

INFLUENCER EXEC	MIKE
NEEDS	
1. Need my power to be acknowledged and affirmed.	
2. I hate to lose in a confrontation.	
3. If I don't prevail, how will that affect my authority with others?	

How can the Influencer Exec include his Needs in building his strategy? Number 1 on the list says the Exec needs to be reassured that he has his power acknowledged and affirmed. What better way than to continue to assert his power not by simply flaunting it but by truly demonstrating it:

INFLUENCER EXEC: "Mike, you know I used to have to do those reports, so I know what it takes. And since I oversee all the processes in this department, lets see where stuff is breaking down so we can trouble-shoot our way out of this."

First of all, the Exec says he knows all about it—the difficulties and the process itself. By asking for information so he can solve the problem, he shows how much leadership and knowledge (power) he really has. The knowledge to understand what needs fixing; the power to make it happen. This cuts the bombast, the threatening postures, and truly states who's in charge.

This approach also solves need number 2, yet avoids the win-lose confrontation. By changing the encounter to a problem-solving quest, the possible heat and dueling is off. Now this may be at odds with how much some people need to pound tables or vent spleen. I understand that, but we're designing *winning* communication strategies, and the temporary silence table-pounding imposes doesn't result in a *lasting* win.

Number 3—the need to prevail yet concern about what will happen if he doesn't prevail—is also solved since the Exec will help direct the report his way *and* get it . . . his way! Yet notice that he's also saving Mike's pride and encouraging his participation at the same time that he's taking care of his power image in the eyes of others.