

Yours

Getting in touch with and admitting what *else* we want, what our hidden fears and desires are, our hidden goals and feelings, requires great honesty. To surface and write them down, you need to give yourself permission to *have* those feelings of doubt, anger, greed, jealousy, ineptitude, or whatever.

Yet, unless you reflect and examine how you really feel and what's at stake for you *emotionally*, you will be ignoring a powerful set of propellants, with an energy and will of their own, ready to rear up and take over at any time. These hidden emotional needs are real and must be acknowledged and included in your communications strategy, since they will keep looking for a way to be satisfied—even at the expense of your logical, well-thought-out plans.

Let's get into our Exec's Emotional Needs first, with three scenarios, based on our three personalities from Chapter 1—the Achiever, the Affiliator, and the Influencer. These needs can differ sharply, unlike the more practical and objective goals in the first category which would be universal in nature, based on their work type.

First, the hard-driving, perfectionist Achiever Exec:

ACHIEVER EXEC	MIKE
NEEDS 1. Mike should meet the standards I've set for myself. 2. Must know reasons why not. This affects <i>my</i> performance. 3. I'm frustrated by being stuck. Should have done it myself.	

Because Achievers are task-oriented and accomplishment-driven, this Exec would have a hard time looking at Mike's emotional needs or even understanding *why* Mike didn't get the report done. He/she, in order to improve communications skills, needs to understand that his/her task-driven viewpoint and highly focused motivation leave out a great number of other people who are needy in different ways. Seeing Mike's half of the chart would be *very* helpful in formulating a more effective approach than one based on simply getting tasks done. We'll look at Mike's Emotional Needs in a minute to see how they would