

up. Helping Mike understand the responsibility for others and his effect on the team can make Mike pull his lateness out of the context of a merely personal foible.

Explaining your needs and the reasons why someone should do something, rather than a simple "Do it," *always* engages the other person as a partner.

Further, true for *any* Exec, focusing on how Mike probably feels makes him/her think about not eroding Mike's self-confidence and about what reassurances Mike needs from him.

ANY EXEC: "Look, you're hitting a snag. I know you can fix it, and if you see yourself getting behind, come tell me before the reports start being late again so we can solve it. That's what I'm here for. By the way, this is a private matter between us . . ."

Bingo! This Exec did three things at once:

- Reassured Mike that he can do it and the boss still believes in him.
- Made a fail-safe device for Mike *and* himself ("hitting a snag," "come tell me") so that he doesn't get caught with late reports again.
- Made a safe environment for Mike ("so we can solve it," "private matter") to be sure that Mike *will* come to see him.

A special word about Number 4—the need for face-saving, especially in any group work situation. This is actually a built-in fixture on *any* list of *anybody's* needs on both sides of the chart and must be factored into *every* communications endeavor. It's always there, for all of us. Insensitivity to anyone's pride and instinctive self-protection can sink any communication.

Compare

Now, let's look at the total chart so far, using the Influencer Exec. The Goals would be the same for all three executive types, but let's use the Power-Wielder/Influencer Exec's NEEDS chart: