EXEC	MIKE
GOALS	
1. To get the reports on time. 2. To fix it permanently. 3. For Mike to get the message.	

Can you see that the Exec really is on his/her way? And it's not just cosmetics. Mike is in a position now to hear and learn. To be motivated to change because he's beginning to learn the full impact of his lateness with the reports and where it, and he, really fit in the scheme of things. What effect he has on others is an incontrovertible truth, unlike the illusions Mike feeds himself whenever he's late and gives himself solo permission to do.

So, we've solved the boss's assignment for Fore-Thought. To plan and think through the situation *before* you set out, half-cocked, on a course slated for defeat, not success.

What about *your* chart? What new plans did you develop based on it?

At this point there's one more piece to add to this chart process.

A Chart for the Summoned

Can the summoned person use Fore-Thought as well as the summoner? Is any of this process useful to Mike? Could *he* make a chart as he prepares for this meeting with his boss? Would it help *him* be more effective?

Certainly.

Mike, or anyone summoned to a meeting not of their own making, urgently needs to anchor himself with some insights. By thinking through his own Goals, Needs, and Expectations—his own motivation—he gets clear on how he feels about the meeting and what he anticipates. He gets ever truer clarity when he does the boss's half of the equation as well.

It isn't easy for a person in a lesser, more dependent position to imagine the realities of the boss's position. It may even look to you that all your problems would be solved if only *you* were the boss—in charge, on the *giving* rather than the *receiving* end.

Mike, therefore, will perhaps have some trouble imagining the boss's anxieties, his problems. It's easier for the Exec to look back on *his* earlier days when he wasn't in charge in order to understand Mike, than for Mike to imagine the boss's position.