

really *hear* you. It puts new life and energy into the meeting, into both the discussion process and the outcome.

Given the history and the issues, here's what Mike could expect the Exec would do at the meeting:

YOU (Exec)	THEY (Mike)
	EXPECTATIONS
	<ol style="list-style-type: none"> 1. He'll probably be mad. 2. He'll demand reports be on time. 3. He wont want any lame excuses. 4. He wants me to promise to get it right.

Seeing this array, it's little wonder that Mike would walk in feeling defensive and insulated from being able to hear and face the truth, and thus from developing new behavior.

It's funny. Whenever you assess another's expectations, the other person suddenly becomes much more human in your eyes. You can really *see* them, sitting around picturing you and what you're like and what you'll do.

You can also quickly sense vulnerabilities, anxieties, and aspects you'd never think about if you were only thinking outcomes and conquering opposition. Imagining that other person and his/her expectations makes you deal with the specifics of that person so much more individually and creatively.

Look at your *own* chart again. Did you find yourself falling into stereotypical behavior patterns? Surprised to find out what you were probably going to do? How has knowing this, added to the rest of your chart, changed your strategy?

Now, let's look at Mike's side and see what would work:

Surprise

First, I suggest you use that element of surprise I spoke of. It takes some self-control but it's worth it. Surprise him by *not* acting mad, although you may be! That's the first splash of cold (actually warm) water you can give him to alert him to the fact that this isn't "business as usual."

Instead—start by telling him, in factual and benign terms, that you see a problem: