happen on paper in your first pass. There'll be time to select and destroy after you've thought about *all* these things you would like to accomplish.

Once you've written it all down, the editing and selecting should be based on three factors: Practicality, Scope, and Timing.

Practicality

Be realistic. This probably is not the last, or only, meeting you're going to have.

Edit your list based on what is actually doable in this upcoming meeting, given the length of time to prepare and the boss's, or employee's, predisposition toward or previous knowledge about your subject.

Decide whether your goals can be achieved in one meeting or need to be accomplished in a series of meetings.

Scope

Consider who else needs to be involved in your plan. Are they already on track? Do you need separate meetings with them before the big one? Should they be included?

Timing

Think about whether this is the *right time* to present this idea or make this request. Consider:

• What's going on in your workplace right now? If your agenda involves a request for money or other resources, is business good? Does it need more sales or new ideas? Can it afford yours right now?

• Your boss's situation: How receptive would he/she be to your subject matter at this moment? Is he perhaps in the throes of some crisis, personal or business? What does she particularly need and can your material dovetail with that, or is it irrelevant right now?

• If your material is out of sync but needs to be handled, how can you make it more timely? Can you find a connection for fitting it in with existing projects and problems?

• If you're the boss and your meeting involves an employee or staff member, how can you time what you need to say for maximum receptivity? Have you taken account of personal crises as well as the problems at work? How will they affect the employee's or staff member's capacity to learn, absorb, and act on what you want to make happen?