

YOU (Exec)	THEY (Mike)
GOALS	GOALS
1. Get the reports on time. 2. Be sure Mike gets the message. 3. Don't want to deal with it again.	1. Keep my job. Get promoted. 2. Avoid the boss's wrath. 3. Try to get reports in on time.

Compare them horizontally, point by point. They hardly intersect at all! Not till you get down to number 3 on Mike's goals do you find any mention of the report. And the Exec's major goals have nothing to do with fear or feelings—or Mike, for that matter.

It's important to know that some of our goals can have nothing to do with the other person's, especially in a one-on-one situation. They can even be in opposition. Knowing another's goals is therefore vital. It makes us see many more dimensions to an issue. It tells us about the potential stumbling blocks and shows the path to effective communication.

So step one in designing a successful communications strategy is to define not only *your* goals but also your opposite number's—the one you wish to influence.

- It makes you get clear about the results *you* want and can reasonably expect to achieve.
- It forces you to focus on the *other* person's self-interest and goals, making it possible to predict their behavior.
- It helps you see *how* to tap into the energy of their self-interest and accomplish yours or at least part of yours as well.

All of these insights can determine what you select as the communications style and content you'll use; what will be most likely to influence others' behavior and bring about a constructive outcome.

## Emotional Needs

Step two is to define inner needs—feelings. This part of the chart is much harder to do.

We're such a product-oriented society, bent on *outward* manifestations of success and external reassurance, that we don't often *consciously* visit inside to find out how we really feel about things and what our hungers are.