

that you think: "I want to know that. I need to know that. I've never heard of that." It all has to do with fulfilling various needs of "I."

- The weekend. What do you find yourself doing? Obviously, with choices, you go for the juiciest version of what you like best. But what about the seemingly negative decisions like going somewhere you'd rather not? If others want to go, and it means keeping peace with friend or family, you weigh your personal first choice against what the other issues are and decide on which self-interest is best served. True? Then you either acquiesce and go, for peace, or decide the wrath is worth enduring and stay. But both are filtered first through what's good for *you*.

- At work. Who do you call back and how quickly? Which assignments do you finish first? What stimulates you to learn something new?

It all revolves around the same motivation:

Self-interest.

People mostly do what they *want* to do.

Therefore: To create an attentive, willing audience, to involve people in that dialogue I mentioned, you first need to direct *your* self-interest beam to shine on the dark recesses of *another's* self-interest. You need to learn enough about your audience to discover *their* self-interest, their needs, their motivations, in order to get them willing to listen to you.

Too often we send our messages c/o General Delivery. Unless you can point your communicate toward your unique audience—specific addressees who will become involved in hearing, absorbing, and accepting that message—it's a space shot with no destination.

And it's not that difficult to do. At work, much of the learning about your audience has come from your already sharing so many common experiences. Not just the basic human factors like eating lunch, wanting a raise, fear of being fired and/or a wish for status and attention, but the ongoing reality that you work together.

- You both share a common workplace culture.
- You both know the mechanics of how to get things done there (if not all the same nuances).
- You both interact with the same cast of characters.
- You're exposed to each other more hours in the day than to any member of your family or friends, by a lot.