

place to meet than my office." There are several techniques I will show you in the "Openers" section of Chapter 6 on Close Encounters about how to neutralize or change your office's power impact when you have your meeting.

The next step, after choosing *when* and *where* and *how long* a meeting you'd like, is to go about making it happen.

GETTING ON THE CALENDAR

How formal you need to be in setting up the meeting depends on your work circumstances and relationship(s) with the person(s) you want to see. The key watchwords are sensitivity and flexibility as you go about scheduling to get on someone's calendar.

Techniques

"How Long?"

Be very clear, before you ask for **the** appointment, about how much time you'll really need.

Don't get unrealistic and back down about this when faced with someone's busy schedule. Stay flexible, but remember to allow enough time to get the material covered and your message across *and* to have a question-and-answer discussion period. Always opt for the longer time when you're offered two time slots. You can always end sooner, but it's hard to stretch a meeting when the next appointment is waiting.

"What's It About?"

- If it's something you both (or all) know about, mention the subject since that builds in an already existing interest and the reassurance that there won't be too much challenge or surprise. Add some new wrinkle to make the meeting more compelling, like, "There's something else to think about in relation to X." Don't give away what that something is. Just gear your opposite number(s) up to thinking a little more about subject X.

- If it's a complex or innovative kind of meeting, you may need to be vague. The big goal here is to create a receptive environment, but not give an abbreviated version of the topic itself. Just say enough to interest,