



January 25, 2008

Hello,

Thank you for attending our call-in show and podcast! Attached you will find the pre-meeting plan we discussed and the objection handling technique introduced in the call. This plan includes things you might consider before going into a challenging meeting with your manager or someone who might help you get what you want. If you have any questions about this or are having challenges, please contact us info@whydidyougo.com.

If you are not clear on exactly what you want, here are some recommended books to read:

1. What Color is your Parachute? 2008 by Richard Bolles
2. Where have I Gone Right? By Jim Hayhurst Senior
3. Zen and the art of Making a Living by Laurence Boldt

To help you with your negotiations when asking for what you want, we recommend these books:

1. The Power of a Positive No by William Ury
2. Influence by Robert Cialdini

In a few weeks, our e-book title Get Everything you Want in 2008! will be available and we will be emailing it out to all the participants on the call today.

We look forward to seeing you at our next podcast on February 21st at 12 noon EST. Details will be posted to our website soon.

All the best and good luck getting everything you want in 2008!

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Instructions: Pre – Meeting Plan

Meeting Objective: (Measurable and Achievable)

Before you finish this face-to-face meeting with your manager (or appropriate person), what do you want to have happen? What next steps do you want your manager to commit to that will get you what you want? For example: "I want my manager to commit to giving me a promotion to Senior Consultant by my next performance review in June 2008." Now, take a moment to envision this outcome. Actually create a picture in your mind of this actually happening and experience the emotions around it. You will find this will dramatically improve your confidence going into the meeting.

Research: How are these decisions made in your company?

Do some research and talk to colleagues as well as HR or your mentor/coach to see how these decisions are made at your company. This will give you greater insight into not only what is available, but also your strategy for attaining your goal.

How will your Manager see your request?

Will your manager need to replace you immediately? Will you be difficult to replace? Will your manager have to explain this to the others on the team? In essence, how will your manager be affected by your request? Will it burden them or will it help them? If it will burden them, or increase business risk, what can you do to reduce this risk? What can you do to lessen the burden for your manager?

Meeting Strategy: (For achieving Objective)

What message will be important to communicate to move your goals forward? What strategy will you put into place to get what you want? For example: "My strategy is to ask for 2 days of working from home with the hopes that she will agree to one day. I will also talk about how she will benefit from me working from home and also how I will deal with the different arrangement. I will also communicate how I am willing to be flexible and try it out for a while to ensure she feels comfortable with the new arrangement."

Information I must acquire in this meeting

Is there any information that you were unaware of that will affect your manager's decision? Perhaps there is something you didn't consider in advance that you will have to change your strategy for? For example, your manager may know about an upcoming restructuring that will affect you and may disclose something about it during the meeting. You need to be open to this possibility.

Obtaining Commitment:

How will you put your request forward? Some people feel more comfortable with a script they have thought of beforehand, others are more comfortable winging it. It is a good idea to practice your meeting with a loved one or friend/coach beforehand to get the flow right. This prevents you from fumbling when the time comes.

What Resistance do I anticipate?

While you are envisioning the best possible outcome for the meeting, you need to prepare yourself for a negative response. Anticipating what resistance you might receive, will give you an opportunity to prepare appropriate responses. When we anticipate resistance, we are less vulnerable to their emotional effects and therefore can deal with them more objectively. Here you want to anticipate what your manager might say and craft an effective response to the objection before even going to the meeting.

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What Resistance do I anticipate?

Objection Handling Technique

Here is a 6-Step technique you can use if you encounter resistance in your meeting. If you ask for what you want and the answer is no...Here is a 6-step process you can go through to deal with the objection. This helps you diffuse the negative response and ask again.

1. Clarify the objection by rephrasing – seek to understand first
2. Empathize with the person and confirm that you understand their point of view
3. Handle the objection changing the person's perception or relieving their fears or concerns about the issue. When at all possible, relate it to benefits others have received in similar situations in the organization.
4. Ask the person if the concern is now resolved
5. Wait for the answer.
6. If the person's concern has been dealt with satisfactorily, proceed to ask for a commitment to next steps. If the person's concern has not been dealt with satisfactorily, try steps 1-5 once again. Then ask for a commitment to next steps once again.

Here is how it works:

Susan goes into her manager's office with the intention of asking for a raise. She has a great conversation with her boss and she finally gets to the point of asking for what she wants...

Susan: Thank you for discussing my career goals with me. I appreciate you taking the time to review how I'm doing. As you know, I would like to see if I might receive a 5% raise at my next performance review coming up in August 2008.

Boss: Well Susan, you are a valued member of our team, but I'm not sure we can get you a raise in August.

Susan: (*Step 1: Clarify*) Perhaps we can talk about that. What is your concern with giving me a raise in August?

Boss: Well I'm not sure if we have enough money in the budget right now.

Susan: (*Still clarifying*) So if I understand you correctly, there is a budget but you're not sure there is enough for a raise for me?

Boss: Yes, that's right, I have to consider everyone on the team.

Susan: (*Step 2: Empathize*) Thanks for clarifying. I completely understand that you have to take a look at everyone's possibility for a raise this year. That is the fair and equitable thing to do and if I was in your shoes, I would do the same. (*Step 3: Handle the objection*) We both agreed that I was our team's top performer, is that right?

Boss: Yes, absolutely, and we value your contributions!

Susan: Thank you. If you have a budget, then a percentage is possible is that correct?

Boss: Yes, I suppose so.

Susan: So what is the least I can expect?

Boss: I think you can expect at least a 3% raise.

Susan: And if I meet all of the projections and complete my outstanding top line projects by August, do you think a 5% raise is out of the question? After all, it would mean I am contributing a great deal to the department. You know I work very hard to do my best work for this department and that incentive would be such a great motivator for me. (*Step 4: Ask if this resolves the concern*) Does this resolve your concern? (*Step 5: Wait for the answer*)

Boss: Yes. You're right, I think if you met all your projections and completed your top line projects, I can commit to a 5% raise. I think that's fair.

Susan: (*Step 6: Commit to next steps*) Great, thank you. I'll send you an email just outlining our conversation. I think you will be pleased with my work and I appreciate you taking the time to talk to me about my raise. I like to work hard for our team and I feel even more valued when I am rewarded for my efforts. Thanks very much.