to confront or solve it. He needs your (the Exec's) help.

Compare

Now let's put both sides of the chart together to compare both sets of goals as Mike and the Exec go into the meeting and see what they tell us. Then compare your own.