

3½ Ways to Effectively Manage People

First there's Me, then comes You, finally We...maybe...especially when biases and assumptions are put aside.

"Beyond beliefs of right, Beyond beliefs of wrong, There is a field. Can we meet there?"—Rumi

Requests are invitations and occasions to relate — opportunities to be in action, to influence and be *response-able*. Making a *request* of another isn't a demand. Kids make lots of request—we adults make asking difficult. Executives know making request, many every day to lots of people, is key to their success.

Has 3 parts—(1) For Whom (2) For What (3) By When (Date & Time)

Satisfaction Requirements—specify what will satisfy “the ask” under a given set of circumstances

Background of Relatedness —shared background of understanding between people about how to fulfill a particular request; built over time as satisfaction requirements are continually met

Three Possible Responses to a Request

1. **Accept** —I agree to do what you have requested of me and I will promise to do it.
Agreement —A promise that something specified will happen, or be done.
2. **Decline** —I do not agree to do what you have requested of me.
3. **Counteroffer** —I can't accept your request as you have made it but will you accept XYZ instead (models a willingness to make a different promise).
Agreement —A promise that something specified will happen, or be done.

Personal Requests	Professional Requests

"Between what I think I want to say, what I believe I'm saying, what I say, what you want to hear, what you believe you understood, and what you actually understood, there are at least nine possibilities for misunderstanding."
—Francis Garagnon

