

## MAP Audio #2 Script

*This script is from the ICON9 Learn As You Go Audio series.*

Welcome to day 2 of the MAP module in the ICON9 Learn As You Go mini-program.

The basics of MAP should be familiar to you now, so today we'll go down deeper into the "objectives" part of MAP.

To do this, we'll follow the same 3-step process as yesterday. As before, I will start by suggesting an example, then lead you through one of your own. By the time we've finished, in 7 minutes from now, this particular aspect of MAP should be firmly fixed in your mind!

Recall that the first two steps are to define the client and the context. I am going to **choose** a **face to face meeting** with a group of three engineers who I am supporting while they evaluate my company's software product.

This is a six-week evaluation and a precious opportunity to earn business in the new account. Unfortunately, they've found some bugs in the software, and this is jeopardizing the evaluation – that's the **context**.

Now, the third and final step of the process is to **imagine** the usage example.

The first question I must answer is, given the context just described, what is the **main** objective for **this meeting**?

In my example, it's to convince the client that *the workaround provided will allow us to move forward with the evaluation*.

Then, if I cannot meet that objective, what is the minimum I wish to achieve with the meeting?

Well, if I cannot convince them to move ahead using the workaround, then at least I need their corporation in order to get the bug fixed as quickly as possible.

And, now that we have got the main thing out of the way, do I have other objectives?

Well, yes: I also intend to inform them that the bug is an obscure one and that we are dealing with the root cause.

At this point, if I have done a good job, I will have defined *private* and *immediate* objectives.

Remember that these objectives are *private* in the sense that they need not be shared with my client, even though they could be if I wished. And they are *immediate* because they must be achievable during the meeting itself. I think that I am Ok on both of these points.

Now, my Objectives must also be mutidirectional. Together, they must cover Discovery (learning things **from** the client), Informing (giving messages **to** the client) and Negotiating (agreeing things **with** the client). Which have I covered so far?

I have "informing" objectives: I plan to tell them that the bug is obscure and that we are dealing with it.

I also have “negotiation” objectives: to try to get their agreement that the workaround is not so bad and getting their help with information that will allow us to fix the bug.

However, I don’t really have any Discovery objectives yet. What do I intent to learn from the client?

I will add objectives to find out what my competitor’s software behaviour is with regards to the functionality concerned, and also to find out what they *do* like about our software.

Notice that, although I didn't think of these objectives in the beginning, probably because of my concern about the bug, they strengthen my preparation considerably! The information that they aim to obtain will be extremely valuable. In addition, clarifying my objectives as I have done in this example helps me to realise that the most important thing in this situation is to **focus on the workaround** (and not, for example, on the fact that we were working to fix the bug). This focus has a big impact on the arguments that I prepare for the meeting.

So that’s my example. Now, what about you?

Does your example concern an individual or a group? Either way, who are they? Just think about it, and write it down if you wish.

<pause>

And are you calling or are you meeting face-to-face? Again, just bring this to mind, and write it down if it helps.

<pause>

What’s the context - what led up to this point, and what could follow, either good or bad?

<pause>

Given this context, what is the main objective for **this meeting?** (just one for now)

<pause>

If you cannot meet it, what is the minimum you wish to achieve with the meeting?

<pause>

Before going on, are you sure that the objectives you have defined are *immediate*?

<short pause>

Now complete your example with other objectives, making sure that they are *multidirectional*: that is, Discovery, Informing and Negotiating are all covered.

<pause>

And what are the benefits of clarifying these objectives before the meeting?

<pause>

Well done! You just completed your second Learn As You Go session.

I hope that these few minutes have helped you to further anchor the MAP concept.

Remember that my objectives are private and that they must be immediate and multidirectional. The fact that they are private is really what we call a ‘permission’. So you don't have to do anything extra to make them private, they just are.

On the other hand, it is up to you to make sure that they are immediate and multidirectional. The objectives you set must be achievable during the encounter itself and, ideally, they must include all three types: ‘dos’, ‘from’ and ‘withs’, so that you have certain clear intentions for discovery, informing and negotiation. If you're anything like me, you will invariably find that you forget at least one of these three at first!

As you may have done yesterday, if you have one or two meetings or calls lined up, try sketching out MAPs for them. This time, pay particular attention to the quality of the objectives, then see if you notice any difference to the encounters as a result.

Maybe it will change something, maybe it won't, but it's unlikely to do any harm! Remember that *regular practice is effective practice*. It's what our brains like best, and it's the most intelligent option for busy people.

Tomorrow, we'll go down deeper into the "audience" part of MAP. I look forward to seeing you then.

880 words