

YOU (Exec)	THEY (Mike)
GOALS	GOALS
<ol style="list-style-type: none"> 1. Get the reports on time. 2. Be sure Mike gets the message. 3. Don't want to deal with it again. 	<ol style="list-style-type: none"> 1. Keep my job. Get promoted. 2. Avoid the boss's wrath. 3. Try to get the reports in on time.
NEEDS	NEEDS
<ol style="list-style-type: none"> 1. Need my power to be unchallenged or fear I'll lose it. 2. I hate to lose in a confrontation. 3. If I don't prevail, how will that affect my authority with others? 	<ol style="list-style-type: none"> 1. Need to know I can do it. 2. Reassurance that the Exec still has faith in me. 3. Need to still feel a valued part of team. 4. Be sure peers don't know.

Notice first how much more emotional and personal the NEEDS category is than the more cerebral, impersonal GOALS. And how much less NEEDS has to do with getting ahead than with getting "fed" and feeling better. GOALS is outwardly directed; NEEDS is directed inward.

I'm sure you also sense how powerful the NEEDS are, and how nagging and insistent, how pervasive would be the feelings they arouse. The combination of both categories obviously provides the major motivations for each party to do anything in this encounter. It also provides the motives for blocking and resisting anything that wouldn't fulfill those outer goals and inner needs.

Now you can see the road signs to failure or success in planning your communications strategy.

Understanding and taking care of your opposite number's goals and needs, and truly, consciously understanding and accepting your own goals and needs, puts your planning on a solid plane of awareness and informed choice. *The amount of sensitivity and thought you put out to probe your own goals and feelings and to imagine and understand Mike's is in direct proportion to how quickly you'll get back what you want and need.*

Do it yourself

Compare the two categories you've filled in on *your* chart so far. Pretty enlightening, isn't it, to see the directions each side could take