

part out for *your* encounter and then check below to see what the usual problems are in this section of the chart.

I'll use the problem of Mike's late reports. The Exec has just called a meeting. What results does he/she want?

YOU (Exec)	THEY (Mike)
GOALS	
1. Get the reports on time. 2. Be sure Mike gets the message. 3. Don't want to deal with it again.	

Reading this half of the chart can make you readily understand why the original scenario at the beginning of the chapter went as it did. Read the Exec's goals above, and then go back and read that opening scene again on page 49. See? It's all about "I want" and "I need." None of it even acknowledges that there is another half to the chart, a Mike with *his* goals. This is the most common mistake we make.

Now here's the basic problem: As you just filled out your own chart with your own goals, can you see how one-sided your goals are? And looking at the blank space on the other half of the chart, can you now see, visually, that there *is* another side?

Let's spend a minute stating Mike's objective goals, the things *he* wants to accomplish in this meeting.

"Great!" you say. "How about a lesson in clairvoyance?"

Not necessary. You don't even need lessons. You already know how to do it! It's based on two single concepts:

Empathy and Observation. Major gifts of human nature.

To get the basic picture, the general idea of what *any* "Mike" would want, empathize and identify with him or her. Just imagine yourself in any "Mike's" shoes. What would *you* want to happen in a meeting called by the boss, knowing that your reports are late?

Then, to get the specific goals of not just any Mike but *your* Mike, use your perception, your observation skills. What do you know about Mike, specifically, from having worked with him? What makes him tick? How needy is he? How good at his job? Ambitious? Openly expressive or more withdrawn? Think about the opposite number or group in *your own* sample chart. Can you picture what his/her/their goals would be and list them?