

intersect and might actually clash with the Achiever's typically spartan approach.

Now for the Affiliator Exec, who's much more people-oriented and people-needy:

AFFILIATOR EXEC	MIKE
NEEDS	
1. Don't want to hurt Mike's feelings.	
2. If I yell at him he'll become hostile and his and my relationship will suffer.	
3. Maybe I'll do the report with him.	

Here the Fore-Thought Chart serves another purpose. It can put people in touch with those of their *own* feelings that can sometimes work against the original goals.

Affiliators are very sensitive to feelings, so much so that tasks and strong administration are sometimes compromised. This Affiliator, in an effort not to make Mike mad or hurt his feelings, may not insist very effectively that the job get done. With the basic tendency to help out by joining in and doing, Affiliators can keep people from growing and taking responsibility seriously. Take a hard look at the Goals section and then at the way this Affiliator Exec's Needs may compromise those Goals. An Affiliator Exec can satisfy both his emotional Needs and objective Goals, possibly this way:

AFFILIATOR EXEC: "You know, Mike, I surely don't want to carry on and make a big scene [*taking care of the Affiliator's concern about hurting feelings*]. And I *do* want to treat you like the responsible, capable person I know you are. Let's find out what's wrong right now and solve it so *you* can get the report done by Monday. That's the final deadline. Fair?"

Now for the Influencer Exec, who manages with high personal impact: