

*Factual issues:*

*Exec:*

- Late reports make his/her job more difficult.
- His/her superiors can call the *Exec* on the carpet.
- Late reports set a bad example for the rest of the staff.

*Mike:*

- He wants to keep his job.
- He knows he's supposed to deliver the report.
- To go forward he, like his colleagues, needs the boss's approval.
- He can't seem to get the reports in on time.

*Emotional issues:*

*Exec:*

- His authority is being challenged. He delegated those reports and told Mike when to deliver them, and it didn't happen. That's threatening and infuriating.
- There is concern about having to prove his/her authority again.
- There is also the hidden fear that he/she may not get total compliance. What then?

*Mike:*

- He feels bad (ashamed, ineffective, guilty) about his reports being late.
- He worries about the threat of punishment, even job loss.
- He worries about the loss of affection and esteem.
- Since he's failed so far, he fears he may not be able to comply.

Now what can we do with these deeper levels of information?

First: We can see how much of the behavior in that scene, as played, is predictable, and why.

Second: We can use this foreknowledge to plan a much more active and effective problem-solving strategy.